

## FRAMING CORPORATE SOCIAL RESPONSIBILITY INITIATIVES ON EMPLOYEE SOCIAL PROTECTION

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**Abstract:** Social protection plays an important role in improving the lives and well-being of employees. Thus, this paper focuses on the elements of employee social protection within the corporate social responsibility (CSR) frame initiatives by companies. In this paper, employee social protection within the CSR frame initiative is defined as a set of measures for the welfare and well-being of employees to protect employees against economic and social distress. This research performs content analysis of literature on social protection and CSR from both academic and non-academic views. Through a systematic content analysis, this paper identifies three (3) dimensions of employee social protection within the CSR frame initiative by companies together with their operational measurement.

**Keywords:** Social protection, CSR, Shared value, Equity and Equality, Quality of life

### 1. Introduction

One way of improving the quality of life and well-being is through social protection since it aspires to minimise deprivation and improve social justice. Deprivation can be addressed through social protection by promoting social inclusion and giving access to social services. For example, providing adequate income, proper health services, access to any geographic location and cultural identification. Meanwhile, social justice (i.e., reducing inequalities) can be addressed through social protection by providing social grants that include old age pensions, child support grants and disability grants. Hence, with social protection, human capital can be developed, the capabilities of poor and vulnerable individuals can be enhanced, and intergenerational transmission of poverty can be mitigated.

A country can attain sustainability and inclusive development if it can provide the right social protection program to its citizen. Hence, social protection is a powerful instrument for enhancing productivity. At the same time, social protection programmes can be a safety net that benefits the citizen (i.e., focus on the citizen's wellbeing). As a safety net, social protection allows citizens to have access to social services such as proper water and sanitation, free education and health, and affordable housing. Around 55% of the world's population, does not have access to social protection (United Nations [UN], 2020). This means 55% of the people are excluded from social and health protection such as unemployment, sickness, disability, maternity, etc (International Labour Organization [ILO], 2020). The United Nations also reports that social protection is human rights and contributes to economic and social development for the achievement of SDG 2030.

The COVID -19 is a wake-up call alerting the importance of building a social protection system. Social protection plays an important role in achieving a minimum level of well-being and avoiding replication of existing inequalities. To protect people from poverty, vulnerability and social exclusion, social protection benefits level must be adequate, however, investment in social protection coverage has been insufficient (UN, 2020). Barnett et al. (2020), raise the issue of whether CSR initiatives have provided the societal good that they pledge. Hence, they conducted a study to analyse the extent to which the performance of CSR initiatives has been appraised, to identify factors that can be used to overcome the limit of CSR. In addition, Dorlach (2023), observes that the COVID-19 pandemic that took place in early 2020 has created great problems for welfare state institutions, particularly labour market, social assistance, healthcare, education, and pension policies. In the context of Malaysia, the country demonstrated effective mechanisms for social protection after COVID-19, when it expanded social protection to standard workers who were excluded from existing schemes such as e-hailing, taxi drivers, tour guides and etc. Moreover, in a recent development, the Malaysian Madani government echoed that they need to improve social protection, Government link company (GLC) governance, and debt management (Bernama, 2023a). At the same time, the government also wants to study the proposal for phased expansion of social protection coverage (Bernama, 2023b).

Traditionally, the public sector plays a significant role in implementing social protection and programmes policies. Nevertheless, the private sector can also play an active role in promoting social protection, particularly to their employees through their Corporate Social Responsibility (CSR) initiatives. According to Utting (2007), social protection, which is a component of equity and equality, can be promoted through companies' CSR initiatives. Utting (2007) states that social protection through a company's CSR is a positive and forward-looking view regarding the feasibility of a country achieving equity and equality. This form of company's CSR initiatives could contribute to closing the gaps in society by improving working conditions and community support for the company's employees. In this regard, the private sector plays an important role in companies' CSR to promote employee social protection programmes, policies, and legislation.

Consequently, this paper serves as an initial introduction to the conceptualisation of employee social protection within the CSR frame initiatives by companies. The purpose of this paper is to provide ideas, principles, and practicalities for establishing effective employee social protection within the CSR frame initiatives by companies. First, this paper proceeds to identify the concept and definitions of social protection from a traditional and current point of view that connects social protection to the private sector. Next this paper attempts to provide insight and ascertain how the social protection concept and CSR concept are related to each other. The continuous interplay between social protection and companies' CSR initiatives becomes a unique contribution by the private sector to the attainment of an equitable society for the country. This paper then focuses on the mechanism of employee social protection within CSR frame initiatives by companies. The paper concludes with the rationales for the successful implementation of employees' social protection programs within CSR frame initiatives by companies.

