

Corporate Social Responsibility Programs and Employee Satisfaction in Private Healthcare Organizations (Phco) in Malawi

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Abstract: The paper aims at assessing internal corporate social responsibility (CSR) programs in private healthcare organizations (PHCO) on employees' job satisfaction. CSR is expected to provide benefits to organizations. It has been identified that employee empowerment leads to job satisfaction. When employees are provided with authority and autonomy there is motivation and employees experience professional growth leading to sound decision making. It is further discovered that promotion of employee wellbeing will lead to job satisfaction. Employees need to be provided with health and safety programs for motivation. Furthermore, work and life balance will lead to job satisfaction. Hence, policies must accommodate flexible employee working hours. In addition, employees need social activities at the workplace to promote job satisfaction. Finally, provision of incentives which are both monetary and non-monetary. Employees will benefit from competitive salaries and allowances including appraisals and rewards. The results from the conceptual paper are in line with the previous studies from different angles of the world and reveal that CSR activities in an organization can contribute positively to employee job satisfaction. Therefore, the PHCO should bank on motivating employees for better profits.

Keywords: Corporate social responsibility, Private healthcare, Job satisfaction, employee wellbeing.

Abbreviations Used

CSR	Corporate social responsibilities.
FBHO	Faith based healthcare organizations.
PHCO	Private healthcare organizations
SET	Social exchange theory.

Introduction

Corporate social responsibility (CSR) is an action that an organization performs to benefit the relationship between the organization and its employees by allowing the employees to take part in the company's activities thereby producing job satisfaction. Many companies strive to achieve job satisfaction to employees as the focus goes to making profits (Katamba, 2017). Hence, CSR is aimed at providing benefits to the organization including stakeholders and the important role played in business. PHCO provides healthcare services which are of good quality and employees may experience job dissatisfaction due to high workload, lack of recognition, and lack of incentives (Shelley & Lillah, 2019).

Unlike other businesses, private healthcare industry can easily make the client/patient to suffer if employees are not satisfied with work. This may result in increased patients complaints, long hospital stay and increased employee complaints thereby reducing performance (Katamba, 2017). Accommodation of CSR programs is essential in order to promote employee job satisfaction for better performance. The paper will discuss employee empowerment, wellbeing, work and life balance and provision of incentives as CSR programs to provide job satisfaction to employees. In Malawi, healthcare provision is divided into three different areas, the public sector which provides 60% of care, the not-for-profit faith-based healthcare organizations (FBHO) 30% and the private sector which provides 10% of care (Ministry of Health and Population, n.d.). It is the private sector that will be looked into because it is profit-making and sometimes may focus much on profits and neglect employees.

Background of the study

The paper will describe the relationship between CSR programs and employee job satisfaction in PHCO in Malawi. A number of PHCO render services across the country and performance is highly recommended. Quality healthcare is provided to clients, however, employees move from one place to another which shows that there are problems in promotion of CSR activities. If CSR activities are put in place, employees are likely to have job satisfaction and employee retention will be promoted.

In recent years, the booming up of CSR programs has brought in different approaches towards satisfying employees in organizations. CSR programs have to take care of its environment and within the internal environment. Employees are however, of value are supposed to be treated with fairness, transparency as well as dignity (Katamba, 2017). It is precise that the PHCO should include the CSR activities in handling employees for the success of the industry. Studies have been conducted to identify the relationship between CSR activities and employee job satisfaction and have proved to have a very positive relationship. Nevertheless, Corder and Ronnie (2018) explain that employees in PHCO need to be motivated by the managers. It is every manager's responsibility to provide a positive environment for all the employees in order to make good profits out of committed employees.

Not much research in the private healthcare system has been conducted hence, need for future research regarding the topic. It is further stated by Wnuk, (2017) that employees are a major stakeholder in terms of productivity, designing new change and social change, essentially all begin with the employees. Employees must adapt to any changes and be open-minded with the managers as they are the direct beneficiaries of the positive impact in the PHCO. In addition, in private healthcare facilities, positive results from CSR are required at all costs. Employers must play a big role in bringing in CSR activities into practice.

