



**EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY ON
EMPLOYEES' COMMITMENT TO THE ORGANIZATION IN THE
CONSTRUCTION INDUSTRY IN THE UNITED ARAB EMIRATES
(UAE)**

BY

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LIST OF CONTENTS

ACKNOWLEDGMENT	II
LIST OF CONTENTS	III
LIST OF TABLES	VIII
LIST OF FIGURES	XI
LIST OF ABBREVIATIONS	XII
ABSTRAK	XIV
ABSTRACT	XV
CHAPTER 1 : INTRODUCTION	1
1.1 Introduction	1
1.2 Conceptual Background	5
1.3 Problem Statement	8
1.4 Research Questions	13
1.5 Research Objectives	13
1.6 Significance of the Study	13
1.7 Research Scope	15
1.8 Definition of Key Terms	16
1.9 Structure of the Study	17
1.10 Summary	18
CHAPTER 2 : CORPORATE SOCIAL RESPONSIBILITIES IN UNITED ARAB EMIRATES	20
2.1 Introduction	20
2.2 Economics of United Arab Emirates	21
2.3 Corporate Social Responsibilities Practices in United Arab Emirates	24
2.4 Corporate Social Responsibilities in United Arab Emirates Construction Industry	27
2.4.1 Evolution of Construction Industry in UAE	27
2.4.2 Evolution of CSR in Construction Industry in UAE	29

2.5	Urgency to Apply CSR in the United Arab Emirates Construction Industry	33
2.6	Summary	36

CHAPTER 3 : LITERATURE REVIEW 37

3.1	Introduction	37
3.2	Evolution of Corporate Social Responsibility (CSR)	38
3.2.1	CSR Evolution (1929-1970)	38
3.2.2	CSR Evolution (1970-1985)	40
3.2.3	CSR Evolution (1985-2005)	44
3.2.4	CSR Evolution (Since 2005)	48
3.3	Underpinning Theories	49
3.3.1	Stakeholder Theory	49
3.3.2	Social Identity Theory	54
3.4	Conceptual Framework	56
3.4.1	CSR and Employees' Commitment to the Organization	56
3.4.2	CSR to Employees and Employees' Commitment to the Organization	60
3.4.3	CSR to Customers and Employees' Commitment to the Organization	62
3.4.4	CSR to Environment and Employees' Commitment to the Organization	64
3.4.5	CSR to Community and Employees' Commitment to the Organization	67
3.4.6	CSR, Job Satisfaction and Employees' Commitment to the Organization	68
3.4.7	CSR and Organizational Culture	70
3.5	Summary	72

CHAPTER 4 : RESEARCH METHODOLOGY 75

4.1	Introduction	75
4.2	Research Design	75
4.3	Hypotheses Development	78
4.4	Research Framework	83

4.5	Instrument Development, Validity, and Reliability	85
4.5.1	Questionnaire Design	85
4.5.2	Questionnaire Development	86
4.5.3	Questionnaire Validity and Reliability	90
4.6	Population, Sampling, and Data Collection	92
4.6.1	Unit of Analysis	92
4.6.2	Sample Size	93
4.6.3	Data Collection	95
4.7	Data Analysis Procedure	96
4.7.1	PLS Measurement Model (Outer Model)	96
4.7.1.1	Indicator Reliability (Outer Loading)	96
4.7.1.2	Internal Consistency Reliability	97
4.7.1.3	Convergent Validity	97
4.7.1.4	Discriminant Validity	98
4.7.2	PLS Structural Model (Inner Model)	98
4.7.2.1	Coefficient of Determination (R ²)	98
4.7.2.2	Predictive Relevance (Q ²)	99
4.7.2.3	Hypotheses Testing	99
4.8	PLS-SEM Justification	100
4.9	Summary	101
CHAPTER 5 : FINDINGS AND RESULTS		102
5.1	Introduction	102
5.2	Data Screening	102
5.3	Respondents' Profile	104
5.3.1	Gender Distribution	106
5.3.2	Age Distribution	106
5.3.3	Years of Experience Distribution	107
5.3.4	Highest Academic Qualification Distribution	108
5.3.5	Work Position Distribution	109
5.4	Descriptive Statistics	110
5.5	Reliability and Validity Assessment of the Proposed Model	111
5.5.1	Indicator Reliability of Research Variables	113

5.5.2	Internal Consistency of Research Variables	119
5.5.3	Convergent Validity of Research Variables	120
5.5.4	Discriminant Validity of Research Variables	121
5.5.5	Multicollinearity Assessment of Research Variables	122
5.6	Relations and Effectiveness of the Proposed Model	122
5.6.1	Assessing Predictive Power of Research Model	123
5.6.2	Assessing Constructs Effective Size f Square of Research Model	125
5.6.3	Path Coefficient of Research Model Relations	126
5.7	Mediation Effect Assessment	128
5.8	Moderation Effect Assessment	130
5.9	Hypotheses Findings and Discussion	131
5.9.1	Hypotheses of Direct Relations to Employees' Commitment to the Organisation (H1 to H5)	131
5.9.2	Hypotheses of Indirect Relations to Employees' Commitment to the Organisation (H6 to H9)	136
5.9.3	Hypotheses of Direct Relations to Job Satisfaction (H10 to H13)	139
5.9.4	Hypotheses of Moderation Effect of Organisational Culture (H14)	142
5.9.5	Summary of Hypothesis Status	144
5.10	Summary	146
CHAPTER 6 : CONCLUSIONS AND RECOMMENDATIONS		147
6.1	Introduction	147
6.2	Overview of the Study	147
6.3	General Conclusions	152
6.4	Findings Concerning the Research Objectives	156
6.4.1	Research Objective 1: To examine the effect of CSR to stakeholders (employees, customers, environment and community) on the employees' commitment to organization	156
6.4.2	Research Objective 2: To assess the job satisfaction mediate effect in the relationship between CSR to stakeholders (employees, customers, environment and community) and employees' commitment to organization	158
6.4.3	Research Objective 3: To evaluate the moderating effect of organizational culture in the relationship between job satisfaction and employees' commitment to organization	160

6.5	Contributions of the Research	161
6.5.1	Theoretical Contributions	161
6.5.2	Practical Contributions	163
6.5.3	Limitations of the Research	164
6.6	Recommendations for Future research	165

