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### THE RELATIONSHIP BETWEEN JOB SATISFACTION AND CORPORATE SOCIAL RESPONSIBILITY IN BANKS IN JEDDAH

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#### **ABSTRACT**

Corporate Social Responsibility (CSR) is one of the most important components of business. Current companies need to address issues related to CSR. Job satisfaction is also very important to see whether or not employees are satisfied with the job. Job satisfaction may be influenced by a number of external factors and there may be a significant relationship between job satisfaction and the CSR. Thus, this work was done to analyze the relationship between the CSR and job satisfaction in the banking sector of Jeddah, Saudi Arabia. This work has adopted quantitative research method. The sample population was employees from the banking sector in Jeddah, Saudi Arabia. The sample size of was 88 employees. Data collection was done using survey questionnaire. The questionnaire contained question related to job satisfaction and the CSR practices. The findings of this work have shown that the employees are satisfied with the company and its CSR implementation. Hence, it is concluded that there is relationship between job satisfaction and the CSR practices in the banking sector of Saudi Arabia.

#### **CCS Concepts**

• *Information systems* → *Database management system engines* • *Computing methodologies* → *Massively parallel and high-performance simulations.*

#### **INTRODUCTION**

Job satisfaction focuses on the role of employees in the workplace or business organization. Job satisfaction can thus be defined as an affective orientation on

the part of individuals towards the work roles they currently occupy [1]. Job satisfaction is also identified as the positive attitude of the employee towards the organization, fellow workers and the job. The concept of satisfaction is like a sphere of expectations in relation to the organization and is therefore purely subjective in conceptual terms [2]. It also has a significant impact on the quality of work performed by employees. Job satisfaction is based on the extent to which these expectations are met and is closely linked to the behavior of the individual at work [3].

Job satisfaction is the sense of achievement that the employee feels when they succeed at work and is directly linked to the productivity and personal well-being of the employee [4]. It is also a key ingredient that leads to recognition, income, promotion and achievement of other objectives that lead to a sense of fulfillment [4]. Job satisfaction is also the extent to which workers are satisfied with the rewards they receive from their work, particularly in terms of motivation [5]. The degree to which employees are satisfied with their work can range from extreme satisfaction to extreme dissatisfaction. Employees have certain attitudes about their work as a whole, and this attitude is about different aspects of their work, such as the type of work they do, coworkers, supervisors or subordinates under whom they work, and their wages [6]. All of these factors are interrelated and each factor has its own importance, which cannot be neglected by business organizations [6].

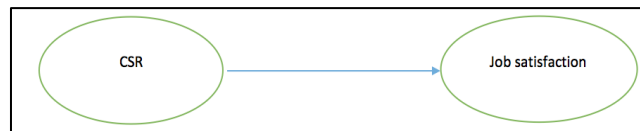
The organizational involvement in the corporate social responsibility (CSR) activities can have a positive boost in the perceptions of the employees towards their organization [7]. CSR also refers to the strategies of the business organization, which conduct their business in a way, that is ethical, society friendly and also is beneficial to the community in terms of development [8]. CSR is an approach that the business organization takes into account the interests of all stakeholders within the organization and also within society. These interests are then applied by management while developing and implementing strategies [9]. The CSR strategies of a company have significant impact on the attitudes and behaviors of the employees [8,9].

Wisse et al. [10] found that there is a strong relationship between CSR and employee satisfaction as the extent to which an organization fulfills its social responsibility has a significant impact on the level of satisfaction of employees. Barakat et al. [11] stated that organizations focus on the implementation of different policies to benefit the primary stakeholder, employees and customers. According to Suh [12], business organizations are therefore increasingly investing in CSR approaches to minimize the negative impact of their business activities on stakeholders such as employees, the community and the environment. Moreover, Singhapakdi et al. [13] stated that when the organization behaves in a socially responsible manner, it has a significant impact on employees in terms of satisfaction, trust, loyalty and commitment, which in turn enhances the image of the company. CSR is a relatively rare opportunity that allows organizations to have a positive impact on the perception of the organization by employees or prospective employees [14]. As a result, many organizations are now leveraging CSR to achieve both competitive advantage and long-term success [13,14].