Henceforth, job satisfaction portrays an employees' commitment to the organization thereby increases employees' efficiency and effectiveness (Wnuk, 2017). Every private healthcare facility should encompass CSR activities for better results. Therefore, the identification and use of the relationship of CSR programs promote employee job satisfaction and good performance.

However, Yusuf, (2017) argues that it is not only the duty of management to promote employee job satisfaction but employees must be committed in their work as commitment brings in self-sufficiency thereby job satisfaction. Figure 2 shows panel 1 which will be used to explain SET as it entails two parties to play a role which will be of benefit to both parties, and several approaches have to be combined (Bosak, 2019). SET originated from George Homans in 1958 which was built to study social behavior whereby it was described that an equilibrium has to be met between two parties for profitability purposes. It expresses that in the presence of rewards employees can behave positively (Homans, 1958). In this case, the organization has to employ CSR activities, and the employees have to become committed and efficient in their work to meet the equilibrium for the competitive advantage.

In Malawi, CSR activities are not much acknowledged. In some cases, people may not be able to identify the CSR activities effectively. The visibility of CSR activities in PHCO is not clearly visible that is the reason for introducing the paper. To allow both employees and managers improve the set-up of the CSR activities.

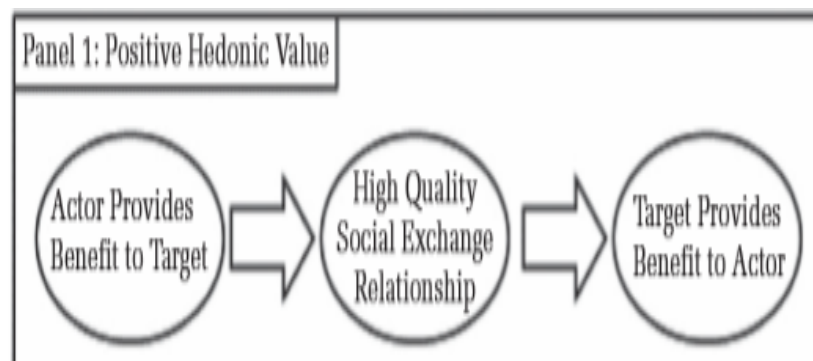


Figure 1: Social exchange model. Panel1: Positive hedonic value. Adopted from Cropanzano, Anthony, Daniels and Hall, (2017)

Aim. To assess the internal CSR programs in private healthcare sector on employees' job satisfaction.

Objectives

- To assess staff empowerment in relation to job satisfaction in PHCO
- To evaluate health and safety programs in relation to job satisfaction in PHCO

- To assess work and life balance in relation to job satisfaction in PHCO
- To identify provision of incentives in relation to job satisfaction in PHCO

Scope

In order to take care of the paper, it will identify the relation of CSR programs in PHCO and employee job satisfaction. The conceptual paper will discuss the following CSR activities: employee empowerment, employee wellbeing, work and life balance and provision of incentives. Once organizations employ CSR activities it is believed that employees will be satisfied with work, increasing the organization's output and more profits will be recovered. The SET will be used as the employees and the organization have to play a role in performance to promote employee job satisfaction. Nevertheless, CSR and job satisfaction in the PHCO and the FBHO system has not been studied much, therefore there is need to conduct studies in relation to the topic.

Definition of Terms

Corporate Social Responsibility. Tosun, (2017) defines (CSR) as a practice in any business which encompasses the firm to be committed in provision of social benefits to stakeholders for provision of quality of life.

Employee Job Satisfaction. Employee job satisfaction is defined as fulfilment that a job brings to an employee and makes the employee feel comfortable, happy and motivated (Tran Thi, 2020).

Private Healthcare. Defined as healthcare facilities which are for profit and provide health care services mostly relying on private insurance and out of pocket in this case the government does not provide support (Grover, 2020).