REFERENCES		167
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APPENDICES		192
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APPENDIX A: SURVEY QUESTIONNAIRE		193
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APPENDIX B: DEMOGRAPHIC ANALYSIS (SPSS)		197
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APPENDIX C: DESCRIPTIVE ANALYSIS (SPSS)		201
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APPENDIX D: COLLINEARITY ASSESSMENTS (SPSS)		204
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APPENDIX E: STRUCTURAL MODEL ANALYSIS (SMARTPLS)		206
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APPENDIX F: MEASUREMENT MODEL ANALYSIS (SMARTPLS)		210
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APPENDIX G: MODERATION ANALYSIS (SMARTPLS)		212
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LIST OF TABLES

NO.		PAGE
Table 2.1	Growth Rates of Gross Domestic Product by Economic Activities (2002-2014)	23
Table 3.1	Definitions of Stakeholder	53
Table 4.1	Items for Employees' Commitment to the Organization	86
Table 4.2	Items for CSR to Employees	87
Table 4.3	Items for CSR to Customers	88
Table 4.4	Items for CSR to Environment	88
Table 4.5	Items for CSR to Community	89
Table 4.6	Items for Job Satisfaction	90
Table 4.7	Items for Organizational Culture	90
Table 4.8	Pilot Study Reliability Tests Results	92
Table 5.1	Data Screening Analysis	103
Table 5.2	Respondents' Profile	105
Table 5.3	Descriptive Statistics of Research Variables	111
Table 5.4	Reliability and Validity Tests	112
Table 5.5	Outer Model Loading Measures of CSR for Community (CSRCOM)	113
Table 5.6	Outer Model Cross Loading Measures of CSR for Community (CSRCOM)	114
Table 5.7	Outer Model Loading Measures of CSR for Customers (CSRCUS)	114
Table 5.8	Outer Model Cross Loading Measures of CSR for Customers (CSRCUS)	114
Table 5.9	Outer Model Loading Measures of CSR for Employee (CSREM)	115
Table 5.10	Outer Model Cross Loading Measures of CSR for Employee (CSREM)	115
Table 5.11	Outer Model Loading Measures of CSR for Environment (CSREN)	116
Table 5.12	Outer Model Cross Loading Measures of CSR for Environment (CSREN)	116

Table 5.13	Outer Model Loading Measures of ECO	117
Table 5.14	Outer Model Cross Loading Measures of Employee Commitment to the Organization (ECO)	117
Table 5.15	Outer Model Loading Measures of Job Satisfaction (JS)	118
Table 5.16	Outer Model Cross Loading Measures of Job Satisfaction (JS)	118
Table 5.17	Internal Consistency Assessments of Research Variables	120
Table 5.18	Convergent Validity Assessment of Research Variables	120
Table 5.19	Discriminant Validity Assessment of Research Variables	121
Table 5.20	Multicollinearity Validity Assessment of Research Variables	122
Table 5.21	Predictive Power and Predictive Relevance of Proposed Model	124
Table 5.22	Effective Size Assessment of Proposed Determinants	126
Table 5.23	Path Coefficient Assessment of Research Variables	127
Table 5.24	Mediation Effect Assessment of Research Variables	129
Table 5.25	Moderation Effect Assessment of Organizational Culture (OC)	131
Table 5.26	Findings of Relation between CSR to Employees (CSREN) and Employees' Commitment to the Organization (ECO)	132
Table 5.27	Findings of Relation between CSR to Customers (CSRCUS) and Employees' Commitment to the Organization (ECO)	133
Table 5.28	Findings of Relation between CSR to Environment (CSREN) and Employees' Commitment to the Organization (ECO)	134
Table 5.29	Findings of Relation between CSR to Community (CSRCOM) and Employees' Commitment to the Organization (ECO)	135
Table 5.30	Findings of Relation between Job Satisfaction (JS) and Employees' Commitment to the Organization (ECO)	136
Table 5.31	Findings of the mediating relationship of Job Satisfaction (JS) between CSR to employees and Employees' Commitment to the Organization (ECO).	137
Table 5.32	Findings of the mediating relationship of Job Satisfaction (JS) between CSR to customers and Employees' Commitment to the Organization (ECO).	137
Table 5.33	Findings of the mediating relationship of Job Satisfaction (JS) between CSR to environment and Employees' Commitment to the Organization (ECO).	138
Table 5.34	Findings of the mediating relationship of Job Satisfaction (JS) between CSR to community and Employees' Commitment to the Organization (ECO).	139

Table 5.35	Findings of Relation between CSR to Employees (CSREN) and Job Satisfaction (JS)	140
Table 5.36	Findings of Relation between CSR to Customers (CSRCUS) and Job Satisfaction (JS)	141
Table 5.37	Findings of Relation between CSR to Environment (CSREN) and Job Satisfaction (JS)	141
Table 5.38	Findings of Relation between CSR to Community (CSRCOM) and Job Satisfaction (JS)	142
Table 5.39	Findings of the moderating relationship of Organizational culture (OC) between job satisfaction and employees' commitment to the organization.	143
Table 5.40	Summary of the Research Hypothesis Acceptance	145
Table 6.1	Total Effect Ranking of Predictive Variables on Employees' Commitment to Organization	155
Table 6.2	Direct Ranking of Predictive Variables on Employees' Commitment to Organization	157
Table 6.3	Indirect Ranking of Predictive Variables on Employees' Commitment to Organization	159

LIST OF FIGURES

NO.		PAGE
Figure 2.1	UAE Construction Industry Dynamics	29
Figure 3.1	Social Responsibility Categories	43
Figure 3.2	CED Model of CSR.	46
Figure 3.3	Hub and Spoke Stakeholder Diagram	51
Figure 4.1	The Research Flowchart	77
Figure 4.2	Research Framework	79
Figure 4.3	Proposed Framework	84
Figure 4.4	G*Power Screenshot of the Applied Setting	94
Figure 5.1	Gender Distribution Chart	106
Figure 5.2	Age Distribution Chart	107
Figure 5.3	Years of Experience Distribution Chart	108
Figure 5.4	Highest Academic Qualification Distribution Chart	109
Figure 5.5	Work Position Distribution Char	110
Figure 5.6	Structural Model Outer Loading Estimates	119
Figure 5.7	Path Coefficient Estimates of the Proposed Model	124
Figure 5.8	T Statistics Estimates of the Proposed Model	128
Figure 5.9	Summary of Path Coefficient Results.	144

LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
UAE	United Arab Emirates
AOC	Affective Organizational Commitment
USA	United States of America
CED	Committee for Economic Development
UK	United Kingdom
SMEs	Small Management Enterprise System
SRI	Stanford Research Institute
OC	Organization Commitment
SIT	Social Identity Theory
HRM	Human Resources Management
EOC	Employees' Organizational Commitment
CRB	Center of Responsible Business
GDP	Gross Domestic Product
GCC	Gulf Cooperative Council
PDI	Power Distance Indicative
CSOs	Center for Responsible Business
CSREM	Corporate Social Responsibility Employment
CSRCUS	Corporate Social Responsibility Customer
CSREN	Corporate Social Responsibility Environmental
CSRCOM	Corporate Social Responsibility Community
PLS SEM	Partial Least Squares Structural Equation Modeling
LVs	Latent Variables
AVE	Average Variance Extracted
CR	Composite Reliability
GOF	Goodness of Fit
SPSS	Statistical Package for the Social Science
V	Sample Size
α	Acceleration (ms ⁻²)
Ω	Resistance (ohm)
Q2	Predictive Relevance
R2	Coefficient of Determination

JS	Job Satisfaction
VIF	Variance Inflation Factor
SD	Standard Deviation
IVs	Independent Variables
F2	Effect Size
EFA	Exploration Factor Analysis
DV	Dependent Variables
DVD	Descriptive Research Design

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Kesan Tanggungjawab Sosial Korporat Terhadap Komitmen Pekerja Dalam Organisasi Industri Pembinaan Di UAE

ABSTRAK

UAE merupakan salah satu negara paling telus di dunia Arab. Rasional utama kajian ini adalah peranan amalan CSR (kepada pihak yang berkepentingan, baik dalaman dan luaran) terhadap komitmen pekerja dalam organisasi di UAE. Untuk mencapai matlamat ini, penyelidikan ini mengkaji hubungan dalam model yang dicadangkan, yang mempunyai empat pemboleh ubah bebas (CSR kepada pekerja (CSREM), CSR kepada pelanggan (CSRCUS), CSR kepada persekitaran (CSREN), dan CSR kepada komuniti (CSRCOM)), satu pemboleh ubah bersandar iaitu komitmen pekerja kepada organisasi (ECO) dan satu pemboleh ubah pengantara (kepuasan kerja pekerja (JS)). Manakala, budaya organisasi (OC) dicadangkan sebagai moderator. Data telah dikumpulkan dengan menggunakan soalselidik yang berstruktur dengan baik daripada pekerja-pekerja 60 organisasi pembinaan yang berlainan. Data telah dikumpulkan pada tahun 2018 dan set data bersih akhir adalah 457 kes. Hasil dapatan kajian bagi pemboleh ubah bersandar iaitu Komitmen Pekerja (EC), menggambarkan kuasa ramalan yang sederhana dan perkaitan ramalan yang besar adalah relevan. Pembentukan ramalan (CSREM, CSRCUS, CSREN, CSRCOM, dan JS) boleh menerangkan lebih 65% variasi terhadap EC. Hubungan pemboleh ubah bersandar, Komitmen Pekerja (EC) dengan semua lima pemboleh ubah diterima secara signifikan. Bagi pemboleh ubah kedua bersandar, Kepuasan Kerja (JS), satu pemboleh ubah tidak diterima dan tiga pemboleh ubah diterima secara signifikan. Hubungan tidak diterima dikaitkan dengan pemboleh ubah CSRCOM. Untuk analisis kesan mediasi, pengantaraan JS antara CSRCUS dan EC adalah penting. Bagi pengantaraan JS antara CSREM dan EC adalah penting. Pengantaraan JS antara CSREN dan EC juga adalah penting. Walau bagaimanapun, pengantaraan JS antara CSRCOM dan EC tidak penting dan kesan pengantaraan tidak diterima. Oleh itu, kesan pengantaraan OC diterima untuk tiga hubungan, dan tidak diterima untuk satu hubungan. Kesan penyederhanaan Kebudayaan Organisasi dalam hubungan antara Kepuasan Kerja dan Komitmen Pekerja adalah diterima.

Kata Kunci: Tanggungjawab Sosial Korporat, Pekerja, Pelanggan, Alam Sekitar, Komuniti, Budaya Organisasi, Kepuasan Kerja.

Effects of Corporate Social Responsibility on Employees' Commitment to the Organization in the Construction Industry in the United Arab Emirates (UAE)

ABSTRACT

UAE has been one of the top most transparent countries in the Arab world. The main rationale of this research is examination role of corporate social responsibility (CSR) practices (to stakeholders, both internal and external) on employees' commitment to organization in UAE. To achieve this goal the research examined the relations in a proposed model, which has four independent variables {CSR to employees (CSREM), CSR to customers (CSRCUS), CSR to environment (CSREN), and CSR to community (CSRCOM)}, one main dependent variable employees' commitment to the organization (ECO), and one mediating variable employees' job satisfaction(JS). In addition, organizational culture (OC) is proposed as a moderator. Data has been collected by using a well-structured questionnaire from employees of 60 different construction organizations. The data has been collected in 2018 and the final clean data set were 457 cases. In addition, results of the main dependent variable, ECO illustrates a moderate predictive power and a large predictive relevance. The prediction constructs (CSREM, CSRCUS, CSREN, CSRCOM, and JS) can explain more 65% of the ECO variance. For the main dependent variable, ECO, all the five relationships are accepted with variables. For the second dependent variable, JS, one relationship is not-accepted and three relationships are accepted. The not-accepted relationship is associated with CSRCOM variable. For mediation effect analysis, JS mediation between CSRCUS and ECO is significant. In addition, JS mediation between CSREM and ECO is significant. In addition, JS mediation between CSREN and ECO is significant. However, JS mediation between CSRCOM and ECO is not significant and the mediation effect is not-accepted. Therefore, JS mediation effect is accepted for three relationships, and not-accepted for one relationship. The moderation effect of OC on the relationship between JS and ECO is accepted.

Keywords: Corporate Social Responsibility, Employees, Customers, Environment, Community, Organisational Culture, UAE, Construction Industr

CHAPTER 1 : INTRODUCTION

1.1 Introduction

As the dawn of industrialization and globalization has begun in 1950s', the initial preys are society, environment, and community (Shen, 2011). Since 1950 corporate social responsibility (CSR) has become cause of concern for researchers as well as practitioners. There is sudden change in social expectations, which has resulted in tremendous emphasis on social equity, inclusive growth, and affirmative action (Frederick, 2006). Correspondingly, all the businesses are under continuous surveillance for demonstrating their engagement in those actions, which are termed as corporate social responsibility (CSR) (Shaw & Shaw, 2019).

