

CRITICAL SUCCESS FACTORS FOR  
CORPORATE SOCIAL RESPONSIBILITY  
ADOPTION IN THE MALAYSIAN  
CONSTRUCTION SECTOR: A DELPHI STUDY

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## **SUPERVISOR DECLARATION**

I hereby declare that I have checked this thesis and, in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Master of Science.

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## **STUDENT'S DECLARATION**

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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## ABSTRAK

Fakta bahawa sektor pembinaan dipenuhi dengan pelbagai amalan tidak beretika menuntut keperluan mendesak untuk mempromosikan falsafah perniagaan yang beretika sesuai dengan konsep tanggungjawab sosial korporat (TSK). Walau bagaimanapun, pemahaman konsep TSK dalam sektor ini dan bagaimana mempraktikkannya, adalah terhad. Kajian ini bertujuan untuk meneroka faktor kejayaan kritikal (FKK) bagi penerapan TSK dalam sektor pembinaan di Malaysia. Dua kaedah kajian iaitu teknik Delphi dan kajian kes telah digunakan. Teknik Delphi tiga-lelaran digunakan untuk mengenal pasti dan menarafkan FKK mengikut keutamaan. Satu panel terdiri dari enam belas pakar sektor pembinaan telah dibentuk untuk mengambil bahagian dalam kajian ini. Senarai dua belas faktor yang berpotensi diambil dari literatur dan dimasukkan dalam soal selidik Delphi Lelaran 1. Dalam proses sumbang saran Delphi Lelaran 1, sebelas faktor telah mencapai kata sepakat kerana dipilih lebih dari 50% oleh para pakar. Sebagai tambahan, empat faktor baru yang dicadangkan oleh para pakar telah diterima pakai. Hasilnya, lima belas faktor yang muncul dari pusingan ini dimasukkan dalam soal selidik Delphi Lelaran 2. Dalam proses pemerinkatan di Delphi Lelaran 2, kesepakatan yang diukur oleh nilai Kendall's  $W$  adalah 0.398, menunjukkan kesepakatan yang lemah diantara pakar dan keperluan lelaran seterusnya. Dalam proses maklumbalas terkawal di Delphi Lelaran 3, nilai Kendall's  $W$  meningkat kepada 0.784 yang menunjukkan kesepakatan yang kuat telah dicapai. Hasil kajian menunjukkan bahawa penerapan TSK yang berjaya bergantung pada lapan FKK: sumber kewangan, sokongan pengurusan atasan, kemahiran pengurusan dalaman terhadap TSK, pertumbuhan ekonomi negara, pendidikan dan latihan pekerja terhadap TSK, penyertaan pemegang taruh utama dalam proses TSK, komunikasi TSK yang berkesan, dan struktur organisasi. Tahap kesediaan firma pembinaan di Malaysia untuk menerapkan TSK juga telah dinilai berdasarkan FKK yang telah ditentukan. Satu siri wawancara dilakukan dengan lima responden dari lima firma pembinaan tempatan mengenai amalan semasa TSK mereka. Didapati bahawa firma-firma tersebut telah mempraktikkan sepenuhnya atau sebahagiannya kelapan-lapan FKK tersebut. Adalah selamat untuk menyimpulkan bahawa firma pembinaan Malaysia bersedia menerapkan TSK sebagai amalan mereka. Walaupun begitu, mereka perlu menambahbaik amalan mereka terhadap FKK untuk mendapatkan hasil maksimum dari penerapan TSK. Kajian ini menekankan bahawa kerangka kerja TSK amat berguna sebagai landasan yang tepat bagi strategi mitigasi berkesan untuk meningkatkan reputasi sektor pembinaan dan juga sebagai alat persaingan yang strategik bagi firma pembinaan untuk kekal mampan dalam perniagaan. Akhirnya, penggubal dasar juga boleh mempertimbangkan penemuan tersebut ketika mempromosikan agenda TSK atau program pembangunan untuk sektor pembinaan di Malaysia.

## ABSTRACT

The fact that construction sector was plagued with a broad variety of unethical practices has called for the urgent need to promote an ethical business philosophy in line with the concept of corporate social responsibility (CSR). However, understanding the concept of CSR in this sector and how to practice it, is limited. This study aims to explore the critical success factors (CSFs) for CSR adoption in the Malaysian construction sector. Two research approaches were adopted including a Delphi technique and a case study. A three-round Delphi technique was used to identify and rank the top most CSFs. A panel of sixteen construction sector experts was formed to participate in the study. A list of twelve potential factors was extracted from literature and included in Delphi Round 1 questionnaire. In Delphi Round 1 brainstorming process, eleven factors have achieved consensus as selected for more than 50% by the experts. In addition, four new factors suggested by the experts were accepted. As a result, fifteen factors emerged from this round were included in Delphi Round 2 questionnaire. In the ranking process of Delphi Round 2, consensus as measured by Kendall's  $W$  value was found to be 0.398, indicated a weak agreement among experts and the need for another Delphi round. In Delphi Round 3 controlled feedback process, Kendall's  $W$  value increased to 0.784 which implied a strong consensus was reached. The results showed that successful adoption of CSR depends on eight CSFs: financial resources, top management support, managerial or internal CSR skills, national economic growth, employees' education and training on CSR, the participation of key stakeholders in CSR process, effective CSR communication, and organisational structure. Level of readiness of the Malaysian construction firms to adopt CSR was measured against the validated CSFs. A series of interviews was conducted with five respondents from five local construction firms concerning their current CSR practice. It was noticed that the firms had already entirely or partially practiced the eight CSFs. It would be safe to conclude that the Malaysian construction firms are ready to adopt CSR into practice. Nonetheless, they need to improve their practice on the established CSFs to gain maximum results from CSR adoption. This study highlighted that CSR framework could be useful as the platform for advanced mitigation strategies to improve the construction sector's image and also as a strategic competitive tool for the firms to remain sustainable in business. Finally, policymakers could also consider the findings when promoting CSR agenda or development programs in the Malaysian construction sectors.

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