



**UNIVERSITI TEKNOLOGI MARA  
KOTA SAMARAHAN CAMPUS**

**ABR 796  
APPLIED BUSINESS RESEARCH**

**CORPORATE SOCIAL RESPONSIBILITY, CITIZENSHIP  
BEHAVIOR, EMPLOYEE ENGAGEMENT,  
EMPLOYEE SABOTAGE AND TURNOVER  
INTENTIONS: A CASE OF SARAWAK ENERGY BERHAD**

**ADVISOR:  
PROFESSOR DR. FAUZIAH NOORDIN**

**PREPARED BY:  
ABDUL MUZAFAR BUJANG ZAINUDIN  
(2011291544)**

**NORHASLINA BINTI MAHDI  
(2011889742)**

**1 JULY 2013**

EXECUTIVE MASTER IN BUSINESS ADMINISTRATION (EMBA)  
FACULTY OF BUSINESS AND ADMINISTRATION  
UNIVERSITY TECHNOLOGY MARA  
KOTA SAMARAHAN

---

1<sup>st</sup> July, 2013

**LETTER OF SUBMISSION**

**PROFESSOR DR. FAUZIAH NOORDIN**

Y.Bhg.Professor,

**SUBMISSION OF ABR 796**

Enclosed herewith is the submission of document of our ABR, ABR 796 entitled "Corporate Social Responsibility, Citizenship Behavior, Employee Engagement, Employee Sabotage and Turnover Intentions : A Case of Sarawak Energy Berhad".

With the submission of this document, we hope that it will meet the requirement and expectation of the Subject.

Our deepest appreciation to you for the guidance and assistance rendered to us throughout the completion of our ABR.

Thank you.

Yours sincerely,

**Abdul Muzafar Bujang Zainudin** (2011291544)  
**Norhaslina Binti Haji Mahdi** (2011889742)

# CONTENT

<b>Abstract</b>	<b>5</b>
<b>1. Chapter 1: Introduction</b>	<b>6</b>
Introduction to study	
1.1 Organization Background	
1.2 Background of the study	
1.3 Problem Statement	
1.4 Objectives	
1.5 Significance of Study	
1.6 Scope of Study	
1.7 Definitions of Terms	
<b>2. Chapter 2: Literature Review</b>	<b>15</b>
2.1 Literature Review	
2.1.1 From Organizational-Level to Employee-Level CSR	
2.1.2 Self-Determination Theory and Work Motivation	
2.1.3 Self-Determination Theory and CSR Motivation	
2.2 Research Framework	<b>22</b>
2.3 Research Question	
<b>3. Chapter 3: Research Methodology</b>	<b>24</b>
3.1 Research Design	
3.2 Population and Sample Size	
3.3 Research Instruments/Measures	
3.31 CSR Perception	
3.32 Organizational Citizenship	
3.33 Work engagement	
3.34 Sabotage	
3.35 Turnover Intentions	
3.4 Data Collection Techniques	
3.5 Data Analysis	
<b>4. Chapter 4: Empirical Research Results</b>	<b>28</b>
4.1 Respondents' Profile	
4.2 Reliability Test	
4.3 Descriptive Statistics	
<b>5. Chapter 5: Conclusion and Discussion</b>	<b>42</b>
<b>6. Chapter 6: Recommendation</b>	<b>44</b>
<b>7. References</b>	<b>49</b>
<b>8. Appendix</b>	<b>54</b>

## **ABSTRACT**

**Purpose:** The purpose of this study is to assess the level of perceptions of employees to comply with corporate social responsibility, to assess the relationship between employees' perception to comply with CSR towards the employees' citizenship behaviour, employees' engagement, employees' sabotage and turnover intention and to propose recommendations based on the findings.

**Design / Methodology / Approach:** The study employ established questionnaires to collect data such as CSR perceptions by Maignan and Ferrell's(2000), Organizational citizenship behaviour was measured using Williams and Anderson's(1991) five-item scale and Work Engagement scale developed by Schaufeli, Bakker and Salanova's (2006).The Questionnaires are circulated based on convenience sampling method. It is divided into five parts: demographic, employee perceptions, employee engagement, employee sabotage, citizenship behaviours and turnover intention.

**Findings:** In general, the findings found that the employees of SEB have a moderate level of citizenship behaviour, employees engagement and employees sabotage. For turnover intentions, the study indicates that it is at low to moderate level. However, the management of Sarawak Energy Berhad should concern to this results as it giving a signal on what would happen in future undertaking.

**Originality / Value:** This research is very important as it conceals areas that need improvement and attention by the management. The results of this study are beneficial for the organization to have better understanding of the influence of the employees perception on compliance with CSR, citizenship behavior, employees engagement, employees sabotage and turnover intentions.

It is suggested that the organization carried out study that focusing on how good their take care of employees and conducting yearly organizational climate survey.

**Keywords:** Corporate Social Responsibility, perception, citizenship behavior, employees engagement, employees sabotage, turnover intention and SEB.

**Paper Type:** Research paper

## **CHAPTER ONE: Introduction**

While there is no universal definition of corporate social responsibility, it generally refers to transparent business practices that are based on ethical values, compliance with legal requirements, and respect for people, communities, and the environment. Thus, beyond making profits, companies are responsible for the totality of their impact on people and the planet.<sup>1</sup> “People” constitute the company’s stakeholders: its employees, customers, business partners, investors, suppliers and vendors, the government, and the community. Increasingly, stakeholders expect that companies should be more environmentally and socially responsible in conducting their business. In the business community, Corporate Social Responsibility is alternatively referred to as “corporate citizenship,” which essentially means that a company should be a “good neighbour” within its host community. (Chandler, 2001.)

People create organizations to leverage their collective resources in pursuit of common goals. As organizations pursue these goals, they interact with others inside a larger context called society. Based on their purpose, organizations can be classified as for-profits, governments, or non-profits. At a minimum, for-profits seek gain for their owners; governments exist to define the rules and structures of society within which all organizations must operate; and nonprofits (sometimes called NGOs—nongovernmental organizations) emerge to do social good when the political will or the profit motive is insufficient to address society’s needs. Aggregated across society, each of these different organizations represents a powerful mobilization of resources. In the United States, for example, more than 595,000 social workers are employed largely outside the public sector—many in the non-profit community and medical organizations—filling needs not met by either government or the private sector. Society exists, therefore, as a mix of these different organizational forms. Each performs different roles, but each also depends on the others to provide the complete patchwork of exchange interactions (products and services, financial and social capital, etc.) that constitute a well-functioning society. Whether called corporations, companies, businesses, proprietorships, or firms, for example, for-profit organizations also interact with government, trade unions, suppliers, NGOs, and other groups in the communities in which they operate, in both positive and negative ways. Each of these groups or actors, therefore, can claim to have a stake in the operations of the firm. Some benefit more, some are involved more directly, and others can be harmed by the firm’s actions, but all are connected in some way to what the firm does on a day-to-day basis. (Freeman, 1984.)