CSR is important to the banking industry as banks have a special role and responsibility to finance the economy of a country [15]. Banks play a social role in the local economy of the country, making it essential for the bank to pay attention to people in need of bank resources. CSR practices in the banking sector help banks to understand the role of social responsibility in the corporate positioning of these banks [16]. It also enables banks to assess the impact of their organization on society, stakeholders and the banking sector. Thus, this work was done to analyze the relationship between the CSR and job satisfaction in the banking sector of Jeddah, Saudi Arabia.

## METHODOLOGY

In this work, quantitative research method was used. The sample population of this work were employees from the banking sector in Jeddah, Saudi Arabia. The sample size of this work were 88 employees. In this work, data collection was done using survey questionnaire. The questionnaire was distributed to the employees through online link via e-mail and instant messaging. The questionnaire included question related to job satisfaction and the CSR practices. The data were analyzed in terms of basic statistics and are presented in graphical form. Figure 1 shows the conceptual framework of this study.

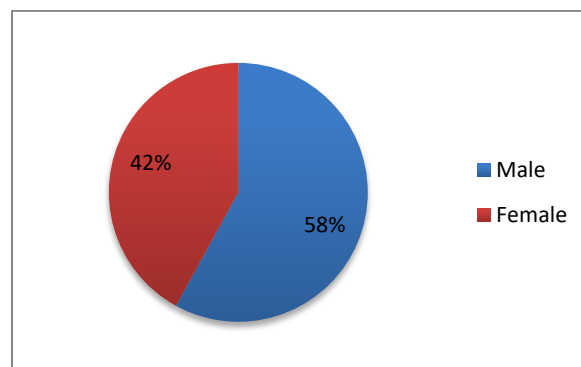


**Figure 1** Conceptual framework

## Result And Discussion

### Demographic Characteristics

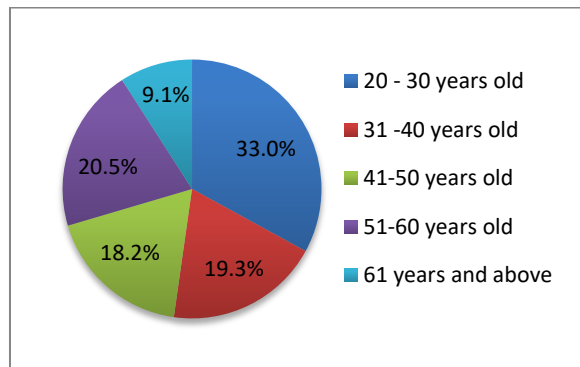
Based on Figure 2, 58 % of the respondents were male and 42 % were female.



**Figure 2** Gender

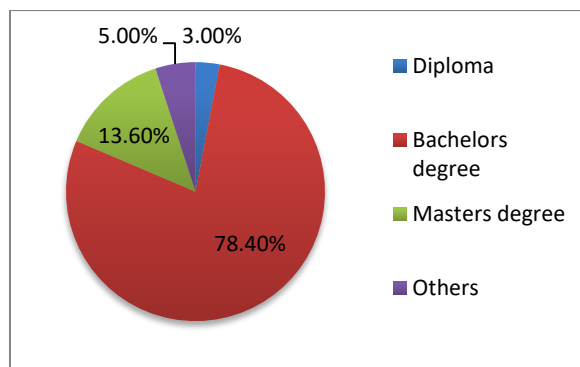
Based on Figure 3, 33.0 % of the respondents were aged between 20 to 30 years old, 19.3 % were aged between 31 to 40 years old, and 18.2 % were

aged between 41 to 50 years old, 20.5% were aged between 51 to 60 years old, and 9.1% were aged 61 years old and above.