## 2. Concept and Definition of Social Protection

Social protection refers to the policies and actions which enhance the capacity of poor and vulnerable groups to escape from economic crisis, and better manage risks and shocks. It encompasses the instruments that tackle chronic and shock-induced poverty and vulnerability (Sabates-Wheeler & Haddad, 2005). Although social protection programs and policies have been key components in the poverty reduction agendas for many countries, current developments and recent trends have increased their relevance and heightened the political momentum around them. Social protection is concerned with managing, overcoming, and preparing for future needs and risks. Devereux and Sabates-Wheeler (2004) target certain groups of people as eligible for such protection measures, often described as the poor, vulnerable, and marginalised. In the past, social protection was a safety net to protect people against destitution, especially when confronted by sudden shocks i.e. economic crises, inflation, etc. Now, it is recognised that social protection can play a wider range of functions, as seen in the Protect-Prevent-Promote-Transform (PPPT) scheme. According to Browne (2015), the concept of social protection is to help and protect the poor and vulnerable by relieving protective and averting deprivation preventative, enhancing, and stabilising incomes and capabilities (promotive), and tackling social inequity and exclusion (transformative).

As shown in Table 1, collectively, social protection is a set of programmes and policies, and/or formal and informal measures and initiatives. Programmes and policies were used by various international agencies including the International Labour Organization (ILO), the United Nations (UN), and the Asian Development Bank (ADB) (Çavuş, 2016; Devereux & Sabates-Wheeler, 2004; Ortiz, 2001). Three concepts of social protection include (1) needs, (2) risks, and (3) rights (Barrientos, 2016). A country is responsible for protecting the basic living standards of the common people in terms of income security. A country is responsible for addressing social risks focusing on issues such as unemployment, and poor health or natural hazards. A country is also responsible for addressing basic social rights or the right to social security. Hence, social protection implores that the needs and rights of the common people should not be restricted to assistance due to economic and reduction of income but also to social distress and individual well-being.

Table 1. The Concept of Social Protection

Source	Concept	The terms	The risks/needs
ILO (2006a)	Protection for basic living standards against economic and social distress due to substantial reduction of income through programs and policies	Set of programs and policies and measures and provision	Basic living standards, economic and social distress
Devesh and Prakirti (2015)	Protection to mitigate or cope with the adverse effects of risks to income security and physical wellbeing.	Set of public programs and policies	Income security and physical wellbeing
UN (2013a)	Protection against various contingencies from work by giving assistance to families to basic healthcare and housing	Set of programs and policies	Absence or substantial reduction of income

Devereux and Sabates-Wheeler (2004)	Protection to extremely poor individuals and households, groups who need special care against risks and consequences of livelihood shocks, discrimination, or abuse	Set of formal and informal initiatives	Livelihood shocks, social risks
UN (2020)	Preventing and protecting all people against vulnerability, poverty, and social exclusion throughout the life cycle.	Set of program and policies.	Poverty, vulnerability, and social exclusion.

Most academic literature relates to non-academic literature to provide an understanding of the concept of social protection. Much of the debates on social protection are about which interventions constitute social protection. It seems that there are overlaps with several livelihoods, human capital, and food security interventions. However, Utting (2007) emphasises that the welfare of workers and other groups of stakeholders when discussing the social protection concept should be the main priority or consideration. The emphasis on the social protection concept by Utting (2007) is also discussed by Holzmann and Jorgensen (2001). Holzmann and Jorgensen (2001) stress that social protection involves income security for individuals. It can be concluded that while the traditional views targeted the poor and marginalised people, the current definitions specifically focus on the working population in general (Dobre-Baron, 2014; Devesh & Prakirti, 2015). In another similar accord, Ragayah (2012) defines social protection as social safety nets which are the formal social security or social insurance system. Table 2 provides a summary of the definition of social protection in both academic and non-academic literature.

