

A NEED FOR RESEARCH ON THE AWARENESS AND PERCEPTION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAMS AMONG THE HOSPITAL EMPLOYEES – A NEW RESEARCH AGENDA

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Executive Summary

The healthcare sector is one of the major sectors which contribute to the development of the country. It is important for the government to review its value and have a humanistic purpose of healthcare delivery. It should draw a red line under ethical issues and social issues that should never be lost in the quest for economic profits. Simply to be a non-profit organization is not enough for a non-profit hospital to be considered as fulfilling a social role, nor is it enough to be responsible in a reactive way. Hospitals should be proactive role models, focusing on increasing awareness, promoting prevention, and holding community events relevant to medical issue. There is a need to analyse if the private hospitals' employees are aware about the CSR programs of their hospitals and their perception on CSR policies and programs of the hospital. Research also needs to examine if the employees perceive the hospital to have fulfilled their social obligations in terms of workplace, environment, and socio-economic responsibility. The study will follow a simple systematic literature review using the Scopus data base to know about the research in this area. The systematic literature review shows that not many studies have been done in this area. This study will act as a starting point to understand the CSR situation in the private hospitals in Malaysia and identify areas of opportunity to strengthen the employee and citizen friendly CSR initiatives. This research will serve as a guiding tool for the hospital management, the government and nongovernmental healthcare organisation to frame effective CSR strategy that is useful to the internal stakeholders like employees as well as the external stakeholders like the patients.

1. Problem statement:

The health care system exists as a fundamental element that assures life and high standards of living, so it should be available to everybody. Health care sector has become more of a competitive business than the non profit service sector. In view of this the hospitals

have to provide high quality of health care with limited available resources , in other words they need to be cost effective(Fottler & Blair, 2002). Hence, to reduce the uncertainty due to fast changing healthcare environment, organisations are striving to synchronise a collaborative effort between various stakeholder(Lin, Huang, Chen, & Ke, 2012). The core purpose of existence of the hospitals is to serve the community and help the people in distress; however in recent times the economic benefit has taken over the ethical values. The research findings of the study on relationship between CSR and financial performance in the hospital have shown a positive relationship of CSR on the financial performance. However the results is not as expected because the organisations does not invest adequate amount on educating the employees on CSR(Lin et al., 2012). CSR initiatives will place the organisation in the competitive position; moreover the hospitals have to invest in practicing ethical CSR to the greater good of the society(Trong Tuan, 2012). In this scenario the employees of the hospital will play a vital role as they are the drivers of CSR and their response to the CSR programs of the hospitals can affect the efficiency of the CSR programs. Therefore, there is a need to understand the employees CSR awareness and their perception about the CSR policies and programs of the hospitals. The employees may be of different categories like doctors, nurse and other staffs in the hospital (Rotarius & Liberman, 2000).

Although the researchers have concentrated on CSR in Malaysia, the research in the healthcare sector is scarce. Since healthcare is the backbone for the country's economic development and human well being it is vital to know the social responsibility in this sector. CSR is a strong predictor of the clinical governance effectiveness which will yield high patient care quality and the brand equity of the hospital(Trong Tuan, 2014). The CSR awareness is important for the effectiveness of the CSR programs of the Malaysian private hospitals because the employee's involvement is vital for the success of any CSR programs.

The social responsibility of hospitals in India reveals the existence of highly significant differences in the perception about workplace responsibilities between the doctors and other stakeholders like the technical & administrative level staffs. It also highlights the importance of top management involvement with various stakeholders in effectively carrying out the overall social responsibilities of the hospitals. It was found that the hospitals must take into account the social, cultural and financial characteristics of the patients while fulfilling societal obligations. Training needs, environmental impact audit and encouragement for employees to join local voluntary organizations are the immediate needs for improving the CSR activities of the hospitals (Mahadevappa, 2010).Once the employees are aware about the CSR programs it is important to know on how they perceive the CSR programs as this will affect the effectiveness of the CSR program.

A research by Abreu et al shows implications at the operational level, the efficiency and the effectiveness of the health care strategy with differences between hospitals. This research confirms that as a global strategy for the health care system, corporate social responsibility is urgently needed. As a finite resource, the health should demand a permanent attention from society, as well as the government in prevention and monitoring systems, with a view of creating an sustainable health care system(Abreu, David, & Crowther, 2005).

Therefore, it is very important to know how the employees of the healthcare sector are aware about their social responsibility. The current research proposal will analyze how well the employees are aware about the CSR practices and their perception about the actual practice of these CSR policies and programs. The study focuses exclusively on the knowledge, awareness and perceptions of hospitals' employees at various hierarchical levels on the role of social responsibility of hospitals.