**Figure 3.** Age

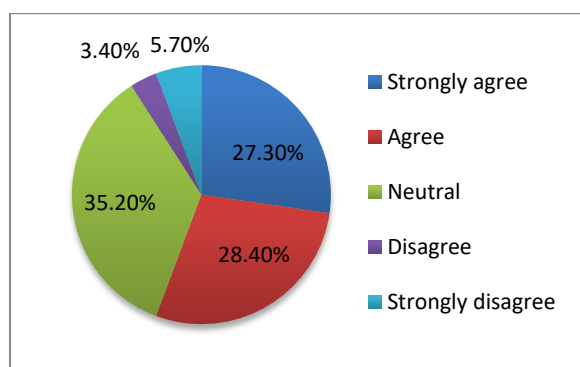
Based on Figure 4, 3 % of the respondents have completed diploma, 78.40 % have completed bachelor degree, 13.60 % have completed master degree and 5 % have completed other level of education.



**Figure 4** Education level

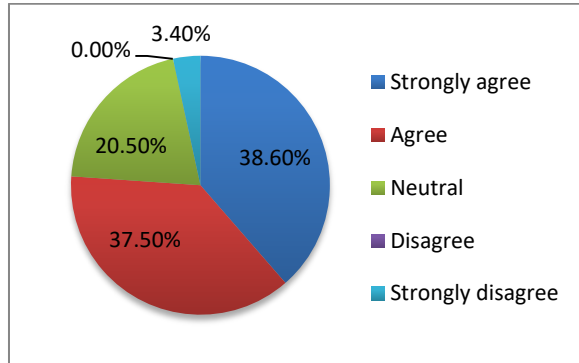
**Questionnaire Analysis**

The respondents were asked whether they trust their company. Based on Figure 5, 27.30 % of the respondents strongly agree, 28.40 % agree, 35.20 % were neutral, 3.40 % of the respondents disagree and 5.70 % of the respondents strongly disagree.



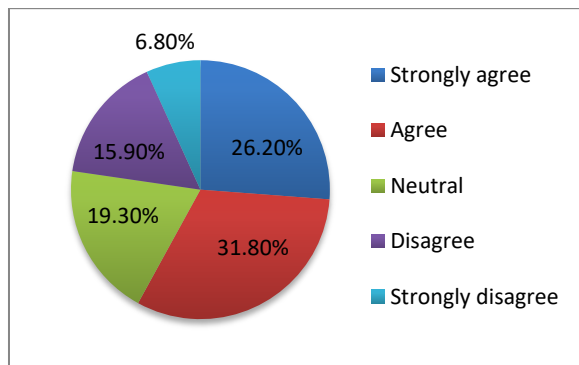
**Figure 5. Employee trust their company**

The respondents were asked whether they care for their company. Based on Figure 6, 38.6 % of the respondents strongly agree, 37.5 % agree, 20.5 % were neutral, 0.00 % of the respondents disagree and 3.40 % of the respondents strongly disagree.



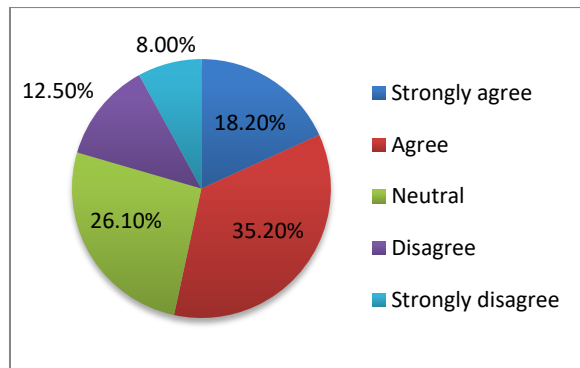
**Figure 6. Employee care for their company**

The respondents were asked whether their company provides better salaries. Based on Figure 7, 26.20 % of the respondents strongly agree, 31.80 % agree, 19.30 % were neutral, 15.90 % of the respondents disagree and 6.80 % of the respondents strongly disagree.