The relationship between corporate and the public has evolved from humanitarian co-occurrence to the interests of stakeholders and society. There is a growing belief that it is interdependent. Although there has been 70 years old debate on CSR; yet it fails to receive a unanimous and universally accepted definition (Bowen, 2013; Horrigan, 2010).

According to the argument lay down by the Harvard Kennedy School; CSR is not only about philanthropy and compliance but it also delves into how business is generating profit and what business is doing with the profit. In addition, the report claims that the CSR is; "How corporations achieve their economic, social and environmental effects, and their interactions in all key spaces of influence: workplaces, markets, supply chains, community and public policy areas" (Rees, Harvard Kennedy School, Kemp, & Davis, 2012).

As Stormer (2003) discussed, business and society were inseparable from each other forever. However, today's business is not considered the core to social system. This approach and understanding were exchanged and the notion of business changed to be one of the different interacting systems (Thompson, 2017). Companies are struggling over their commitments to various stakeholders in a broader study of corporate responsibility (A. B. Carroll, 1991). Mitchell, Agle, and Wood (1997) followed the Freeman, (1984) stakeholder model by classifying stakeholders according to their own characteristics that determine the relationship between stakeholders. The concept of stakeholder management is becoming more and more important and has been strengthened in the industry. This concept is specifically related to the construction industry, since the construction projects have been managed and implemented by several major stakeholders (Jamali & Jain, 2017).

Construction industry have the similar components like any other business, in which construction project consists of a series of complex events. Stakeholders have diverse altitudes and forms of investment and different interests in projects where the participating companies (Oakland & Marosszky, 2017). The definition of the Kennedy School of Government (2012) and various definitions and research undertaken by academics such as scholarly Laudal (2011) provide evidence that the acting interest in construction industry and CSR involves interaction between many social systems. Peter Drucker, the star of management science, argues that “the 21st century will be the era of association of social sector” (Drucker, 2012).

Stakeholders are not allocated in one category of interest, as there are two categories, internal and external. With the consideration that internal parties such as

employees have a direct interaction in the process of making the decisions (R. E. Freeman, 2010). On the other hand, the external stakeholders such as local community are affected by the organisation decision indirectly. In construction industry, the focus is in the external parties rather than the internal parties. Traditionally there is a strong emphasis on limiting the internal stakeholders (Benn, Edwards, & Williams, 2014). On the other hand, external stakeholders' relations has deemed the task for public officials through rules and law related to the development of the facility (A. Carroll & Buchholtz, 2014). The commitment of the organisation towards CSR issues sounds to be so important to the employees' judgment and can attract excellent candidates for recruiting. People prefer to work for companies that perform responsible activities to their consumers, employees, and the society to feel valued and respected (Bauman & Skitka, 2012).

Organisation is an entity of a group of people organized to achieve the stated goal. Most of those organized people are staff or employees and achieving goals are dependent upon their performance. The employee must be in good mental and physical status to perform efficiently (Daft, 2015). Therefore, companies must seek the best practices to keep their employees focused on corporate goals. Organizational commitment of employees help harvest the effort needed to production and time to achieve goals that will result in long-term profitability (Kerzner & Kerzner, 2017).

Employee's commitment has a significant interest by researchers to find out the antecedents and consequences. In addition, the research revealed that the commitment of the organization employees directly and positively affect retention, and performance of their work and have an impact on turnover (Schultz, 2011). Organizational commitment of employees is imperative because it can predict retention, commitment, and productivity. Whenever employees are committed to the Organization, an improvement

in their attendance, retention and productivity will take place (Becker, Klein, & Meyer, 2012).

Therefore, this study tries to inquire into the influence of CSR practices (directed to different stakeholders) employee commitment to the organization. Just like other business activities, CSR initiative requires resources. Firms must allocate their limited resources to meet the demand across from some stakeholders. Employees, especially at the higher hierarchy level, given this complex task to assign strong sources. These employees play an important role in identifying and promoting CSR firm (Findlay & Thompson, 2017).

Therefore, it can be deduced that the influential employee orientation on the CSR owned by the firm. Extensive literature on CSR towards stakeholders in the construction industry can be found in West countries, but it have a little importance and attention in Middle East and Gulf Area (Rettab & Mellahi, 2019). In literature the United Arab Emirates (UAE), have started the venue of CSR and have its fingerprint on CSR in the construction industry can be described as less and limited (Johnsen, 2017).

Nowadays, corporate social responsibility (CSR) in the Middle East, especially in the United Arab Emirates (UAE) is clearly visible as prominent Arab countries. The reason is that CSR in many other Arab countries in the region is not started while the UAE has started, although slowly, to become familiar with the concept of CSR and are involved in activities under the concepts of the CSR (Johnson, 2018). According to the Transparency International corruption perception index, from the years 2004 to 2009, the UAE became one of the most transparent country in the Arab world. However, CSR is still considered as a corporate of Zakat (almsgiving; pilar fourth Islam) affected by the

business family-owned organizations (Selvik, 2013). The Government of the UAE has embarked on plans, policies, and laws for CSR but in the private sector, the concept has not yet been taken in a business policy (Visser & Tolhurst, 2017).

The aim of implementing CSR in UAE is to improve the relationship with employees as a strategic tool for corporate improvement. Leading companies used the CSR to build a strong joint with the external parties and with the internal parties as well. For example, employees assess CSR of the corporate as an effective tool for assessing the corporate performance and commitment in the UAE (Larrán Jorge, Herrera Madueño, Lechuga Sancho, & Martínez-Martínez, 2016). However, there is still room for further development.

Therefore, this study is the reaction of the researcher to get the direct assessment of CSR practices by reference to the employee commitment to the organization that eventually affect the performance of the organization. In most societies, the role of CSR is limited to corporate and charity contributions and budget allocated. The effects of CSR practices on employees are a grey area, which needs to be investigated further. Therefore, it is necessary to develop comprehensive research to explore the influence of the practice of CSR commitment organizations employees.

1.2 Conceptual Background

In recent years, a growing number of people revealed that they critically considered the effects of business activities in the community and environment. The awareness of CSR by different level of stakeholders, especially the society members, increases the expectations of the corporate responsibilities towards the society to include

development, social fairness and favourable accomplishment. Consequently, organizations must show their response to this awareness by performing activities, which reveals their commitment towards the society (Crane, Matten, & Spence, 2019). On the other hand, there is a lack of exploration, and empirical examination of CSR in the construction industry and its relations to the employees' patterns (Chang, Oh, Park, & Jang, 2017).