Table 2. Definitions of social protection

Non-academic literature	
The World Bank (2023)	A collection of measures to improve or protect human capital, ranging from labour market interventions and publicly mandated unemployment or old-age insurance to targeted income support. Social Protection interventions assist individuals, households, and communities to better manage the risks that leave people vulnerable.
UN (2013a, b)	A set of public and private policies and programs undertaken by societies in response to various contingencies to offset the absence or substantial reduction of income from work; to aid families with children as well as provide people with basic health care and housing.
ILO (2006a, b, 2010, 2012, 2014)	The set of public measures that a society provides for its members to protect them against economic and social distress that would be caused by the absence or a substantial reduction of income from work as a result of various contingencies (sickness, maternity, employment injury, unemployment, invalidity, old age, and death of the breadwinner); the provision of health care; and, the provision of benefits for families with children.
Asian Development Bank (2003)	Policies and programmes are designed to reduce poverty and vulnerability by promoting efficient labour markets, diminishing people's exposure to risks, and enhancing their capacity to protect themselves against hazards and interruption/loss of income. Social protection consists of five major elements: (i) labour markets, (ii) social insurance, (iii) social assistance, (iv) micro and area-based schemes to protect communities and (v) child protection
UN (2020)	A set of policies and programmes aimed at preventing or protecting people against poverty, vulnerability and social exclusion throughout the lifecycle, with a particular emphasis on vulnerable groups.

Academic literature	
Utting (2007)	The welfare and well-being of workers and other groups or stakeholders
Holzmann & Jorgensen (2001)	Public measures to provide income security for individuals
Ragayah (2012)	Social protection is defined to include the social safety nets, which are the informal or less formal systems of social protection, and the formal social security or social insurance system

Content analysis of these definitions reveal certain patterns in the emergence of common words used in defining social protection. The non-academic literature starts defining by using collective words such as a collection or a set of measures, policies, and programmes. These measures, policies, and programmes, are to be undertaken by society (or the public), aimed at managing risks, social distress, hazards, and various other contingencies resulting from mandated unemployment and loss/reduction of income from work. On the other hand, academic literature provides rather brief definitions that only concentrate on workers and the provision of income security. In other words, social protection is most progressively defined as all public and private initiatives that provide income or consumption transfers to the poor, protect the vulnerable against livelihood risks, and enhance the social status and rights of the poor, vulnerable, and marginalised people (Devereux & Sabates-Wheeler, 2004).

Also, from that content analysis working definition of social protection refers to a set of actions undertaken to address risk and vulnerability through social insurance, social assistance, and social inclusion efforts, which enhance the capability of the marginalised groups (Brunori & O'Reilly, 2010; White et al., 2015). Other forms or mechanisms of social protection are also recognised as social transfers, social services, and social transformation (Vincent & Cull, 2012). Various objectives of social protection may include but are not limited to reducing poverty and vulnerability, building human capital, empowering women, and girls, improving livelihoods, and responding to economic and other shocks (Browne, 2015).

Based on the academic literature, it can be concluded that employee social protection is the set of measures being provided for the welfare and well-being of employees and other groups of people or stakeholders in the company. The aim is to protect these groups against the economic and social distress of various contingencies arising from the absence or a substantial reduction of income from work. These contingencies include sickness, maternity, employment injury, unemployment, invalidity, old age, and death of breadwinners.

### 3. Conceptualising Social Protection with the CSR frame initiative

Traditionally, the public sector plays a significant role in designing and implementing programs and policies related to social protection. Today, however, more companies are starting to pay attention and play an active role in contributing to the society in which they are operating by exercising their CSR. Utting (2007) in fact, states that one way to promote social protection as a component of equity and equality is through companies' CSR initiatives. When developing CSR policy, companies often start by focusing on human resources i.e., the employees. The reason because human resources are important in business strategy and that employees are accessible because employees are easily identifiable. Companies sector can

now contribute to enhancing their employees' commitment by improving working conditions and community support. Therefore, the ultimate goal of social protection is enhancing income and labour opportunities for all and minimising deprivation among employees.

Another way companies can promote employees' social protection is through CSR. Corporate Social Responsibility (CSR) initiatives work to enrich the local community by creating employment opportunities, distributing wealth from the owners to the employees through wages, and later through the effect of this on the welfare of individuals. Together, social protection and CSR often revolve around the issue of employees, employment, wages, and income, and in case of interruption of employment. Hence, social protections for the benefit of employees can be promoted through the company's CSR. Companies can provide this element of CSR based on the Shared Value Theory, whereby companies and employees have shared values that bind them together for the benefit of employees and their family members which might indirectly affect the public members of society.