The Review of Literature

CSR programs are meant to produce positive results in employees at an organization and the PHCO are not exceptional. Thus the purpose of the paper is to bring in change in PHCO so as to improve productivity. Not much of CSR in PHCO has been studied therefore, the existence of this paper. Katamba (2017), identified that CSR and job satisfaction have a relation, as such, managers should be encouraged to implement CSR programs and policies in the organization so as to promote job satisfaction. PHCO has to adopt the practice of CSR activities to support employees to the benefit of the organization. Mechanisms which prioritize stakeholder performance and satisfaction are highly appreciated as stated by Barakat, Isabella, Boaventura, and Mazzon (2016). That is the reason for implementation in the organizations. Besides PHCO should identify and put into drill CSR programs in order to promote employee job satisfaction.

Henceforth, it is expressed by Russo, (2016) that CSR programs in healthcare setting is in the process of being established in some parts of the world, therefore, it is required to be practiced for a competitive advantage. The CSR activities have to be visible and functional at all times. Hence, organizations need to plan and implement CSR programs for sustainability purposes (Rodriguez, Svensson & Eriksson, 2018). In addition, policies have to be put in place for easy application of CSR programs. There has to be manuals expressing how CSR activities will be implemented in an organization. As such, it has been elaborated that managers have a major role in instituting CSR in the organization. In a healthcare sector, employees like nurses, doctors and paramedics, if well managed by the leaders, will produce good effects and there will be job satisfaction thereby promoting retention and high quality performance leading to extraordinary cooperation (Ngabonzima, Asingizwe&Kouveliotis, 2020).

Meanwhile, healthcare profession ideally, requires much more commitment as the profession is considerably demanding hence, promotion of activities such as CSR to fill the gaps (Permarupan, Mamun, Samy, Roselina, & Hayat, 2020). It was identified that employees' have rights to CSR programs, and must be put in place in order to provide essential services so as to allow appreciation of basic standards of living in the workplaces. Job satisfaction cannot depend on one factor only, but several factors when engaged together may lead to employee job satisfaction as stated by Shelley and Lillah, (2019).

Meanwhile, the collaborative factors include some of the stated CSR programs such as employee empowerment, existence of employee wellbeing in an organization, promotion of work and life balance, and provision of incentives. Figure 2 shows the relationship of CSR activities and employee job satisfaction in an organization, and illustrate that the presence of different CSR activities will lead to job satisfaction.

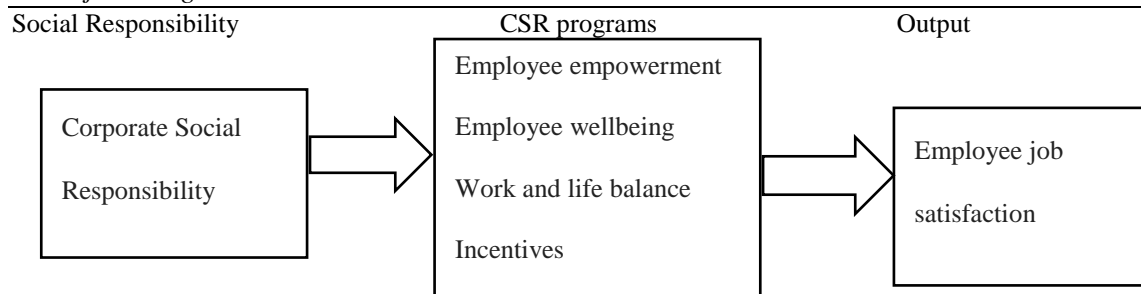


Figure 2. The Conceptual Framework: Adapted from Gharleghi, Jabanshahi and Nawaser. (2018)

Employee Empowerment by the organization

Employee empowerment necessitates more awareness so that managers should learn to accept and practice in the organizations (Khattar, 2019). Empowerment means that employees have to be given some authority as well as autonomy in dealing with some organization's activities for promotion of growth (Corder& Ronnie). Leaders must be aware that employees need to grow professionally. Chi, Goh, Adam and Tan (2016) argue that empowerment can make employees become overconfident as such, managers may lose control over these employees and may lead to disorganization. However, when advantages outweigh the disadvantages it is better to opt for the better side. In this case, it is evident from other studies that employees must be empowered. Studies however, reveals that staff empowerment produces positive results leading to job satisfaction. It was revealed that psychological empowerment is related to fair compensation and other work positive factors as stated by Permarupan et al. 2020.

