

# **Benchmarking Corporate Social Responsibility Practices of Manufacturing Firms in the Province of Rizal: Input to Industry Academe Partnership**

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*This paper is an assessment of the management systems of corporate social responsibility (CSR) and the extent of CSR practices towards stakeholders of manufacturing firms in the Province of Rizal in terms of Leadership, Policy Setting, Program Development, Systems Installation and Measurement and Reporting. The findings revealed that CEO's and employees assessed the CSR management systems of the company as underdevelopment while the community residents assessed the five areas of CSR as In place but needs improvement. On the extent of CSR Practices of firms towards their stakeholders CEO's and employees assessed the social responsibility practices of the company towards employees society and environment were assessed to a moderate extent.*

## **INTRODUCTION**

Every business is undertaking a service to society. However, in producing or marketing a good or service, some businessmen may be guilty of the human weakness of cheating or deceiving their customers. In employing workforce in the production process, some businessmen may found guilty of injustice by not paying rightful compensation. In operating within a community, some businessmen may transgress or violate private or community rights such as right to a clean environment. For the past decades, business has been undergoing criticism from the public. Many charges were being leveled such as little concern for consumers, unethical practices, unfair business practices, monopoly, deceitful advertising, destruction of the environment. Some social problems were brought by unethical practices of some businesses. These increasing social problems calls for businesses to be socially responsible and be a good corporate citizens. Clamors that business must show a greater sense of social and environmental responsibility.

According to Robert Cushman as cited by Carroll (1996) business does not operate in a vacuum, as a social institution interacting with other social institutions. What business does affects its community, in turn, the peoples goodwill and trust are essential for business to fulfill its primary role, which is to provide goods and services.

In McKinsey survey, 91 percent of the CEO's believed that society has placed far higher expectations for business today to take public responsibilities than it was five years ago; and 61% believed that this expectation will rise further in the next five years. Corporate Social Responsibility (CSR) programs are the current response of private enterprise towards this expectations.(Biznews Asia, 2008)

In the Philippines, there is a wide acceptance of Social Responsibility among corporations. The benefits of CSR among corporation were recognized by many executives. Several studies were conducted on the effects of CSR performance to financial performance of corporation.

Today, companies and private had established their own corporate foundations to make a difference in the life of Filipinos. The League of Corporate Foundations, an umbrella organizations of corporate foundations was organized to synergize all foundations effort to deliver a deeper impact on society's development.

Several studies show the increasing awareness of CEO's on Corporate Social Responsibilities. This has been topic of round table discussions and business fora both in the local and international business community. The practice of CSR were viewed as strategic tool to enhance corporate value. The philosophy were manifested in their corporate culture, corporate vision and mission statement.

However the practice of Corporate Social Responsibility among small and medium manufacturing firms in the Philippines has not been well investigated as compared to large companies. The benefits of engaging in CSR among corporations has been proven. CSR has been viewed as an avenue to uplift corporate reputation vis- a-vis increasing customers loyalty. The corporate social investments and the returns of these investments were qualitatively and quantitatively seen.

### **Objectives**

The general objective of this study was to assess the management systems of corporate social responsibility (CSR) and the extent of CSR practices towards stakeholders of manufacturing firms in the Province of Rizal as an input to business industry-academe partnership. It specifically aimed to:

1. Determine the profile of manufacturing firms in the Province of Rizal in terms of:
  - 1.1 company size (capitalization),
  - 1.2 number of employees,
  - 1.3 ISO certification status?
2. Comparatively assess CSR management systems of manufacturing firms in the following aspects:
  - 2.1 Leadership
  - 2.2 Policy Setting
  - 2.3 Program Development
  - 2.4 Systems Installation
  - 2.5 Measurement and Reporting
3. Determine the extent of the CSR practices of manufacturing firms towards the following stakeholders such as employees, society and environment as assessed by the CEO or managers, employees and community and when they were grouped according to profile.
4. Determine the problems encountered by manufacturing firms in the management of their CSR programs.
5. Determine the significant differences on the assessment of the three respondents on CSR management systems and the extent of practices of manufacturing firms towards the following stakeholders such as employees, society and environment.

### **Research Design and Methodology**

Descriptive method of research was used to describe how corporate social responsibility was practiced in manufacturing industry, to assess the management of social development programs of many manufacturing companies and to identify best practices that the company were doing in relation to their internal and external stakeholders such as employees, society and environment.