Observers have reached various conclusions about how CSR has been seen by the construction industry or other industries and with respect to the participation of their CSR and their intentions. Some are of the opinion that larger firms more responsive in terms of social due to availability of resources, visibility and scale their operations (Misani, 2017). Some scholars stated their disagreement and claim that the features are the same in smaller firms (Rasche, De Bakker, & Moon, 2013).

Although the discussion is far from reaching an agreement, it has become clear that the construction industry grabbed part of the CSR practices in informal approach. Some scholars stated that the firms at any size are equally motivated to participate in CSR though a completely different set of motivations (Okur, 2015). Such conclusion raises further doubts about whether any traditional assumptions or models could explain CSR in the construction industry in the UAE. With this debate, researchers strive to improve their knowledge and create a greater relationship between theory and practice of CSR in the construction industry in the UAE (Mansour, 2016).

The most relevant theories of CSR dimensions and consequences are the theory of stakeholders and social identity theory. Supporters of the theory of stakeholders (acting interests) see organization options as a function of the influence of stakeholders and

consequently it is of the opinion that the organization is addressing a set of expectations of stakeholders taking part in social actions (Greenwood & Van Buren III, 2010; Hörisch, Freeman, & Schaltegger, 2014). The foundation of the theory use this assumption to develop the understanding of stakeholders and set corporate stakeholders based on legitimacy, pressing, and their power. It is proposed that this popular business issues according to the level of acting the interests of stakeholders (R. E. Freeman, 2010).

Social identity theory suggests that the firm's CSR action has a direct impact to the introduction of organization staff from membership in different groups (Ashforth & Mael, 1989). Among this group, membership in business organizations may be most important components. Scholars suggest that employees use social position of their organization to reflect the value to themselves. Employees would rather identify with the organization, which has a prestigious image, which increases the value of themselves and meet their needs for self-improvement (Farooq, Rupp, & Farooq, 2017).

However, CSR and employee commitment to the organization in the construction industry can be analyzed using the theory of both stakeholders and the theory of social identity (Glavas, 2016). Different interpretations of both this theory leaves the owner, manager, and academic practitioner without foundation theory or clear guidelines related to decision-making on social responsibility (Hansen, Dunford, Boss, Boss, & Angermeier, 2011). Although the theory of stakeholders suggested the organization should be select social events that come across the requirements and prospects of key stakeholders, social identity theory proposes that the firm's CSR action has a straight impact to the introduction of organization staff (Maas & Reniers, 2014).

The integration of both theories can propose a new approach of CSR theorization. Elements of both theories have been identified and supported by different researchers, however, still not convinced about the relevance in explaining CSR in connection with employee commitment to the organization. Research shows that corporate social responsibility (CSR) enhance the level of employee commitment to the organization, because intervention CSR also includes actions for the wellbeing of employees and their relatives (Spence, 2016).

A number of other studies include state that corporate social contribution of interest to employees who are motivated and increase the level of commitment that exists (Asrar-ul-Haq, Kuchinke, & Iqbal, 2017; Collier & Esteban, 2007). Scholars stated that the contribution of corporate social reputation enhance the organization position in the community, which helps to recruit employees (J. S. Kim, Song, & Lee, 2016; Lim & Greenwood, 2017). Therefore, this study investigates the effects of CSR practices commitment organizations of employees in the context of the construction industry in the UAE.

1.3 Problem Statement

Now people are free to move and stop the work quite easy, so companies have a pressure on how to retain their employees as long as possible (Brown, Gray, McHardy, & Taylor, 2015; Mahmud, Hidayah, & Widhiastuti, 2018). Therefore, keeping employees' morale high is essential to acquire their commitment. Consequently, if employee's commitment to the organization is essential to perform efficiently, it is important for the company to continue efficient in practicing the latest trends in the HR practices and market (Hanaysha, 2016).

A study directed by Li et al. (2016) focuses on internal stakeholders in the company—employees, and the extent of their participation in choosing social operations. While the complications in managing a construction industry that has lost the legitimacy to the employees are well known, there is not much understanding of the extent that managers and non-profit stakeholders weigh the employees' opinions, and are involved in choosing the relevant issues (Li, Ng, Skitmore, & Li, 2016). Previous studies have focused on relations between social responsibility and financial performance of the company, while less research has focused on how a particular part of social responsibility affects the perceptions of internal stakeholders, especially those of the employees (Lins, Servaes, & Tamayo, 2017; Saeidi, Sofian, Saeidi, Saeidi, & Saaeidi, 2015).

It is important to understand that social responsibility can be used as a human resources management strategy to improve organizational commitment and the preservation of employees (Noe, Hollenbeck, Gerhart, & Wright, 2017). An increasing number of studies have studied the various dimensions of corporate social responsibility (CSR) in literature. However, relatively few studies have considered its influence on the employees (Gond, El Akremi, Swaen, & Babu, 2017). As stated by Glavas and Godwin (2013), studies on social responsibility effects on stakeholders are focusing in external stakeholders and ignoring the employees as part of the CSR stakeholders.

Most of the research on corporate social responsibility (CSR) revolves around financial performance, consumer behavior, and impact on the environment. For example, many scholars have studied relations between social responsibility and financial performance of the company (Farooq et al., 2017; Qiu, Shaukat, & Tharyan, 2016). Other studies were likely to support the positive effects of social responsibility on the

consumers' behavior (Pérez & Rodríguez del Bosque, 2015), and organisational success (Rim, Yang, & Lee, 2016).

Previous studies have proven that in order to improve the employee commitment to the Organization, organizations can use social responsibility to help them achieve this goal (Albrecht, Bakker, Gruman, Macey, & Saks, 2015; Brammer, Millington, & Rayton, 2007; Rayton, Brammer, & Millington, 2015). However, these studies have focused solely on the general methods of social responsibility, which have not been considered enough investigation of internal stakeholders' behaviour. The relationship between social responsibility and other organizational outcomes, such as organizational commitment, work satisfaction and alternative processes, remains relatively unknown (Rayton et al., 2015; Turker, 2009b).

By activating external social responsibility, companies can strengthen the positive image to the public and its employees and create better connections with the government and local communities (Turker, 2009). Therefore, it is essential for companies to understand the effect of the external social responsibility for the commitment of employees to the organization.