Furthermore, in healthcare setting the career is too challenging and PHCOs are not exceptional due to complexity and the expected high standards. Besides, employee empowerment produces good decision-making leading to patient safety. Every leader must wish for the safety of all the employees. Once employees are empowered close supervision decreases and managers have other profitable areas to focus on. Bilge, Barbuta-Misu, Zungun, Virlanuta, and Guven, (2020) argue that staff empowerment goes together with an individual's professional qualifications. The high the qualification the positive the results and that decisions can be made independently. Indeed, the highly qualified employees are so easy to handle in that supervision may not be so intense and managers must be aware of this. Heidari, Seifi, and Gharebagh, (2017) allude to that management support to employees, that is empowering graduates in their work actually produces job satisfaction. Hence organizations should employ qualified employees for the positions for easy management and quality performance.

Conversely, empowerment cannot just come, but leaders should be able to isolate strategies for promotion of job satisfaction. If employees are not empowered it will lead to job dissatisfaction, therefore leaders should make sure employees are strategically empowered in order to promote job satisfaction. Araujo and Figueiredo, (2019) articulated that when nurses are empowered, they can perform duties effectively. Not much is found in literature concerning empowerment in PHCO however, in all healthcare facilities empowerment has to be facilitated (Ganapathy & Ashokkumar, 2017).

Existence of Employee Wellbeing in an organization

Comparing job satisfaction and nurse's wellbeing in a hospital setting, Lorber, Treven, and Mumel (2020) identified that nurses were not much satisfied with their job and wellbeing because of different health conditions that some of them had and other associated factors. Thus, organizations must stare critically at wellbeing and health policy in order to yield good outcomes. The introduction of CSR programs in the organizations may aid in promoting job satisfaction. It was discovered that employee wellbeing is a focus in healthcare organizations to produce employee job satisfaction (Permarupan et al. 2020). Managers must recognize the importance of wellbeing and be able to implement at all costs. Organizations may change the attitude of employees by strategizing the idea of supporting employee wellbeing.

It is further explained that healthcare employees work under different types of pressure and stress, as such, their wellbeing should be put as a priority at all times to reduce burnout (Corder& Ronnie, 2018). In addition, employees have to be provided with safety and health activities. Taking care of employee wellbeing involves the environment in which employees work, a conducive environment will promote job satisfaction and taking care of employees when problems arise is motivating (Palacios, Eichholtz, & Kok, 2020).

PHCO's workload has to balance with the time allocated and allow rest for rejuvenation. It shows that employee wellbeing focus on how much workload is given to employees and accommodate rest periods in order to heighten job satisfaction. Wellbeing simply means security, comfort and relaxation. Change has to be brought

in companies to allow employees feel relaxed. Similarly, in Africa, Shelley and Lillah (2019) allude that employees' wellbeing should include health of employees and accommodation of wellbeing to all the employees must be exercised for high performance (Creixans-Tenas, Gallardo Vázquez & Arimany-Serrat, 2020). Taking into account promotion of job satisfaction is consistent with what Coder and Ronnie (2018) identified concerning nurses in the private healthcare sector.

In Africa, it is recommended that the health and wellbeing of employees have to be considered in the PHCO (Haywood & Wright, 2019). Ideally, it was explored that healthcare workers wellbeing determines retention. Lober et al. (2020) further discovered that employee wellbeing leads to satisfaction. The employee activities and wellbeing have to be put in consideration for a positive outcome (Koo & Ki, 2020).

Promotion of Work and life balance

Promotion of work and life balance is paramount, employees have to work and at the same time socialize. When people socialize the brain is re-energized and the focus towards change greatly improves and performance increases as well. It was learnt that healthcare employees require much of work and life balance as stated by Wushe and Shenje, (2019). However, employees in a healthcare setting require a positive working environment in order to promote job satisfaction. As such, management has to look into the work and life balance of the employees by instituting policies which will accommodate work and life balance. Employees working hours should be flexible for better performance. As it is well known that PHCO has usually high workload as compared to public healthcare because of individualized care which is too demanding. Some outing programs have to be introduced to allow employees to socialize, adequate off duties have be included in the rosters. Besides, social support has to be enhanced consistently. Whereas, it is stated that high workload in PHCO leads to job dissatisfaction because the focus of the organization is profit to be recovered and not the employees wellbeing (Lindfors & Hansen 2018).