Porter and Kramer (2006) initially explore the idea of shared value with a view that CSR can be an effective strategic management tool for companies. The Shared Value concept was later refined by incorporating social issues into their core business strategies to benefit both society and the company own long-term competitiveness (Porter & Kramer, 2011). An analysis by Dembek et al. (2016) reveals two definitions to describe the theoretical concept of shared value. The first concept of shared value is defined as "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (p. 235). The second definition of shared value is creating value for different groups of stakeholders (Dembek et al., 2016).

Hence shared Value focuses on integrating social and business advantage which is lacking in the literature (Michelini & Fiorentino, 2012). This integration gives rise to new business models which are social and inclusive. Michelini and Fiorentino (2012) highlighted a social business model as a for-profit company owned by low-income people directly or through a trust. Theoretically, the profits generated by the business would improve the owners' social condition (Michelini & Fiorentino, 2012). This kind of social business venture could contribute towards alleviating lower-income communities (within its value chain) and at the same time generate profits. This inclusive business model has its origin based on the concept of 'serving the poor profitably' (Prahalad & Hammond, 2002). Therefore, companies must actively seek opportunities to work with lower-income communities and generate both economic and social value.

One feature of social and inclusive CSR by company initiatives required a change in value proposition (Michelini & Fiorentino, 2012) for example, a shift of focus from producing high-end products to providing alternative products that are more affordable and fulfilling the basic needs of the low-income segment (Yunus et al., 2010). However, this social context (in terms of the uncertainty of returns and the political situation) and privatisation might pose certain risks to the social business model. Hence, according to the theoretical concepts of shared value, social inclusion and the concepts of CSR need to focus on companies' efforts in

sharing their wealth and having social responsibility with their respective employees (Brunori & O'Reilly, 2010; White et al., 2015). which falls within the presumption of the social cause that provides opportunities for shared value between the companies and the employees. At a company level, social protection for employees and their family members often circulates topics of wages and other fringe benefits. ILO in one of their studies (ILO, 2006a) reveals that the most common provisions were different types of benefits including health care benefits and old age pensions.

Barrientos (2016) identifies three concepts supporting employee social protection which are needs, risks, and rights. The company is responsible for providing income security to ensure basic levels of need satisfaction of the common people. In addressing social risks, the focus tends to be on issues such as unemployment, and poor health or natural hazards. The third justification is interventions based on social rights or the right to social security. Barrientos (2016) implores that the social minimum is not restricted to various assistance in case of emergencies only, even though interventions to address emergencies are as important. Devesh and Prakirti (2015) describe employee social protection as an effort or initiative to help cushion vulnerability to some type of risk. In this regard, Devesh and Prakirti noted that a risk is an untoward event whilst vulnerability is the likely loss resulting from that event (pg. 74) at which the risk indicates that the future is always perceived to be worse than the present, especially towards income security (Barrientos, 2016) and physical wellbeing. The risks or contingencies resulting from securing income include sickness, maternity, employment injury, unemployment, invalidity, old age, death of breadwinners, economic downturn, and harvest failure. Risks resulting from physical well-being include poor health, hunger, malnutrition, and violence (Devereux & Sabates-Wheeler, 2004; Dobre-Baron, 2014; Devesh & Prakirti, 2015).

Hence, the development of social minimum interventions should be supported by focusing on social and economic inclusion and thereby, making it more apparent that the business entities (i.e., companies) can do more in utilising their CSR activities in this respect. The effects of CSR initiatives by companies can be in the forms of enrichment of a local community by creating employment opportunities, distribution of wealth from the owners to the employees through wages, and the effect of this on the welfare of individuals. These interplays between employee social protection and CSR and employee social protection revolved around the issue of employees, employment, wages, and income, and in case of interruption of employment (Schwarzer & Tessier, 2013). Thus, companies can take care of the welfare and well-being of employees and other groups of people or stakeholders, aiming to protect these groups against economic and social distress of various contingencies. These contingencies include sickness, maternity, employment injury, unemployment, invalidity, old age, and death of breadwinners.