The employee perception of social responsibility can be affected by the organisational social responsibility for the environment also (Prutina & Sehic, 2016). If organizations are concerned with the environment during their operational activities, employees may feel they are concerned about the environment, which creates a sense of belonging with the organization. Therefore, social responsibility for the environment is an important factor in the employee's commitment to the organization (van Dick, Crawshaw, Karpf, Schuh, & Zhang, 2019).

Organisational culture may create a sense of belonging and empower employees' self-esteem by providing volunteer opportunities and community services employees discover their potential when they help others and bring good influences to society (Porter & Kramer, 2011). To achieve the best effects of social responsibility programs, companies need to plan these activities based on their core values and business strategic tasks. Organizations need to cultivate a social responsibility culture that engages both employer and team members to communicate their important values and beliefs in social issues, thus increasing the commitment of employees (van Dick et al., 2019).

Previous studies suggested that the CSR practices of the employer are associated with the commitment of employees and enhance positive recognition of employees with the company (Ditlev-Simonsen, 2015; Skudiene & Auruskeviciene, 2012) . Based on the theory of social identity, some studies stated that the company's social performance more likely contribute to recruitment, retention, and employee commitment because they would rather work for a company with values and CSR a positive value (Klimkiewicz & Oltra, 2017). Therefore, this study has recommended organizational culture (CSR) as a moderator in the relationship between job satisfactions and employee commitment to the organization.

In addition to the issues mentioned above, CSR practices in the Arab world have been researched but not detailed and there is still the problem of debate among practitioners and academics (Johnsen, 2017; Rettab & Mellahi, 2019). Although CSR survey to stakeholders and their influence on the performance of the organization in the context of Arab has increased lately, but few studies have imagined the result using both

groups of stakeholders and social identity theory in relation to employee commitment to the organization (Johnson, 2018).

Background research, the main rationale of this research is to investigate the role of CSR practices (to stakeholders, both internal and external) employee commitment to the organization. In addition, it will review the effect of the mediation job satisfaction to explain the relationship between CSR practices (to stakeholders, both internal and external) and employee commitment to the organization while the medium influence organizational culture in the relationship between job satisfaction with employee commitment to the organization will also be explored. To investigate this, researcher has been focused on the ways in which construction industry in the UAE contributed to social activities.

Bases on the above discussion of research problem and evidences for the research gap, the problem statement can be shaped as the following:

The study is investigating the CSR to different stakeholders and its impact on employees' commitment of construction industry in UAE. In spite of CSR practices in UAE, CSR is still considered as corporate form of Zakat due to more of family owned businesses. In addition, knowledge of CSR practices in UAE is limited. There is a gap in academic knowledge in linking between CSR, stakeholders, and employee commitments. In addition, there is a gap in the UAE construction industry practices of CSR. Increasing the knowledge about CSR in UAE is contributing to both decision makers and theory.

1.4 Research Questions

In consistent with the research aim, the study is exploring the following questions:

- 1) Does CSR to stakeholders (employees, customers, environment, and community) effect employees' commitment to organization?
- 2) Does job satisfaction mediate the relationship between CSR to stakeholders (employees, customers, environment, and community) and employees' commitment to organization?
- 3) Is there any moderating effect of organizational culture in the relationship between job satisfaction and employees' commitment to organization?

1.5 Research Objectives

In consistent with the research aim, the study is exploring the following objectives:

- 1) To examine the effect of CSR to stakeholders (employees, customers, environment, and community) on the employees' commitment to organization
- 2) To assess the job satisfaction mediate effect in the relationship between CSR to stakeholders (employees, customers, environment, and community) and employees' commitment to organization
- 3) To evaluate the moderating effect of organizational culture in the relationship between job satisfaction and employees' commitment to organization

1.6 Significance of the Study

The study specifically beneficial to organizations in the construction industry in the UAE. At the same time, it could have widespread implications to other industries in

the different areas, practitioners, owners, decision makers, researchers and academics. The present research contributes to the understanding of CSR management by analyzing concepts, theories, models and existing CSR literature carefully.

Therefore, this study will reveal how organizations can make their employees committed with the help of CSR activities. Another important contribution in this study to the industry is that it presents a model that systematically describes how employee commitment can be enhanced by creating a culture of CSR in organizations.

This research intends to contribute to the literature also empirical evidence by offering either social identity theory or stakeholders can explain how employees can develop sense of responsibility and make they are more committed to the organization. Based on these findings, this study will introduce models, combining corporate social responsibility (CSR), job satisfaction, employees' commitment to the organization and organizational culture employees.

This is a unique study in the context that it combines the variables in a model. Research proves that CSR supports the employees' commitment to the organization, but unlike employees' job satisfaction, acts of good companies motivate employees to discuss with other external organization and felt a sense of belonging to their organization. If a majority of employees committed to the organization and perform at the higher level, of course it will affect positively the performance of the organization.

The study will give rise to innovative perception into the CSR perceptions of the construction industry in UAE and update the current business management information. Adults tend to CSR in the construction industry developed from the results of this study

will help scholars from various areas of expertise to explore issues related to construction industry and their social attitude. Policy makers and practitioners can take advantage of the study to refresh their policies, procedures, and strategies to improve the CSR participation in the construction industry in UAE.

1.7 Research Scope

The scope of this research is limited to CSR participation in construction industry in UAE. A number of companies of construction industry are selected from the available sources based on the number of employees working in the organization usually less than 100 employees. The organizations that are selected in this research exist in Dubai, UAE. The main rationale of selecting the construction industry is that most of the previous studies related to CSR were conducted in financial and goods and services sectors. There are very few studies conducted in the construction industry's CSR practices and their effect on employees.

Therefore, the present study focuses on the CSR practices of the construction industry and its impact on employees' commitment to the organization while job satisfaction is used as mediator to explain the relationship between CSR practices and its impact on employees' commitment to the organization and organizational culture as a moderator in the relationship between job satisfaction and employees' commitment to the organization.