Constantly, the PHCO must promote the welfare of all the employees (Ganapathy & Ashokkuma, 2017). It is acknowledged that employees in private healthcare if treated positively in balancing work and life will lead to job satisfaction (Kartal, 2018; Yusuf, 2017).

Provision of Incentives to Employees

Incentives can motivate and satisfy employees in one form or another. It was identified that incentives such as timely paid salary and rewards are crucial and if provided to employees may lead to job satisfaction (Heidari et al. 2017). This has to be looked into in all the organizations. Low payment has a negative impact on job satisfaction. Nasab, Rahmani, Enjezab, and Rezaee, (2017) indicate that paying the employees well and providing them with rewards more especially in private hospitals produces good results such as employee job satisfaction and more profit.

Meanwhile Ganapathy and Ashokkumar, (2017) identified that private hospitals should make it possible that there is a possibility of providing all the necessary incentives and other fringe benefits to promote employee job satisfaction. In a study in one of the private hospitals, job satisfaction among nurses was low and it was concluded that nurses require other benefits such as incentives which are more attractive in order to become more satisfied with the job (John & Cavanagh, 2018).

Likewise, in Africa, and to be specific in Sub-Saharan Africa, the private sector has different types of incentives like appraisals, allowances and off duties, as stated by Sieverding, Onyango, and Suchman, (2018). It was identified that incentives provide employee motivation (Shelley, & Lillah, 2019). Corder and Ronnie (2018) argue that it is not only monetary incentives that can produce employee job satisfaction, it is recommended that rewards and appraisals are motivators and employees can become satisfied with their job. Additionally, employees feel motivated when their performance is appreciated and recognized. Employees who are happy in the PHCO are also satisfied with their job and must be supported adequately as stated by Singh, M.S. & Singh, L.K. (2016). In Malawi a study conducted by Schmiedeknecht et al. (2015) in the public healthcare sector concluded that non- numerical incentives can also create job satisfaction.

Critical Review of Literature

The literature review significantly shows and association between internal CSR programs and employee job satisfaction. In an organization, several motivation factors have to be put in place in order to institute employee job satisfaction. Whenever employees are put as a priority the company benefits a lot. Employees must be empowered at all times depending on the qualification, the empowerment will depend on the level of qualification of an employee. The literature review simply distinguishes the connection between CSR programs and employee job satisfaction in an organization (Corder & Ronnie, 2018). Furthermore, Hedairi et al. (2017) confirm that incentives are far much more important to employees in order for the organization to have positive output. This is affirmed in the SET that the actor provides benefit to target where it leads to a very

good social exchange relationship and in the end both the target and the actor benefit, in this case the employee and the employer (Gharleghi et al. 2018). Corder and Ronnie, (2018) emphasize that employees should be provided with some autonomy in order to promote efficiency and reliability in employees. Generally speaking, a combination of several CSR programs will likely lead to job satisfaction. Several CSR activities combined can be very successful motivational strategies and can improve employee retention and more profits can be earned in the organizations (Phuong & Vinh, 2020; Nasab, et al. (2017).

Discussion

The paper has examined CSR activities to identify the connection with employee job satisfaction. The findings from different studies indicate that the CSR programs which are employee empowerment, employee wellbeing, employee work and life balance and provision of incentives are positively and significantly related to job satisfaction. Therefore, it implies that if employees perceive that the CSR programs are put in place to promote employee motivation there will be more likely to portray job satisfaction thereby, an advantage to facilities and positive output which will be increased profitability.