The study focused on registered manufacturing enterprises in the province of Rizal as the subjects of the study. Out of ninety one (91) registered manufacturing firms only seventy four (74) companies responded. Key informants of the study that assessed the CSR management systems of the company and the extent of their practices towards various stakeholders were divided into three groups. The first group composed of CEO or CSR manager of the company. The second group were the permanent employees of the firm or referred to in this study as internal stakeholder, and the third group were the community residents, community leaders and recipients of various program or projects of the company within the immediate community.

The Corporate Citizenship tool or the stakeholder rating tool by Philippine Business for Social Progress (PBSP) was used with permission in measuring the stakeholders' impression on the company's CSR performance in terms of system and processes. Triangulation among stakeholders were done to validate the responses of the CEO's or CSR managers. The following scale, equivalent and descriptive interpretations were used to quantitatively qualitatively describe the assessment

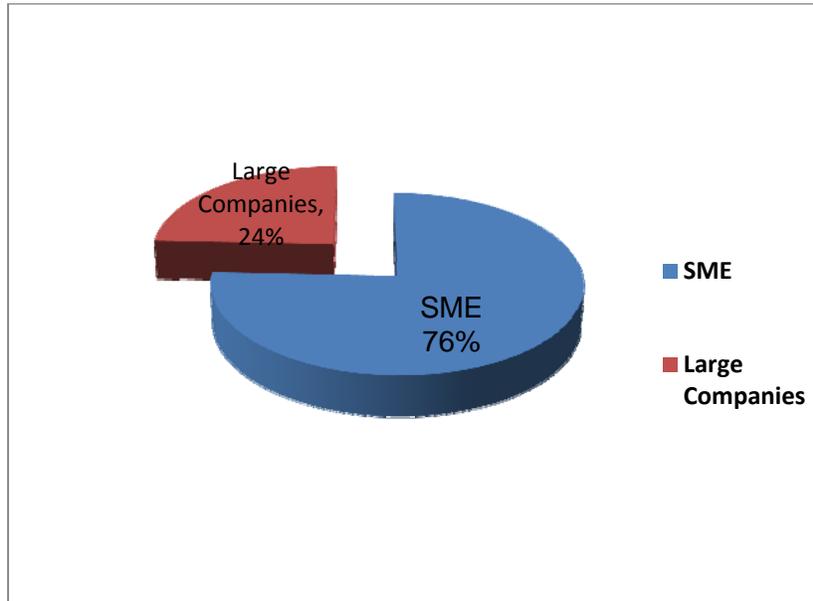
For CSR management systems

Scale	Scale Interval	Verbal Interpretation	Description
5	4.51 – 5.00	In place and Effective (PE)	The item indicator is established and is effectively used and applied
4	3.51 – 4.50	In Place but needs Improvement (PNI)	The item indicator is established and is being applied but still requires further improvement
3	2.51 - 3.50	Underdevelopment (U)	The item indicator is being tested and applied in certain areas / aspect of the operation
2	1.51 - 2.50	Of Interest (OI)	The item indicator is not present but is being considered
1	1.0 - 1.50	Not Present/ Applicable (NP)	Not The item indicator is not significant in the operation of CSR

For the Extent of CSR practices towards employees, society and environment stakeholders

Scale	Scale Interval	Verbal Interpretation
5	4.51–5.00	Very Great Extent
4	3.51–4.50	Great Extent
3	2.51 - 3.50	Moderate Extent
2	1.51-2.50	Limited Extent
1	1.0-1.50	Not at all