By contributing as employers to the dimensions of the extension of employee social protection (wider range and/or higher levels of benefits) within the CSR frame initiative, companies could contribute to the inclusion of employee social protection issues at the companies' level, whether the impetus itself originates from workers' representatives, or the companies are involved in its implementation (Schwarzer & Tessier, 2013). Thus, social

protection may be seen as a long-term investment in human capital, with human resources being among the most accessible as well as the most important stakeholders (Schwarzer & Tessier, 2013).

#### 4. Defining Employee Social Protections within CSR Frame Initiatives

A review of the extant literature revealed that there are three main measures of employee social protection: (i) preventive measures (ie: social insurance domain), (ii) protective measures (ie: social assistance), and (iii) promotional measures (ie: services domain) (Devereux & Sabates-Wheeler, 2004; White et al., 2015; Schwarzer & Tessier, 2013; Suhaimi & Norman, 2013). As shown in Table 3, employee social protection within CSR frame initiatives can be promoted by focusing on these three dimensions: (1) social insurance, (2) social assistance, and (3) social services.

Table 3. Employee social protection within CSR frame Initiatives

Dimension	Definition
Social Insurance	A set of programmes, policies, schemes, or measures, designed to protect employees against the risks and consequences of livelihood shocks caused by the absence or a substantial reduction in income from work because of various contingencies
Social Assistance	A set of programmes, policies, schemes, or measures, designed to provide financial assistance to needy employees caused by the absence or a substantial reduction in income from work because of various contingencies
Social Services	A set of programmes, policies, schemes, or measures, designed to provide employees who need special care or would otherwise be denied access to basic services caused by the absence or a substantial reduction in income from work because of various contingencies

##### 4.1 Social Insurance

Social insurance protects employees against the risk of income loss and shocks (Suhaimi & Norman, 2013). It is commonly related to employment and often contributory. Social insurance initiatives are aimed at protecting employees against the risks of shocks whilst social services target the marginalised groups. The compensatory support of social insurance is provided in the event of illness, injury, disability, death of parent or breadwinner, unemployment (or retrenchment), and old age. Social insurance programmes tend to offer benefits to persons who have paid premiums or made past contributions or are members of a general demographic group, without regard to their other resources. In the context of this paper, social insurance is a set of programmes, policies, schemes, or measures, designed to protect employees against the risks and consequences of livelihood shocks caused by the absence or a substantial reduction in income from work because of various contingencies (White et al., 2015).

##### 4.2 Social Assistance

Social assistance is a critical mechanism for poverty reduction among developing countries. Social assistance programmes are primarily designed to enhance social welfare by reducing poverty directly. Programmes targeted at younger persons can also promote longer-



term growth and development by encouraging greater investment in human capital. Social assistance programmes are usually targeted to benefit those with the fewest alternative resources. Social assistance as a protective measure is meant to relieve deprivation through initiatives that are usually designed for the poor and can be in the form of cash or in-kind. Such measures may include disability benefits, non-contributory pensions, fee waivers, work schemes, supplementary diets, and food aid (forms of safety net), which are especially needed to help smooth consumption during a crisis. For this paper, social assistance is a set of programmes, policies, schemes, or measures, designed to provide financial assistance to needy employees caused by the absence or a substantial reduction in income from work because of various contingencies.

#### *4.3 Social Services*

Ensuring quality social services for all, particularly the most vulnerable, can build human capital, strengthen livelihood opportunities, and improve health and well-being. Social services are critical components of any system designed to provide minimal social protection to a population. The delivery of social services complements other social protection instruments as part of an integrated, comprehensive system. Social services vulnerable groups are designed to provide these groups of people with special care and needs, and access to basic services (Suhaimi & Norman, 2013). Such services may include healthcare, education, and child protection (Cook & Pincus, 2014). Companies through their CSR initiatives encourage employees to be involved and engaged in meaningful activities for their companies and the society. The companies, in turn, reward employees by paying a fair salary and providing other employment benefits. Thus, this paper identifies social services as a set of programmes, policies, schemes, or measures that are provided to employees who need special care or would otherwise be denied access to basic services caused by the absence or a substantial reduction in income from work because of various contingencies.