Hospitals should not be only a non-profit organization rather it should be a proactive role models, focusing on increasing awareness, promoting prevention of diseases, and implementing effective CSR programs which will contribute in improving the quality of the life. The effectiveness of the CSR programs of the hospitals will depend on the awareness and perception of the hospital employees in terms of workplace, environment and socio economic responsibility of the hospital. This research will serve as a guidance tool for the hospital management, the government and nongovernmental healthcare organisation as well as the general public. It will act as a starting point to understand the CSR situation in the private hospitals in Malaysia and identify areas of opportunity to strengthen the employee and citizen friendly CSR initiatives.

Methodology:

The study follows a systematic literature review using the Scopus database. The main key words used in the Scopus database is the CSR in hospitals. A list of articles was analysed and based on the objective the conclusions were derived and presented. Only the Scopus database was referred because its one of the widely used database by researchers globally.

Literature review:

In today's world, all business organisations are expected to contribute to the society. It is important for the government to review its value and have a humanistic purpose of healthcare delivery. It should draw a red line under ethical issues and social issues that should never be lost in the quest for economic profits. Simply to be a non-profit organization is not enough for a non-profit hospital to be considered as fulfilling a social role, nor is it enough to be responsible in a reactive way. Hospitals should be proactive role models, focusing on increasing awareness, promoting prevention, and holding community events relevant to medical issues (Abdallah, 2010). The government policies and decisions affect the hospitals. The finding from the research by Fottler and Blair concludes that the number and diversity of stakeholder groups and their power in the healthcare organisations have increased but their support has decreased. This emphasises the critical need for stakeholder management in this sector. Hence the management has to clearly map the stakeholders' power and impact on their business (Fottler, Whitehead, Laus, & Savage, 1989). To understand this awareness and perception of social responsibility by these key stakeholders becomes important to formulate a right business strategy.

The finding from one of the study conducted in the Lebanese hospital sector suggests that there are some basic governance differences between for-profit and non-profit hospitals in terms of managerial structure, ownership and the role of the board of directors. They also

differ in their orientations towards corporate social responsibility. It was observed that there is a general lack of understanding and application of corporate governance best practices in family-owned, for-profit hospitals, whereas non-profit hospitals are more in line with corporate governance best practices, and more attuned to corporate social responsibility (Abdallah, 2010).

The research on the CSR in hospitals in India have shown that there is a difference in understanding and perception of the CSR programs between different level of the hospital staff i.e the doctors, nurses and other management staffs(Mahadevappa, 2010).The recent research in the service sectors in Malaysia has shown that there is positive relationship between the CSR programs of the company and the quality of work life of the employees, this in turn will improve the work performance(Lee, Kung, Ong, Seah, & Yeoh, 2015).The research findings have indicated that in order for the brand of the hospital to infiltrate and linger in the mindsets of patients as well as the community, leaders of the hospital should improve the clinical service quality through the cultivation of ethical CSR and effective implementation of clinical governance mechanism. Once CSR spreads through the hospital, the orientation toward individual patients' health as well as the community health can be achieved(Trong Tuan, 2014). This highlights the importance to improve the CSR awareness level among the hospital employees for effective implementation of CSR programs.

The literature review has shown that there has been substantial research undertaken in respect of CSR practices in Malaysia utilizing a range of data sources. However research on CSR practices in the hospitals is less explored. Considering the role of healthcare in the socioeconomic development of the country it is important to know the social responsibility among the hospitals in Malaysia.

Stakeholder model is considered by some as particularly relevant for the not-for-profit and public sectors (Vinten, 2000). A study by Merali explored the extent to which the managers working in NHS(National Health Service) believe that their core values are in line with the service ethics of the NHS. The result was measured the extent to which the managers believe they are performing and behaving in a socially responsible manner. Furthermore this study also provided an insight into understanding the managers' perceptions of their public image and assesses the extent to which this has an impact on the managers' psyche, performance and commitment to the NHS ethics. The study showed that most of the managers believed that their core value was in line with the NHS ethics.(Merali, 2005).

A research study by Kakabadse and Rozuel to examine how corporate social responsibility (CSR) is contextually understood, in comparison with the definitions proposed in the academic literature. The study findings provide the basis for the development of a model of CSR for the hospital. The findings highlighted that in medical care the development of social process is essentially about setting up a dialogue with patients and patients' families, and listening to their needs and demands. An extended care is realised when an open dialogue is fostered between the hospital's leaders, internal stakeholders, patients and the local community (Rozuel, 2006; Manokaran et.al, 2020; Keong et.al, 2018).

Findings:

The search for this topic showed that there are only 156 studies in this area from 1973 to 2020. The year wise trend is shown in Figure 1.