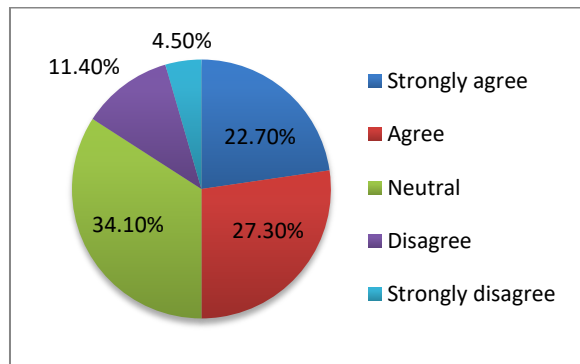
**Figure 7. Company provides better salaries**

The respondents were asked whether their company provides better working environment. Based on Figure 8, 18.20 % of the respondents strongly agree, 35.20 % agree, 26.10 % were neutral, 12.50 % of the respondents disagree and 8.00 % of the respondents strongly disagree.



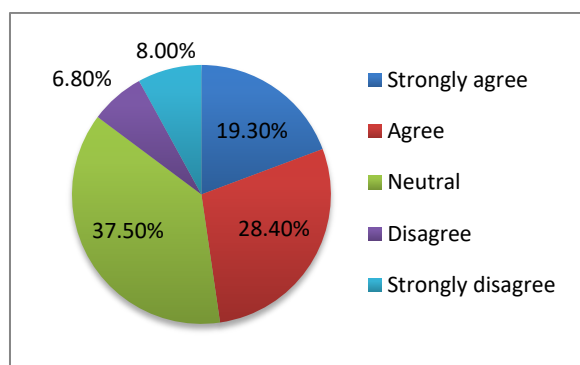
**Figure 8** Company provides better working environment

The respondents were asked whether their company carries out CSR activities. Based on Figure 9, 22.70 % of the respondents strongly agree, 27.30 % agree, 34.10 % were neutral, 11.40 % of the respondents disagree and 4.5 % of the respondents strongly disagree.



**Figure 9.**Company carries out CSR activities.

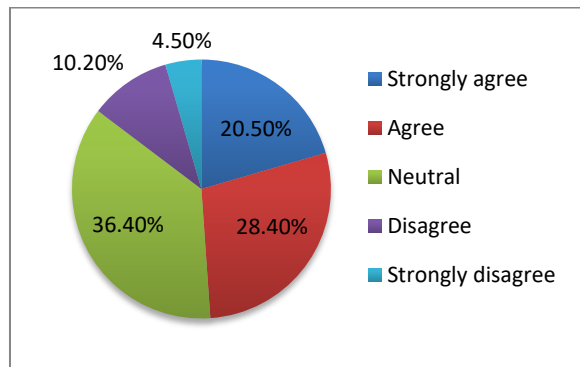
The respondents were asked whether their company has included CSR in its policies. Based on Figure 10, 19.30 % of the respondents strongly agree, 28.4 % agree, 37.5 % were neutral, 6.8 % of the respondents disagree and 8 % of the respondents strongly disagree.



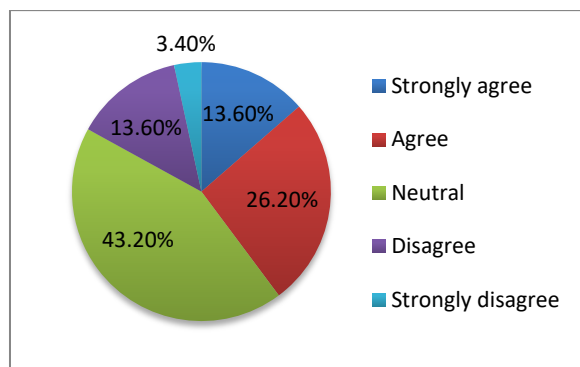
**Figure 10.**Company has included CSR in its policies

The respondents were asked whether their company has highlighted CSR in the company strategies. Based on Figure 11, 20.5 % of the respondents

strongly agree, 28.4 % agree, 36.4 % were neutral, 10.2 % of the respondents disagree and 4.5 % of the respondents strongly disagree.