1.8 Definition of Key Terms

The terms which are used in this study previously been explained by several academicians and practitioners in different ways which depend on the factor of theory of CSR. Therefore, the key terms that are frequently utilized in this study are as follows:

- **Corporate Social Responsibility (CSR):** An organization's responsibility is not enforce by law and other trade or union contracts and towards every part of the society and groups except stakeholders' (Jones, 1980). According to another academician, CSR is described as the economical, legal, and ethical expectations that society has at any point in time from organization (Carroll's (1979). There are other researchers also explained, the term beyond the above-mentioned foundation and define CSR as an act of 'voluntarism' (Schwartz, 2017).
- **Stakeholder:** A stakeholder is define as that individual person or group of persons in the organizations, who can influenced, or is influenced directly or indirectly by the goals and objectives of the organization (Freeman, 1984). Accordingly, stakeholders of the organization consist of group of all the customers of organization, employees working in the organization, suppliers of the organization, governments, investors of the organization and the community in which a business works and operates (Miles, 2017a).
- **Organizational Commitment:** Organizational commitment is defined as a view of an organization's member's psychology towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization

for a longer period of time and work passionately towards achieving the organization's goal (Alcover, Rico, Turnley, & Bolino, 2017).

- **Job Satisfaction:** Job Satisfaction, as the name suggests, is the feeling of contentment or a sense of accomplishment, which an employee derives from his/her job. It is a result of appraisal that causes one to attain their job values or meet out their basic needs. It helps in determining, to what extent a person likes or dislikes his/her job (Fisher, 2010).

- **Organizational Culture:** Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid (Hartnell, Ou, & Kinicki, 2011)

1.9 Structure of the Study

The context body of the thesis is formulated of six chapters as the following:

- **Chapter One** is the first chapter of this thesis. It is to introduce the study, outlining the problem statement and stating the research questions and objectives.
- **Chapter Two** This chapter reviews the background of gives an overview on the CSR practices in the construction industries in UAE.

- **Chapter Three** This chapter reviews the accessible past related studies in view of justifying the earlier stated research questions and research objective of this study. Discusses the relevant literature related to the current study. Therefore, the present study focuses on the CSR practices of the construction industry and its impact on employees' commitment to the organization while job satisfaction is used as mediator to explain the relationship between CSR practices and its impact on employees' commitment to the organization and organizational culture as a moderator in the relationship between job satisfaction and employees' commitment to the organization.
- **Chapter Four** this chapter reviews the theoretical framework, from which the conceptual framework stemmed. The conceptual framework is discussed, and therefore serves as the footing for the hypotheses tested by this study. This chapter also discusses the research methodology of this study. It details the steps and methods involved in answering the research question of this study and verifying its elicited hypotheses.
- **Chapter Five** This chapter proposed the statistical analysis findings of the data collected. The process of data screening, demographic analysis, descriptive statistics, structure model assessment, measurement model assessment, and moderation assessment are presented in well interpretation description.
- **Chapter Six** This chapter illustrates the summary, conclusions, extra discussions, limitation, implications, and recommendation of the research.

1.10 Summary

The main rationale of this research is the role of CSR practices (to stakeholders, both internal and external) on employees' commitment to the organization in UAE. In

addition, the study explore the mediation role of job satisfaction towards employee commitment and the moderation of organisational culture between job satisfaction and employees' commitment to the organization. The study are filling the gaps and to enabling this study in the UAE construction industry context of both existing evidence and its practical applications. To achieve this goal the research explored the following objectives: (1) To investigate the influence of CSR to stakeholders (employees, customers, environment and community) on employees' commitment to the organization; (2) to examine the mediating effect of job satisfaction in the relationship between CSR to stakeholders (employees, customers, environment and community) and employees' commitment to organization; and (3) to evaluate the moderating effect of organizational culture in the relationship between job satisfaction and employees' commitment to the organization.

The scope of this research is limited to CSR participation in construction industry only. The population of the study is employees of UAE and focuses on the perceptions of employee commitment and job satisfaction. The results of this study are advantageous specifically to the organizations in construction industry in UAE. At the same time, it can give implication to other industries in different fields, practitioners, owners, policy-makers of the organizations, researchers and academics. Another important contribution of this study to the industries is that it will present a model that systematically explains how employees' commitment can be enhanced by materializing the CSR culture in an organization.

CHAPTER 2 : CORPORATE SOCIAL RESPONSIBILITIES IN UNITED ARAB EMIRATES

2.1 Introduction

There have been many references of Corporate Social Responsibilities (CSR) such as corporate citizenship or business ethics, in work place, in the government, in communities and in media. Even as there is no concerted definition, the World Business Council for Sustainable Development defines CSR as the business commitment and contribution to the quality of life of employees, their families and the local community and society overall to support sustainable economic development (David Grayson & Jane, 2017).

CSR first arose in the 1950s; however it was in the late 1970s that the academic debate really started to form (A. B. Carroll, 1999; A. B. Carroll & Shabana, 2010). Center of Responsible Business (CRB) describes CSR as an extensive range of recreation, practices, policies & actions that are incorporated into the primary business lifestyle, functions, technique, and decision making processes through a business, which incorporates taking responsibility for past and current actions along with evaluating the effect of the actions on the long term (Al-Khatib, 2012). As the spread of CSR, it incorporates concerns related to environment, human needs, culture, workplace, marketplace, governance, community development, supply chain. CSR energies charity in the past, but it is required that a conscientious business take into total account the effect of the decisions on all stakeholders (Rettab, Brik, & Mellahi, 2009; Rettab & Mellahi, 2019).

Many SME's are growing and changing the current approach of family owned business into professional corporate business. This kind of constitutional shift requires the organization to add more transparency, accountability, fairness and credibility (Davies, 2016). The governance of these units is often confused with the corporate social responsibility. The system adopted by those at the helm of their affairs to effect the entities' proper management, it also involves an application of the rule of law, accounting standards and ethics necessary to obtain social trust and improve the methods and techniques applicable in running the affairs of these companies (Ball, 2015; DiPiazza Jr & Eccles, 2002).

2.2 Economics of United Arab Emirates

The United Arab Emirates was established in 1971. The coastal Trucial States granted the United Kingdom control of their defence and foreign affairs in 19th century treaties. In 1971, six of Trucial States of the Arabian Gulf - Abu Dhabi, 'Ajman, Al Fujayrah, AL Shariqah, Dubai, and Umm al Qaywayn - merged to form the United Arab Emirates ("UAE"). Later in 1972, Ra's al Khaymah joined UAE (Dhabi, 2005; Ulrichsen, 2016).

According to World Bank data, in 2014 UAE's per capita GVI, at \$ 45,200, is not far below the average of developed (Kinninmont, 2015). Its generosity with oil revenues and its moderate foreign policy stance have allowed the UAE to play a vital role in the region. The UAE offered an open economy with a high per capita income and a sizable annual trade surplus. Its wealth is based on oil and gas output (about 25% of GDP), and the fortunes of the economy fluctuate with the prices of those commodities (Elbanna, 2010).