**FIGURE 1**  
**MANUFACTURING COMPANIES IN TERMS OF CAPITALIZATION**

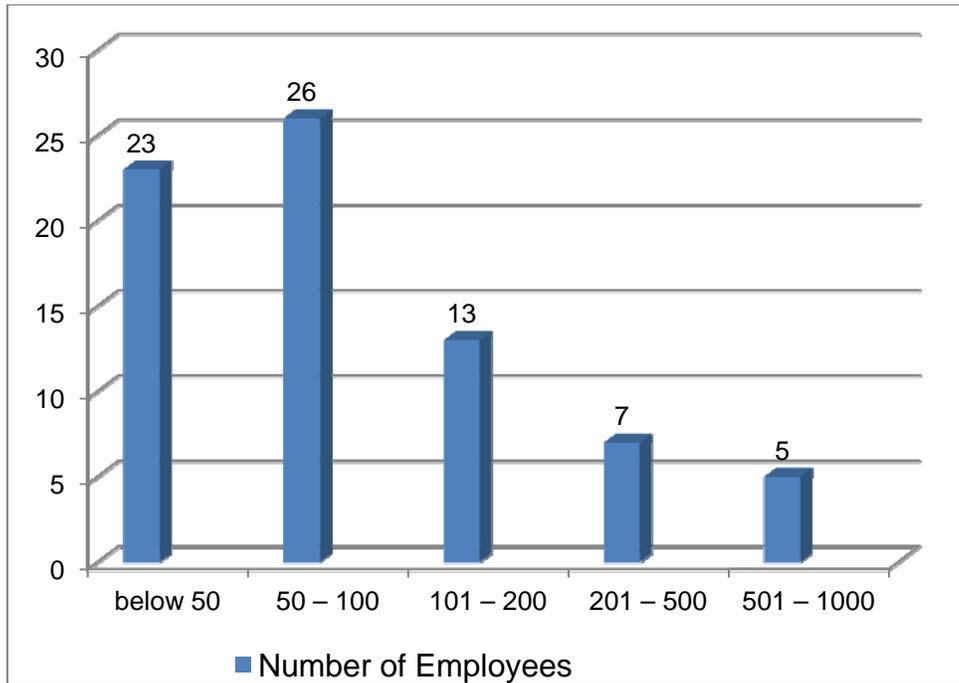


Characteristics of Manufacturing Firms in the Province of Rizal in terms of company size (capitalization), number of employees, ISO Certification Status

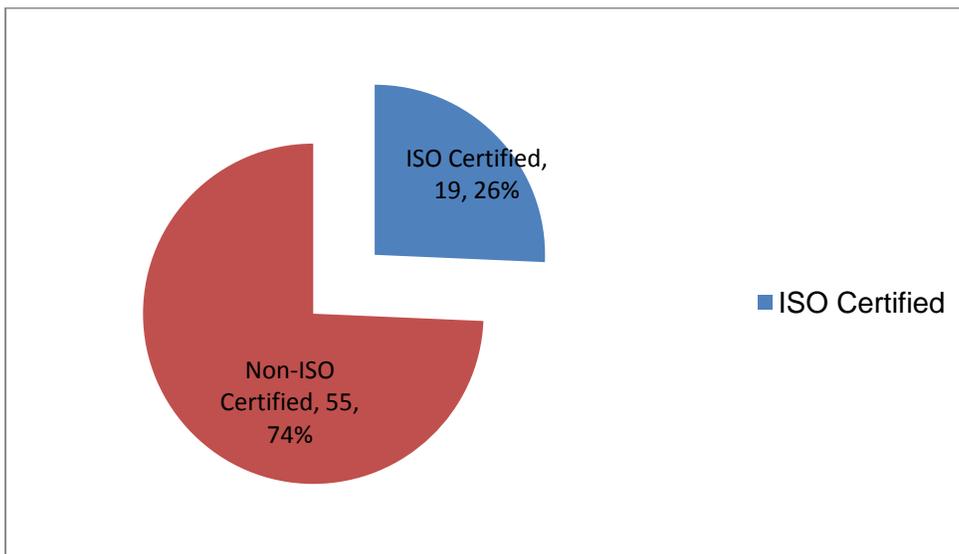
## **RESULTS AND DISCUSSIONS**

In terms of capitalization majority of manufacturing firms were classified as SME with 56 or 75.7 percent while 18 or 24.3 percent were large companies. The findings of this study was affirmed by the NSO report that as of 2003, 99.6 percent of the registered businesses in the Philippines were small and medium enterprises and the rest are large establishments.

**FIGURE 2**  
**MANUFACTURING FIRMS IN TERMS OF NUMBER OF EMPLOYEES**



**FIGURE 3**  
**MANUFACTURING COMPANIES IN TERMS OF ISO STATUS**



In terms of number of employees, majority of the manufacturing companies in the province of Rizal employs 50- 100 workers and below 50 workers with a frequency of 26 or 35.1 percent and 23 or 31.1 percent. 13 companies or 17.6 percent employs 101-200 employees, 7 or 9.5 percent has a labor force of 201 – 500. Only 5 companies or 6.8 percent has more than five hundred work force. This further confirms the findings in table 3 that in terms of number of personnel majority of the companies in Rizal

are small and medium (SME) companies. As to certification status, out of seventy four companies only 19 or 25.68 percent of the manufacturing company's operation are ISO certified while majority of the manufacturing companies are non-ISO certified with 55 or 74.32 percent.