Documents by year

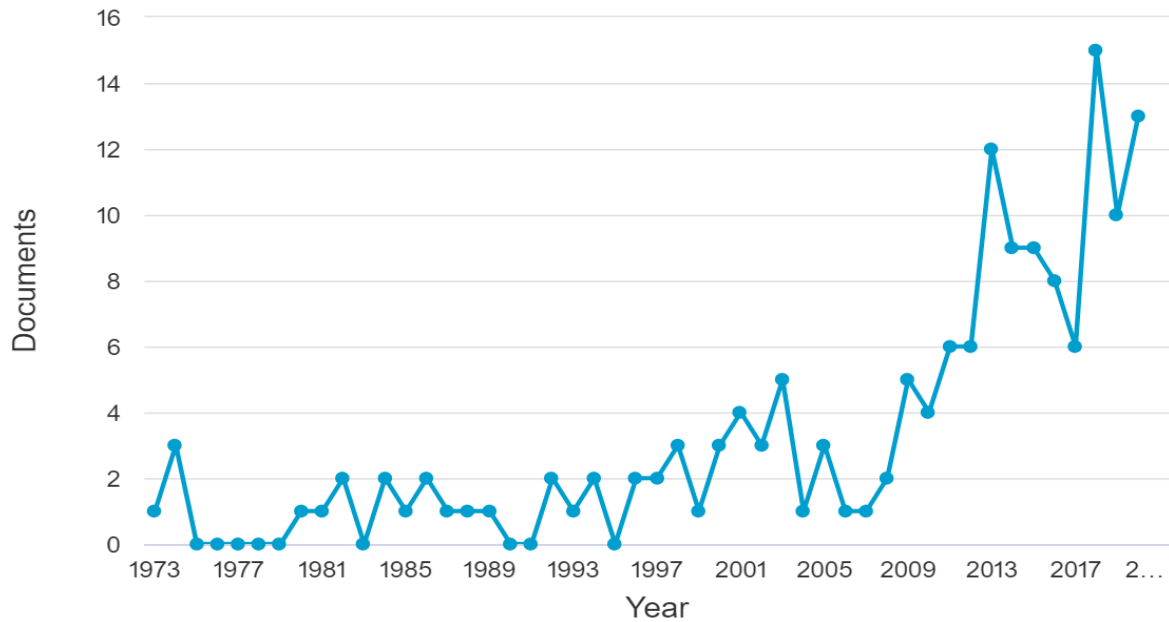


Figure 1: Trend of article published between 1973 -2020

Documents by subject area

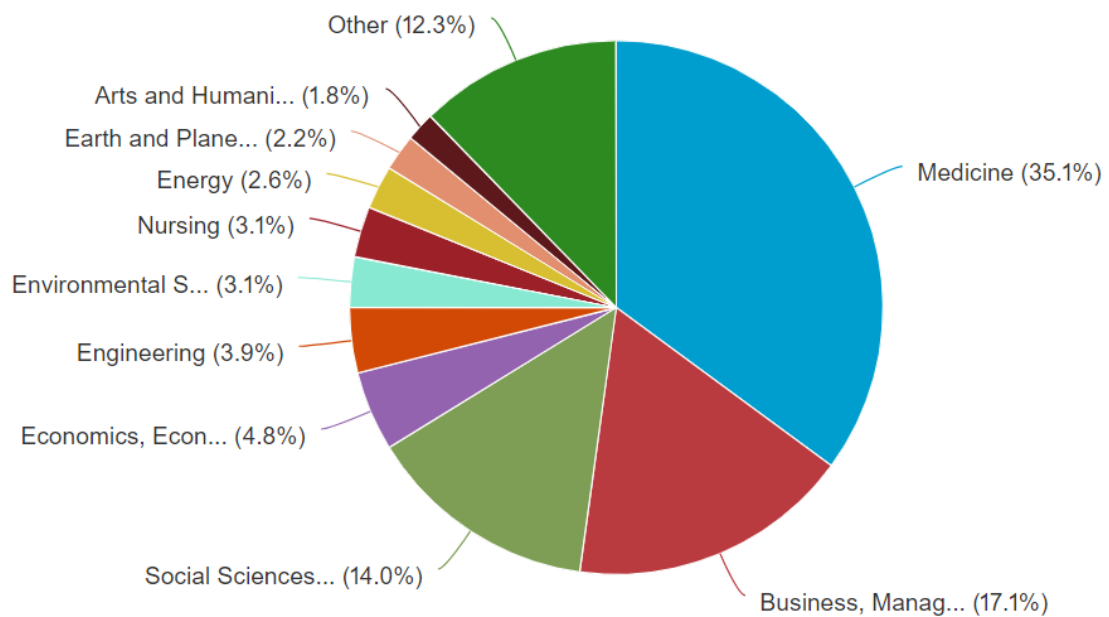


Figure 2: Breakdown of the subject area

The above two analysis from the Scopus database, it is noticeably clear that this research area is not explored much. The analysis has also highlighted that majority of the research in this area is under Medicine (35.1%) and Business and Management (17.1%). Hence, the analysis highlights the need for more studies in this area. Table 1., shows the summary of all the articles published in this area of research.