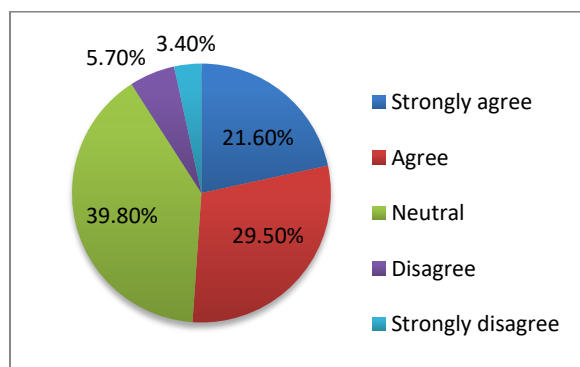


**Figure 11.** Company has highlighted CSR in the company strategies  
The respondents were asked whether the employees also contribute to the CSR. Based on Figure 12, 13.6 % of the respondents strongly agree, 26.1 % agree, 43.2 % were neutral, 13.6 % of the respondents disagree and 3.4 % of the respondents strongly disagree.



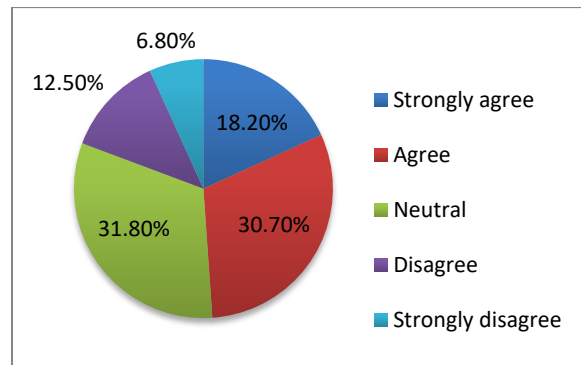
**Figure 12** Employees also contribute to the CSR

The respondents were asked whether the CSR helps in the welfare of the company as well as the society. Based on Figure 13, 21.6 % of the respondents strongly agree, 29.5 % agree, 39.8 % were neutral, 5.7 % of the respondents disagree and 3.4 % of the respondents strongly disagree.



**Figure 13.** CSR helps in the welfare of the company as well as the society

The respondents were asked whether they are satisfied with the company and its CSR implementation. Based on Figure 14, 18.2 % of the respondents strongly agree, 30.7 % agree, 31.8 % were neutral, 12.5 % of the respondents disagree and 6.8 % of the respondents strongly disagree.



**Figure 14.** Employee is satisfied with the company and its CSR implementation

### *Overall Discussion*

This work has analyzed the relationship between the CSR and job satisfaction in the banking sector of Jeddah, Saudi Arabia. The result have shown that the employees have collectively agreed on trusting the company and most of them do care for the company. Furthermore, the result have shown that the company provides better salaries and working environment. In addition, the results have shown that the company are conducting CSR activities, policies, and strategies. Moreover, the employees have agreed that they are satisfied with the company and its CSR implementation. The findings of this work are consistent with the work of Chatzoglou et al. [17] where it has been confirmed that employees tend to be satisfied with their work on the basis of CSR practices, which give them a sense of fulfillment towards the welfare of societies.

### **CONCLUSION**

In this work, analyze the relationship between the CSR and job satisfaction in the banking sector of Jeddah, Saudi Arabia. The key findings of this work have shown that there is positive relationship between employee satisfaction and CSR practices. In addition, the results have confirmed that the employees have are satisfied with the company and its CSR implementation. For future works, the authors recommend CSR implementation in detail and carry out numerical data in order to analyze the relationship between variables in a more comprehensive manner.

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