This is due to the fact that many of the manufacturing companies in Rizal were small and medium sized enterprises with limited resources and most of this companies are serving the local market, so they have not sought for quality assurance certification of their operation.

**TABLE 1**  
**CSR MANAGEMENT SYSTEMS OF MANUFACTURING FIRMS**

Aspects of CSR Management	Group of Respondents							
	CEO		Employees		Community Residents		Overa ll	
1.	WM	V.I	WM	V.I	WM	V.I	WM	V.I
2. Leadership	3.37	U	2.81	U	3.96	PNI	3.32	U
2. Policy Setting	3.47	U	3.13	U	4.08	PNI	3.43	U
3. Program Development	3.09	U	2.51	U	3.82	PNI	3.07	U
4. Systems Installation	3.26	U	2.69	U	3.91	PNI	3.25	U
5. Measurement and Reporting	3.08	U	3.17	U	3.73	PNI	3.55	PNI

**Legend:** U = Underdevelopment      PNI = In Place but Needs Improvement      OI = Of Interest  
**Range of scale** 2.51 - 3.50                      3.51 – 4.50                      1.51 - 2.50

As can be gleaned from the table that as regards to CSR leadership was assessed as underdevelopment by the CEO and the employees while the community residents assessment of leadership as in place but needs improvement. The results implies that the three group of respondent differ in their perception of leadership involvement of corporate officers to CSR. The community stakeholders believed that the corporate officers take active involvement in the implementation of CSR programs of the company since this respondents from the community were recipients of the various social development programs or projects of the company. They have positive assessment to company leadership as beneficiaries of the programs to the community. They have seen the presence of leadership of corporate officers in the implementation of the programs during meetings and community consultations. The CEO and employees honestly reveal that company leader's initiative to CSR is being tested and applied in certain areas of operation particularly in the management of workplace through fostering good workplace practice.

Policy Setting was underdevelopment stage as assessed by the CEO and employee respondents. The community residents assessed the policy setting as in place but needs improvement. Focus group discussion revealed that CSR initiatives of the company were focused more on the internal stakeholders of the company and the environment. It justify the fact that corporate leaders recognized the importance of establishing a good workplace conditions which further confirmed by the employee respondents and community. The concept of Maximiano (2007) affirmed the findings of the study. He cited that CSR is a policy, an attitude and management philosophy on how employees are treated that encompasses multitude of business practices such as fair wages, non discriminatory hiring, equal employment opportunities and the respect for workers right. A firm cannot claim of being a good corporate citizen while failing in its utmost duty to provide good working conditions. It is more likely that a firm becomes socially responsible first to its internal stakeholders or employees by providing good working conditions before it practice corporate citizenship to external stakeholders or community.

The three groups of respondents varied in their assessment of CSR program development of the company, for CEO's and employees program development was underdevelopment stage. However, the community residents revealed that program development of the company is In place but needs

The data reflected in the table revealed that CSR systems installation of manufacturing was at underdevelopment stage as assessed by the CEO and employee respondents. On the other hand, the community residents differ in their assessment to the CSR systems installation as in place but needs improvement.

When it comes to measurement and reporting CEO and employees assessment was underdevelopment. While, the community residents assessed that the company's CSR measurement and reporting was in place but needs further improvement. Focus Group Discussion validated that disclosure of CSR performance and accomplishment were limited only to corporate owners, board and corporate officers only through annual reports.