The findings somehow are consistent with a research conducted by Hossen, Chan, and Hasan, (2020) which specifies that employee job satisfaction in organizations is a result of practicing CSR activities. Nevertheless, it is further expressed that if management treats employees very well, it is very likely that employees will produce best results in the end leading to job satisfaction and staff retention. Once an employee is satisfied with the job, it is expected that there will be effectiveness in performance and motivation. It is affirmed that combining several strategies such as rewards, employee motivation in an organization may lead to employee retention and more profitability hence employee job satisfaction (Phuong & Vinh, 2020; Nasab, et al. (2017).

It is a requirement of the organization to promote employees job satisfaction (Wnuk, 2017). The organization has to maintain employees for profitability purposes. It is not healthy for the organization to keep on changing employees so often, continuity is required. Once an employee has job satisfaction retention is inevitable. It was further identified in Africa that PHCO can promote employee retention and job satisfaction by practicing servant leadership, in addition, employees' career development should be put as a priority (Shelley, & Lillah, 2019).

Recommendations and Concluding Remarks

Policy makers should institute measures in private healthcare sector to apply CSR activities to promote employee job satisfaction. In order for the CSR policies to balance they have to be stakeholder friendly all times, in this case employees are the stakeholders therefore must be involved in the company's activities (Ibrahimov, & Omarova, 2020). In addition, CSR activities have an advantage of enhancing employee job satisfaction, which shows that more benefits can be acquired by both the organization and the employee. A study needs to be conducted which will influence the private healthcare organizations to accommodate CSR activities in order to bring in change.

It is therefore, expressed that if management pays special attention to the needs of employees, the likelihood of employee retention at an organization is very high (Heidari et al., 2017; Paulsen, Perera, & Kaddoura, 2020). Rather, it is identified that the employees' needs such as working shifts in a hospital, salaries and rewards, including workloads are more satisfying. When an employee is contented job satisfaction will be promoted thereby leading to employee retention. Dasgupta, (2015) complements that proper supervision of employees will additionally lead to employee job satisfaction and retention at PHCO. Schmiedeknecht et al. (2015) in a healthcare study concluded that non-numerical strategies can be used to help improve employee job satisfaction and retention.

However, the limitations are that the private healthcare system has not much been reported in literature therefore, much information could not be achieved, there is need to do a study in the private healthcare facilities to identify what is actually on the ground about incorporation of CSR activities to assess the relationship with employee job satisfaction. Coudonauris, Isaac and Nkulenu, (2020) recognized that healthcare providers require consideration in promotion of wellbeing to enhance retention, and provision of several benefits will add to employee wellbeing in the private healthcare sector. Cronley, and Kim, (2017) indicate that leadership plays a major role in order to put into practice the activities that lead to employee job satisfaction. In addition, there is a gap that a similar research be conducted in FBHO to identify CSR programs in relation to employee job satisfaction to continue exploring the association of CSR programs in the health care sector.

Conclusion

The findings are significant that CSR activities enhance employee job satisfaction which does not come about as a result of one activity but a combination of several activities. It has been identified that CSR activities such as employee empowerment, existence of employee wellbeing, promotion of work and life balance and provision of incentives will result in employee job satisfaction in an organization. Private healthcare facilities must implement CSR activities as employees in these facilities have a high workload and work under stress.

In a theoretical perspective, Hossen et al. (2020) express that SET requires the contribution of both parties, the employer and the employee. It commences with the employer initiating CSR activities at the same time the employee will be motivated and performance will be enhanced leading too high productivity. The paper's results will lead into more research to help employees in the healthcare sector attain job satisfaction. It is therefore, expressed that if management pays special attention to the needs of employees, the likelihood of employee retention at an organization is very high (Heidari et al., 2017; Paulsen, et al. 2020). Rather, it is identified that the employees' needs such as working shifts in a hospital, salaries and rewards, workloads are more satisfying when an employee is contented and will promote job satisfaction thereby leading to employee retention.

Dasgupta, (2015) complements that proper supervision of employees will additionally lead to employee retention at PHCO. Schmiedeknecht et al. (2015) in a healthcare study concluded that non-numerical strategies can be used to help improve employee job retention. Managers must learn about CSR programs and must be strategized and incorporated in the policies, and must be practiced consistently.

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