### **5. Employee Social Protection within CSR Frame Construct**

Employee social protection with the CSR frame construct involves the measures taken by companies to ensure the well-being and welfare of their employees. It goes beyond the legal requirements and aims to provide additional support and protection to employees in various aspects of their lives. Here are some examples of employee social protection initiatives that can be taken by companies within the CSR frame such as health and safety programs, employee wellness initiatives, Insurance benefits, retirement and pension plans, and work-life balance.

Companies need to actively promote workplace safety by implementing robust health and safety policies and practices. This initiative includes providing necessary training, ensuring compliance with safety regulations, and creating a safe working environment to minimize the risk of accidents and occupational hazards. Companies can also promote employee well-being by offering various wellness programs such as health screenings, fitness classes, stress management workshops, and mental health support. These initiatives help employees lead healthier lifestyles and manage personal challenges. Many companies do provide comprehensive insurance packages that cover medical expenses, disability benefits,

and life insurance for their employees that offer financial protection and security against unforeseen events.

Another aspect of social protection within the CSR frame is to support employees in their retirement years. These plans often include contributions from both the employer and the employee, providing them with financial security after their working years. The majority of companies recognize the importance of work-life balance and implement policies such as flexible working hours, paid parental leave, childcare support, and remote work options. These initiatives enable employees to better manage personal and professional commitments. Some companies offer educational assistance programs, scholarships, or training opportunities to help employees acquire new skills or advance their education. By investing in their personal growth, companies contribute to the long-term employability and job satisfaction of their employees. By implementing these employee social protection initiatives, companies demonstrate their commitment to the well-being and welfare of their employees. These efforts not only attract and retain talented individuals but also contribute to the overall sustainability and positive reputation of the company.

## 6. Conclusion

This paper proposes employee social protection within CSR frame initiatives by companies. Various studies have suggested that companies could contribute towards improving equity and equality in society through their CSR initiatives that focus on the social protection of low-income workers and their families. Equity is about putting things right, and giving one what is due, whereas equality is sameness (well-balanced or low disparity) by which all individuals are regarded and treated as equally important. Based on the extant literature both from practitioners and academics, this paper introduces the concept of employee social protection within the CSR frame initiative that focuses on building a diverse and inclusive workforce and ensuring equal opportunities for all employees.

The concept of employee social protection within the CSR frame initiative concentrates on implementing policies to prevent discrimination, promoting diversity in leadership positions, and providing training on unconscious bias. Hence, the concept of employee social protection within the CSR frame initiatives refers to the measures and initiatives undertaken by companies to ensure the well-being, welfare, and protection of their employees beyond the legal requirements. It involves the company's commitment to provide additional support and safeguards to employees in various aspects of their lives. Employee social protection within the CSR initiatives frame encompasses three dimensions, i.e., (1) social insurance, (2) social assistance, and (3) social service. However, his paper has some limitations that need to be considered when interpreting the concept, whereby the unavailability of any empirical insights into the concept limits this paper to drawing causal implications. Another limitation is that this paper obtains the dimensions of employee social protection from a small number of studies. This could result in a narrow scope that does not adequately capture all determinants relating to employee social protection within the CSR initiatives frame.

There are some research areas related to employee social protection within the CSR frame that can be proposed to mitigate the limitation of this paper. First, further research can focus on developing measures of employee social protection within the CSR frame for all dimensions. Identifying the measures for this construct would empirically validate the construct, and thus, evaluate the effectiveness and impact of employee social protection initiatives undertaken by companies. This includes assessing the outcomes of programs such as health and safety measures, insurance benefits, work-life balance policies, and career development initiatives on employee well-being and job satisfaction. Second, future research can explore how social protection initiatives within the CSR frame address inequities and promote inclusivity. This involves examining whether these initiatives are equally accessible and beneficial for all employees, regardless of their gender, race, age, disability, or other characteristics. Third, future research can investigate the effectiveness of financial wellness programs and retirement planning initiatives by assessing the impact of these initiatives on employee financial literacy, retirement preparedness, and overall financial well-being.

The proposed concepts of employee social protection within the CSR initiatives frame in this paper provide important implications for practice and academics. Companies can draw up this concept and assess the condition of employee social protection within the CSR initiatives frame in their companies. Also, companies can determine possible factors that would lead to a successful implementation of employee social protection based on the three dimensions identified in this paper. In addition, companies can utilise this concept to plan and prepare for the adoption of employee social protection and establish smooth conditions for the employee acceptance in employee social protection implementation process.

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