**TABLE 2**  
**EXTENT OF CSR PRACTICES OF MANUFACTURING FIRMS TOWARDS STAKEHOLDERS**

CSR Practices of the Company to stakeholders	Group of Respondents							
	CEO		Employees		Community Residents		Over-all	
	WM	V.I.	WM	V.I.	WM	V.I.	WM	V.I.
towards Employees	<b>3.31</b>	<b>ME</b>	<b>3.11</b>	<b>ME</b>	-	-	<b>3.26</b>	<b>ME</b>
towards Society	2.76	ME	2.30	LE	<b>3.45</b>	ME	3.02	ME
towards Environment	3.05	ME	2.61	ME	3.47	ME	3.02	ME

**Legend: GE = Great Extent**  
(3.51–4.50)

**ME = Moderate Extent**  
(2.51 - 3.50)

**LE = Limited Extent**  
(1.51-2.50)

Table 2 shows that the extent of social responsibility of the manufacturing firms towards employees as assessed by the CEO and employees as Moderate Extent as reflected in the grand mean of 3.31 for the CEO and 3.11 for the employees both interpreted as moderate extent. CEO and employee respondents rated the responsibility of the company to “ensure workplace safe and healthy as to a Great Extent practiced by the company.

It only implies that social responsibility of the manufacturing companies in Rizal towards employees were focused on the satisfaction of basic employee right to good workplace conditions and compliance of governmental laws on labor specifically the provision of health insurance and payment of living wage. The extent of social responsibility of manufacturing firms in Rizal towards the society or social investment as assessed by the CEO and community residents as Moderate Extent. While the employee respondents revealed that social responsibility of manufacturing firms was to a Limited Extent. The three group of respondents unanimously said that the company apply ethical, social and environmental criteria in developing business relationship.

They differ in their assessment as to the philanthropic activities of the manufacturing companies. CEO rated the company donates percentage of profit to charity or social development and support to established charitable organizations, hospital and educational institutions as Moderate Extent.

The extent of social responsibility practices of the manufacturing firms towards environment as assessed by the CEO, employees and community residents as Moderate Extent.

The Installation anti pollution equipment as Great Extent as rated by CEO and community residents, while for the employee revealed that this item was to a Moderate Extent practiced in the company. Least being practiced in the company are “Educating customers on proper disposal of product packaging”, “Initiate clean up drive and tree planting in the community” and “Pursue leadership among peers in the industry in protecting the environment” all are to a Moderate Extent.

**TABLE 3**  
**EXTENT OF CSR PRACTICES OF MANUFACTURING FIRMS TOWARDS**  
**STAKEHOLDERS WHEN GROUPED IN TERMS OF COMPANY SIZE**  
**AND ISO STATUS**

CSR Practices of the Company	SME		Large		ISO Certified		Non-ISO Certified	
	WM	V.I.	WM	V.I.	WM	V.I.	WM	V.I.
towards Employees	<b>2.80</b>	<b>ME</b>	<b>3.92</b>	<b>GE</b>	<b>3.89</b>	<b>GE</b>	<b>2.79</b>	<b>ME</b>
towards Society	<b>1.96</b>	<b>LE</b>	<b>3.36</b>	<b>ME</b>	<b>3.38</b>	<b>ME</b>	<b>1.94</b>	<b>LE</b>
towards Environment	<b>2.28</b>	<b>LE</b>	<b>3.56</b>	<b>GE</b>	<b>3.50</b>	<b>ME</b>	<b>2.28</b>	<b>LE</b>

**Legend: GE = Great Extent**  
(3.51–4.50)

**ME = Moderate Extent**  
(2.51 - 3.50)

**LE = Limited Extent**  
(1.51-2.50)

Table 3 shows that the differences on the extent of social responsibility of the small and medium sized manufacturing firms towards employees as Moderate Extent and for large manufacturing firms Great Extent. Manufacturing companies “Ensures that the workplace is safe and healthy.” as Great Extent for SME and Very Great Extent practiced by large manufacturing firms. It only implies that CEO of large manufacturing companies are more aware of their social responsibility towards employees. They strictly observe basic employees right to safe and healthy workplace conditions and compliance of governmental laws on labor specifically the provision of health insurance and payment of living wage and allows employees to join union. These rights of workers was to a limited extent allowed in small and medium sized companies.

SME and Large manufacturing firms also differs in the performance of responsibility towards society or social investment which is to a Limited Extent for SME firms and to a Moderate Extent Large firms. Ethical, social and environmental criteria when developing business relationship” was top most social responsibility among the manufacturing firms but to a varying degree. This criterion was to a Moderate Extent implemented among SME’s While for Large manufacturing firms practiced this item as Great Extent. This implies that SME manufacturing companies were not aware of their of their social responsibility towards society as compared to large companies. This can be explained by the fact that SME’s cannot extend help to their community due to limitations in financial resources.