Since 1973, the UAE has undergone a profound transformation from an impoverished region of small desert principalities to a modern state with a high standard of living. Presently, the levels of oil production and gas reserves should last for more than 100 years. Abu Dhabi accounts for about 60% of GDP, Dubai for 28%, and the rest accruing to the other five emirates. The government has increased spending on job creation and infrastructure expansion and is opening up its utilities to greater private sector involvement (Mastny, 2015).

The UAE's position as a major financial center makes it vulnerable to money laundering. Therefore, the anti-money-laundering legislation was signed into law by the President on 25th January, 2002. The UAE is a member of the Gulf Cooperative Council (GCC). Each of the GCC members has their own particularities, but with close similarities. The GCC confronted similar challenges regarding employment, particularly dealing with a large expatriate workforce and economic development (Areas, 2018). Table 2.1, the UAE performance from various sectors and the growth rate of GDP from 2002 to 2014 rose every year.

All the seven emirates have contributed to several billion dollars to fast track the economic growth of UAE post 2008 financial crisis (Shayah, 2015). However, the short term success and profit that the real-estate projects have returned to its investors soon numbed after the global financial crisis in 2008. There has been remarkable growth in local population participation in the economic activities due to introduction of Emiratization. Governing role of women in workplace is one of the most noteworthy and affirmative changes in UAE. Despite of traditional attitudes, Arab women are significantly marking their presence feel in the sectors like, medicine, engineering,

construction, administration, education, entrepreneurship and public sectors (Mahani, 2014).

Table 2.1 Growth Rates of Gross Domestic Product by Economic Activities (2002-2014)

Sectors	2014*	2013*	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
The Von Financial Corporations Sector	2.1	2.5	6.7	23.5	12.5	21.0	23.0	15.9	23.4	22.1	19.5	13.5	6.4
- Agriculture, Live stock and Fishing	2.5	2.4	1.4	4.0	6.9	0.7	3.6	3.6	3.6	2.4	2.7	0.9	4.6
- Mining and Quarrying :	5.1	1.4	7.1	51.5	31.4	40.7	33.3	5.2	34.1	43.6	37.6	22.4	1.0
* Crude Oil and Natural Gas	5.1	1.5	7.1	51.8	31.7	41.1	33.5	5.1	34.1	43.7	37.7	22.5	1.1
* Quarrying	4.6	11.4	5.8	14.5	1.2	69.2	3.8	16.1	32.3	18.1	10.4	6.6	5.9
- Manufacturing Industries	5.3	3.1	9.0	18.2	10.4	14.1	16.6	8.5	12.0	12.6	11.6	6.3	4.3
- Electricity, Gas and water	4.8	2.1	13.3	15.7	6.7	13.7	21.8	15.2	19.7	24.5	16.4	25.8	9.6
- Construction	6.1	3.4	1.4	0.1	1.4	1.3	29.1	30.8	25.0	18.2	11.2	16.8	4.0
- Wholesale Retail Trade and Repairing Services	8.0	6.8	5.7	3.1	6.5	16.1	11.7	23.2	19.0	7.6	6.3	7.6	8.3
- Restaurants and Hotels	6.9	11.1	9.1	16.1	10.1	8.3	19.0	13.3	18.5	12.2	5.9	7.4	9.3
- Transport, Storage and Communication	10.2	7.6	6.3	12.6	1.1	0.3	16.7	22.7	18.8	12.6	22.8	10.2	17.0
*Transport, Storage & Other Communication	10.0	7.9	7.4	16.8	2.5	6.0	15.3	-	-	-	-	-	-
*Telecommunication	10.8	6.8	3.3	2.3	2.0	15.5	21.0	-	-	-	-	-	-
- Real Estate and business Services	7.6	6.1	9.6	7.5	2.9	12.9	13.1	36.4	14.5	13.3	19.8	15.1	15.2
- Social and Personal Services	3.0	6.7	10.2	26.5	7.6	5.1	25.2	21.3	13.1	8.8	14.1	13.1	15.4
The Financial Corporations Sector	15.1	21.4	10.8	6.5	1.0	1.4	9.5	32.8	21.1	41.6	19.5	13.1	10.3
Financial service activities and activities auxiliary	16.8	24.3	-	-	-	-	-	-	-	-	-	-	-
Insurance, reinsurance and activities auxiliary	9.0	12.2	-	-	-	-	-	-	-	-	-	-	-
Government Services Sector	13.8	13.2	12.9	5.3	25.8	14.8	43.5	12.5	6.0	10.8	4.8	8.2	6.4
- Domestic Services of Households	12.3	22.2	6.8	9.7	9.0	2.6	16.1	13.1	14.3	23.1	3.4	7.4	6.5
Less : Imputed Bank Services	13.1	17.5	8.3	11.7	1.5	8.6	31.8	40.4	11.3	41.9	15.9	12.8	16.9
Total	3.2	3.7	7.1	21.8	12.8	19.6	22.3	16.1	23.0	22.2	18.9	13.2	6.3
Total of Von Oil Sectors	8.1	7.1	7.1	8.0	5.8	7.1	16.6	22.7	17.2	13.3	12.6	10.4	8.7

2.3 Corporate Social Responsibilities Practices in United Arab Emirates

According to existing circumstance of international CSR trends, it's critical to understand the present form of business responsibility of the UAE. Moreover, this specific idea is very considerable and appropriate to the national corporate sector. The majority of the scholars harmonise that that society's expectations from business differ significantly between countries. Dubai has lofty blueprints for development in the future (Selvik, 2013).

The regulatory and business environment is designed to encourage economic growth. Achieving sustainable growth that is economically efficient and socially responsible requires Dubai business to adopt CSR policies and actions (Rettab et al., 2009). As stated by Hofstede (1991), the developing societies are more likely to follow a caste system that does not allow significant upward mobility of its citizens. It is highly rule-oriented with laws, rules, regulations, and controls in order to reduce the amount of uncertainty, while inequalities of power and wealth have been allowed to grow within the society. When these two dimensions are combined, it creates a situation where leaders have virtually possess ultimate power and authority, and the rules, laws and regulations developed by those in power reinforce their own leadership and control (Al Mahrouqi, 2018).

It is usual for new leadership to ascend from armed revolution – the ultimate power, rather than from diplomatic or democratic change. The high Power Distance (PDI) ranking is indicative of a high level of inequality of power and wealth within the society. These populations have an expectation and acceptance that leaders will separate