Authors	Title	Year	Source title	Cited by	Publisher	Language of Original Document	Document Type	Open Access
van Straten B., Dankelman J., van der Eijk A., Horeman T.	A Circular Healthcare Economy; a feasibility study to reduce surgical stainless steel waste	2021	Sustainable Production and Consumption		Elsevier B.V.	English	Article	All Open Access, Hybrid Gold
Carnero M.C.	Fuzzy topsis model for assessment of environmental sustainability: A case study with patient judgements	2020	Mathematics		MDPI AG	English	Article	All Open Access, Gold
Dixit S.K.	A new multiperspective emphasis on the public hospital governance	2020	International Journal of Healthcare Management	1	Taylor and Francis Ltd.	English	Review	
Hishan S.S., Ramakrishnan S., Abu Mansor N.N.B., Jaiprakash H., Mohanraj J.	Corporate social responsibility in hospitals: Need for transparent CSR initiative for internal and external stakeholder	2020	Annals of Tropical Medicine and Public Health		Ahro Scientific Publishing	English	Article	All Open Access, Bronze

Nwagwu W.E., Areo H.A.	Use of mobile technologies for care of internal medicine clients in Nigeria's premier teaching hospital	2020	Global Knowledge, Memory and Communication		Emerald Group Holdings Ltd.	English	Article	
Mukattash T.L., Jarab A.S., Mukattash I., Nusair M.B., Farha R.A., Bisharat M., Basheti I.A.	Pharmacists' perception of their role during covid-19: A qualitative content analysis of posts on facebook pharmacy groups in jordan	2020	Pharmacy Practice	1	Grupo de Investigacion en Atencion Farmaceutica	English	Article	All Open Access, Gold, Green
Creixans-Tenas J., Gallardo-Vázquez D., Arimany-Serrat N.	Social responsibility, communication and financial data of hospitals: A structural modelling approach in a sustainability scope	2020	Sustainability (Switzerland)		MDPI AG	English	Article	All Open Access, Gold
Yıldırım M., Dinçer M.A.M.	How the Process of the CSR Activities Works on Private Hospitals and Pharmaceutical Firms: Multiple Case Study from Strategic Perspective	2020	Journal of Religion and Health		Springer	English	Article	

Collinge W.	Stakeholder Engagement in Construction: Exploring Corporate Social Responsibility, Ethical Behaviors, and Practices	2020	Journal of Construction Engineering and Management	1	American Society of Civil Engineers (ASCE)	English	Article	All Open Access, Green
Mulligan J., Rehman B.	Corporate medical cultures: MD Anderson as a case study in American corporate medical values	2020	Medical Humanities		BMJ Publishing Group	English	Article	
Haddiya I., Janfi T., Guedira M.	Application of the concepts of social responsibility, sustainability, and ethics to healthcare organizations	2020	Risk Management and Healthcare Policy		Dove Medical Press Ltd	English	Article	All Open Access, Gold, Green
Pascua D.S.	Sustainable corporate social responsibility practices of business establishments in region 2, philippines	2020	Journal of Critical Reviews		Innovare Academics Sciences Pvt. Ltd	English	Article	All Open Access, Gold
Sinthupundaja J., Chiadamrong N., Kohda Y., Thajchayapong S.	Influence of intra and inter-organisational relationships on CSR and their impact on a hospital's financial performance	2020	International Journal of Business Governance and Ethics		Inderscience Publishers	English	Article	

Fernández G., Farina P., Arráiz de Fernández C., Troya E.	Consequences of child abuse in a hospital in Maracaibo-Venezuela [Consecuencias del maltrato infantil en un hospital de Maracaibo-Venezuela]	2020	Revista de Ciencias Sociales	1	Universidad del Zulia	Spanish	Article	
Creixans-Tenas J., Coenders G., Arimany-Serrat N.	Corporate social responsibility and financial profile of Spanish private hospitals	2019	Heliyon	1	Elsevier Ltd	English	Review	All Open Access, Gold, Green
Porkodi T., Venkatramaraju D.	Conceptual framework on corporate social responsibilities (Csr) on bio waste management in rural areas – with special reference to neighborhood perception on hospitals in pondicherry region	2019	International Journal of Advanced Science and Technology		Science and Engineering Research Support Society	English	Article	

Limbu Y.B., Pham L., Mann M.	Corporate social responsibility and hospital brand advocacy: Mediating role of trust and patient-hospital identification and moderating role of hospital type	2019	International Journal of Pharmaceutical and Healthcare Marketing	1	Emerald Group Publishing Ltd.	English	Article	
Hossain M.S., Yahya S.B., Khan M.J.	The effect of corporate social responsibility (CSR) health-care services on patients' satisfaction and loyalty – a case of Bangladesh	2019	Social Responsibility Journal	1	Emerald Group Publishing Ltd.	English	Article	
Rodríguez Cala A., Calle Rodríguez C., Durán García N., Zöller B., Pons Rodríguez A.	Corporate social responsibility in the centers of the public hospital network of Catalonia (Spain) [Responsabilidad social corporativa en los centros de la red hospitalaria de utilización pública de Cataluña]	2019	Gaceta Sanitaria		Ediciones Doyma, S.L.	English; Spanish	Article	All Open Access, Gold
Del Carmen Valls Martínez M.	Profitability, corporate social responsibility and gender in private healthcare in Spain	2019	Revista Espanola de Investigaciones Sociologicas	1	Centro de Investigaciones Sociologicas	English; Spanish	Article	All Open Access, Bronze

Khan S.A.R., Yu Z., Golpîra H., Sharif A.	The nexus between corporate social responsibility and corporate performance: An empirical evidence [Związek pomiędzy odpowiedzialnością społeczną firmy a jego sposobem działania]	2019	Logforum	7	Poznan School of Logistics	English	Article	All Open Access, Gold
Hossain M.S., Yahya S.B., Rahman S., Sobhani F.A., Rahman R.	Corporate social responsibility in healthcare: A case of islamic banks (ibs) in bangladesh	2019	Bangladesh Journal of Medical Science	2	Ibn Sina Trust	English	Article	All Open Access, Gold, Green
Fazli-Khalaf M., Nemati N.G.	A socially responsible supplier selection model under uncertainty: Case study of pharmaceutical department of an Iranian hospital	2019	International Journal of Logistics Systems and Management	2	Inderscience Publishers	English	Article	All Open Access, Bronze
Kurian D.A., Pancholi N.	Lessons of social work: A case study	2019	Journal of Advanced Research in Dynamical and Control Systems		Institute of Advanced Scientific Research, Inc.	English	Article	

Agus N., Sri W.H.	Implementation Analysis of Corporate Social Responsibility (CSR) in Central Java in the Context of Natural Disaster Risk Areas	2018	E3S Web of Conferences		EDP Sciences	English	Conference Paper	All Open Access, Gold, Green
Lopes C.M., Scavarda A.J., Vaccaro G.L.R., Pohlmann C.R., Korzenowski A.L.	Perspective of business models and innovation for sustainability transition in hospitals	2018	Sustainability (Switzerland)	3	MDPI AG	English	Article	All Open Access, Gold, Green
Sharmin S., Khan N.A., Belal A.R.	Governance Capabilities and Sustainability Concerning “Corporate-NGO” Collaboration: the Case of Lifebuoy Friendship Hospital in Bangladesh	2018	Global Social Welfare	2	Springer	English	Article	
Rodriguez R., Svensson G., Eriksson D.	Organizational positioning and planning of sustainability initiatives: Logic and differentiators	2018	International Journal of Public Sector Management	4	Emerald Group Publishing Ltd.	English	Article	

Hwang Y.I., Chung S.A.	Market orientation, social responsibility, and performance in Korea's healthcare industry	2018	International Journal of Healthcare Management	5	Taylor and Francis Ltd.	English	Article	
Rodriguez R., Svensson G., Eriksson D.	Comparing and contrasting the evolution through time of organizational sustainability initiatives	2018	International Journal of Quality and Service Sciences	1	Emerald Group Publishing Ltd.	English	Article	
Rodriguez R., Svensson G., Eriksson D.	Organizational logic to prioritize between the elements of triple bottom line	2018	Benchmarking	4	Emerald Group Publishing Ltd.	English	Article	
Senay E., Landrigan P.J.	Assessment of Environmental Sustainability and Corporate Social Responsibility Reporting by Large Health Care Organizations	2018	JAMA network open	4	NLM (Medline)	English	Article	All Open Access, Gold, Green
Reddy R.R., Ravishankar K., Kala K.	Csr in healthcare sector with special reference to chennai city	2018	International Journal of Mechanical and Production Engineering Research and Development		Transstellar Journal Publications and Research Consultancy Private Limited (TJPRC)	English	Article	

Hoppe D.	Linking employer branding and internal branding: establishing perceived employer brand image as an antecedent of favourable employee brand attitudes and behaviours	2018	Journal of Product and Brand Management	2	Emerald Group Publishing Ltd.	English	Article	
Vess K.R., Russell J.A.	Engage new nurses with CARING	2018	Nursing Management		Lippincott Williams and Wilkins	English	Article	
Rath B.P., Das B., Panigrahi J.K.	Sustainability impact assessment of developmental programmes undertaken by mining industries as part of the corporate social responsibility for value creation	2018	International Journal of Mechanical and Production Engineering Research and Development	1	Transstellar Journal Publications and Research Consultancy Private Limited (TJPRC)	English	Article	All Open Access, Bronze
Lubis A.N.	Corporate social responsibility in health sector: A case study in the government hospitals in Medan, Indonesia	2018	Business: Theory and Practice	9	VGTU	English	Article	All Open Access, Gold, Green

Gutiérrez-Ponce H., Creixans-Tenas J., Arimany-Serrat N.	Characteristics of the websites of the community of Madrid hospitals: Relationship between web quality and corporate social responsibility [Características de las páginas web de los hospitales de la comunidad de Madrid: Relación entre la calidad web y la responsabilidad social corporativa]	2018	Revista Espanola de Documentacion Cientifica	5	Spanish Research Council	Spanish	Article	All Open Access, Gold, Green
Creixans-Tenas J., Arimany-Serrat N.	Influential variables on the profitability of hospital companies	2018	Intangible Capital	1	OmniaScience	English	Article	All Open Access, Gold, Green
Creixans-Tenas J., Arimany-Serrat N.	Influential factors in the visibility and quality of the websites of private hospitals [Factores influyentes en la visibilidad y calidad de los sitios web de los hospitales privados]	2017	Iberian Conference on Information Systems and Technologies, CISTI	3	IEEE Computer Society	Spanish	Conference Paper	

Salako O., Roberts A.A., Isibor V.I., Babatunde O., Fatiregun O., Nwogu C.N.	Innovative breast cancer awareness and advocacy campaign	2017	Journal of Global Oncology	3	American Society of Clinical Oncology	English	Article	All Open Access, Gold, Green
Lubis A.N., Lumbanraja P., Lubis R.R., Hasibuan B.K.	A study of service quality, corporate social responsibility, hospital image, and hospital value creation in medan	2017	European Research Studies Journal	6	International Strategic Management Association	English	Article	
Luu T., Rowley C., Siengthai S., Thanh Thao V.	Value-based HR practices, i-deals and clinical error control with CSR as a moderator	2017	International Journal of Health Care Quality Assurance	3	Emerald Group Publishing Ltd.	English	Article	
Kumar R.	Corporate responsibility: The emerging South Asian agenda	2017	Something to Believe In: Creating Trust and Hope in Organisations: Stories of Transparency, Accountability and Governance		Taylor and Francis	English	Book Chapter	
[No author name available]	Procedia Computer Science	2017	Procedia Computer Science		Elsevier B.V.	English	Conference Review	
Krishnamoorthy B., Narayan H.K.V.	Value based e-health care – a case study of Tata Memorial Centre	2016	Emerald Emerging Markets Case Studies		Emerald Group Publishing Ltd.	English	Article	

Hsieh S.-C., Chiu H.-C., Hsieh Y.-H., Ho P.-S., Chen L.-C., Chang W.-C.	The Perceptions and Expectations Toward the Social Responsibility of Hospitals and Organizational Commitment of Nursing Staff	2016	Journal of Nursing Research	2	Taiwan Nurses Association	English	Article	
Lertakyamane J.	50th year anniversary of department of anesthesiology, faculty of medicine Siriraj Hospital, Mahidol University	2016	Journal of the Medical Association of Thailand		Medical Association of Thailand	English	Article	
Nwaopara U.A.	Doctor to patient RAtio and infrastructure gap in a psychiatric hospital in oil rich Eket, Nigeria	2016	African Journal of Psychiatry (South Africa)		In House Publications	English	Article	All Open Access, Hybrid Gold
Manika D., Gregory-Smith D., Wells V.K., Comerford L., Aldrich-Smith L.	Linking environmental sustainability and healthcare: The effects of an energy saving intervention in two hospitals	2016	International Journal of Business Science and Applied Management	5	International Journal of Business Science and Applied Management	English	Article	

Mustapha A., Fajola A.	Waiting time is a wasted time: Obio cottage hospital outpatient transit time improvement	2016	Society of Petroleum Engineers - SPE African Health, Safety, Security and Environment and Social Responsibility Conference and Exhibition 2016	1	Society of Petroleum Engineers	English	Conference Paper	
Abuhejleh A., Dulaimi M., Ellahham S.	Using lean management to leverage innovation in healthcare projects: Case study of a public hospital in the UAE	2016	BMJ Innovations	14	BMJ Publishing Group	English	Article	
Van Minh H., Ngan T.T., Mai V.Q., My N.T.T., Chung L.H., Kien V.D., Anh T.T., Ngoc N.B., Giap V.V., Cuong N.M., Manh P.D., Giang K.B.	Tobacco control policies in Vietnam: Review on MPOWER implementation progress and challenges	2016	Asian Pacific Journal of Cancer Prevention	14	Asian Pacific Organization for Cancer Prevention	English	Article	All Open Access, Bronze, Gold, Green

Sheaff R., Endacott R., Jones R., Woodward V.	Interaction between non-executive and executive directors in English National Health Service trust boards: An observational study	2015	BMC Health Services Research	4	BioMed Central Ltd.	English	Article	All Open Access, Gold, Green
Desai P.S., Chandawarkar M.R.	Aligning CSR activities of health care sector to developmental needs of India	2015	Journal of Pharmaceutical Sciences and Research	4	Pharmainfo Publications	English	Article	
Siddique M.U., Ul Abideen S.Z., Riaz M.M., Attique-Ur-rehman, Jafri S.A.	Relationship of Corporate Social Responsibility (CSR) with Job attitude and behavior: Employee's perception. "A study of public & private hospitals in Lahore Pakistan"	2015	Medical Forum Monthly		Medical Forum Monthly	English	Article	
Tallio V.	The corporate social responsibility projects of the oil companies in Angola: Anecdotal fact or significant new trend in public health development intervention?	2015	Journal of Southern African Studies	1	Routledge	English	Article	

Uryuhara Y.	The impact of corporate social responsibility on doctors' prescription intention	2015	Journal of Legal, Ethical and Regulatory Issues		Allied Academies	English	Article	
Nishimura M., Ajima M.	Development of tabletop scanning electron microscope and its contribution to science education	2015	Journal of the Vacuum Society of Japan		Vacuum Society of Japan	Japanese	Article	All Open Access, Bronze
Kim Y.S.	Prosocial motivation and physicians' work attitudes. Effects of a triple synergy on prosocial orientation in a healthcare organization	2015	World hospitals and health services : the official journal of the International Hospital Federation	3		English	Article	
Carnero M.C.	Assessment of environmental sustainability in health care organizations	2015	Sustainability (Switzerland)	16	MDPI AG	English	Article	All Open Access, Gold, Green
Tuan L.T.	Nursing governance and clinical error control	2015	International Journal of Pharmaceutical and Healthcare Marketing	3	Emerald Group Publishing Ltd.	English	Article	
Ormsby K.	Property company's sustainability goals	2014	Health estate			English	Article	
Nwabueze U.	The rise and decline of TQM in the NHS	2014	TQM Journal	2	Emerald Group Publishing Ltd.	English	Article	

Khan M.I., Banerji A.	Health Care Management in India: Some Issues and Challenges	2014	Journal of Health Management	1		English	Article	
Tan W., Yang Q.L.	Rethinking on social responsibility accounting information disclosure of public hospitals in China	2014	Advanced Materials Research		Trans Tech Publications Ltd	English	Conference Paper	
Tuan L.T.	Clinical governance, corporate social responsibility, health service quality, and brand equity	2014	Clinical Governance	10	Emerald Group Publishing Ltd.	English	Article	
Moon T.-W., Hur W.-M., Ko S.-H., Kim J.- W., Yoon S.-W.	Bridging corporate social responsibility and compassion at work: Relations to organizational justice and affective organizational commitment	2014	Career Development International	37	Emerald Group Publishing Ltd.	English	Article	
Tuan L.T., Ngoc L.T.B.	CSR-based model of clinical governance	2014	International Journal of Pharmaceutical and Healthcare Marketing	1	Emerald Group Publishing Ltd.	English	Article	
Xu Y.	CSR impact on hospital duopoly with price and quality competition	2014	Journal of Applied Mathematics	2	Hindawi Publishing Corporation	English	Article	All Open Access, Gold, Green

Al-Reyaysa M., Pinnington A.H., Chiba Z.	CSR in a Big Four accounting firm: Employee engagement in blood donation drives in developing countries	2014	Corporate Social Responsibility and Human Resource Management: A Diversity Perspective		Edward Elgar Publishing Ltd.	English	Book Chapter	
Gharaee H., Bahrami M.A., Rejaliyan F., Atashbahar O.B., Homayouni A., Ataollahi F., Jamali E.	Corporate social responsibility of hospitals: The effect of emotional intelligence	2013	Middle East Journal of Scientific Research			English	Article	
Brandão C., Rego G., Duarte I., Nunes R.	Social responsibility: A new paradigm of hospital governance?	2013	Health Care Analysis	42		English	Article	All Open Access, Hybrid Gold, Green
Mira J.J., Lorenzo S., Navarro I., Pérez-Jover V., Vitaller J.	Design and validation of the CSR-Hospital- SP scale to measure corporate social responsibility [Diseño y validación de la escala RSC-HospitalES para medir responsabilidad social corporativa]	2013	Gaceta Sanitaria	6		Spanish; English	Article	All Open Access, Gold

Trong Tuan L.	The role of CSR in clinical governance and its influence on knowledge sharing	2013	Clinical Governance: An International Journal	19		English	Article	
Trong Tuan L.	Corporate social responsibility, upward influence behavior, team processes and competitive intelligence	2013	Team Performance Management: An International Journal	21		English	Article	
Corbett J., Kappagoda M.	Doing Good and Doing Well: Corporate Social Responsibility in Post Obamacare America	2013	Journal of Law, Medicine and Ethics	4		English	Article	
Babor T.F., Robaina K.	Public health, academic medicine, and the alcohol industry's corporate social responsibility activities	2013	American Journal of Public Health	103		English	Article	All Open Access, Green

Balhorn S.	A little more (Business) ethics in the hospital: A differentiated view on the adequate payment of the nursing internship of medical students in Germany [Etwas mehr (Unternehmens-)Ethik im Krankenhaus: Eine differenzierte Betrachtung in Hinblick auf die Bezahlung des Krankenpflegedienstes]	2013	Gesundheitsökonomie und Qualitätsmanagement			German	Article	
Takahashi T., Ellen M., Brown A.	Corporate social responsibility and hospitals: US theory, Japanese experiences, and lessons for other countries	2013	Healthcare Management Forum	4	Elsevier Inc.	English; French	Article	

Roberti G., Franco C., Pimpinella G., Piscioneri P., Primavera A., Bonannini B., Calvo M., Pavese I., Di Palma M., Fiore R.	[The social responsibility report drafting in healthcare facilities. Experiences in Fatebenefratelli's Hospitals]. [La redazione del Bilancio Sociale nelle strutture sanitarie. Esperienza negli ospedali Fatebenefratelli.]	2013	Igiene e sanità pubblica			Italian	Article	
Dhanda K.K.	Case Study in the Evolution of Sustainability: Baxter International Inc.	2013	Journal of Business Ethics	5		English	Article	All Open Access, Green
Selwyn T.	Hospitality	2013	The Routledge Handbook of Cultural Tourism	1	Taylor and Francis	English	Book Chapter	
Berg A., Gulden T.	Participatory design for well-being	2012	Proceedings of the 14th International Conference on Engineering and Product Design Education: Design Education for Future Wellbeing, EPDE 2012	2		English	Conference Paper	

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Relevance to the government policy if any

As a global strategy for the health care system, corporate social responsibility is urgently needed in this sector. Some countries have included this in their countries future planning, for example as per the vision 2020 plan of Malaysia to achieve a developed nation status one of the challenge is to establish a fully normal and ethical society and to overcome this challenge health care sector plays a vital role. Healthcare needs attention from society, as well as the government to establish a sustainable system. The proposed research intends to explore the perceived social responsibility among the employees of private hospitals in Malaysia.

1 Novel theories/New findings/Knowledge

This research will serve as a guidance tool for the hospital management, the government and nongovernmental healthcare organisation and the general public. It will act as a starting point to understand the CSR situation in hospitals and identify areas of opportunity to strengthen the employee and citizen friendly CSR initiatives.

Specific or Potential Applications

This will help the healthcare sector to understand the employee's perception of CSR, which in turn will help in implementing CSR initiatives which will help in developing the sustainability of the healthcare sector, especially the private hospitals in Malaysia. The study draws attention to issues that emerge from the social responsibilities of healthcare organizations. Its findings provide new insights into the meaning of social responsibility in the healthcare sector in a Malaysian context from a stakeholder perspective.

Impact on Society, Economy and Nation

This research will serve as a guidance tool for the hospital management, the government and nongovernmental healthcare organisation and the general public. It will act as a starting point to understand the CSR situation in hospitals in Malaysia and identify areas of opportunity to strengthen the employee and citizen friendly CSR initiatives.

7. Methodology

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