On the extent of social responsibility practices of the manufacturing firms towards environment . SME practiced responsibility towards environment was to Limited Extent while Large manufacturing firms practiced environmental responsibility to a Great Extent. SME and Large manufacturing firms differ in their practices towards protection of the environment. Installation of anti-pollution equipment was to a Great Extent followed in Large Manufacturing companies while SME installed anti- pollution equipment to a Moderate Extent. CSR practices towards employees of ISO certified companies differs to a Non-ISO certified companies. This was due to the fact that employees welfare is important indicator in ISO certification. IN the interview among CEO’s revealed that they have written human rights policy that protects human rights of employees and prohibits discrimination based on race, gender or age. They did not encourage employees to form unions but they ensure that employees have representation to Labor Management Committee (LMC) of the company.

As reflected in the table the CSR practices of manufacturing companies towards society or community was to a Moderate Extent for ISO certified companies and Limited Extent for Non-ISO certified companies. Both apply ethical, social and environmental criteria when developing business relationship but at varying degree ISO certified companies practice it to a Great Extent while Non-ISO certified companies practice it to Limited Extent. With regard to philanthropic practices such as donations to charity, support established institutions. ISO certified companies conducted this activities to a Moderate Extent as reflected while Non-ISO certified companies to a Limited Extent.

As presented also in the table ISO certified manufacturing firms and non ISO certified manufacturing companies differ in their assessed extent of social responsibility practices towards environment. ISO

certified companies moderately practice environmental responsibility while non-ISO certified manufacturing companies practice environmental responsibility to a limited extent.

**TABLE 4**  
**SIGNIFICANT DIFFERENCES ON MEAN OF THE THREE GROUP OF RESPONDENTS ON CSR MANAGEMENT OF MANUFACTURING FIRMS**

Variable: Leadership					
Group	Mean Assessment	F-Computed	P-value	Decision	Verbal Interpretation
CEO	3.37	18.380	0.000	Reject Ho	Significant
Employees	2.81				
Community	3.96				
Variable: Policy Setting					
Group	Mean Assessment	F-Computed	P-value	Decision	Verbal Interpretation
CEO	3.47	2.680	0.070	Accept Ho	Not Significant
Employees	3.13				
Community	4.08				
Variable: Program Development					
Group	Mean Assessment	F-Computed	P-value	Decision	Verbal Interpretation
CEO	3.09	25.003	0.000	Reject Ho	Significant
Employees	2.51				
Community	3.82				
Variable: Systems Installation					
Group	Mean Assessment	F-Computed	P-value	Decision	Verbal Interpretation
CEO	3.26	25.374	0.000	Reject Ho	Significant
Employees	2.69				
Community	3.95				
Variable: Measurement & Reporting					
Group	Mean Assessment	F-Computed	P-value	Decision	Verbal Interpretation
CEO	3.08	2.461	0.088	Accept Ho	Not Significant
Employees	3.17				
Community	3.73				

As presented in the table, In terms of leadership, there was significant difference on the mean assessment of the three group of respondents on the CSR management system of the company since the computed p-value which is 0.000 with f- computed of 18.380 is less than to the assigned level of significance of 0.05, therefore the null hypothesis that there was no significant differences on mean assessment of the three group of respondents on the Leadership aspect of CSR management system was thus rejected.

The variations in the assessment of the CEO and employees to the community residents on CSR leadership was due to the fact that respondents from the community were recipients of various programs of five companies with tangible programs to the community so their perception of the leadership is

influenced by the benefit they gained from the company. The low mean assessment of the employees as compared to CEO was due to low awareness and participation of the employees on CSR activities of the company.

In terms of policy setting, the p-value of 0.070 indicates that there is sufficient evidence that all means are equal when alpha is set at 0.05 level of significance since p-value is greater than alpha at 0.05. therefore the null hypothesis that there is no significant difference on mean assessment of the three group of respondents on Policy Setting aspect of CSR management was accepted . It means that the mean assessment of the CEO, employees and community residents are the same. In terms of Program Development as presented in the table, the p-value of 0.000 with f-computed of 25.0003 was less than 0.05 level of significance which indicates that there was sufficient evidence that all means were not equal when alpha is set at 0.05 level, therefore the null hypothesis that there is no significant differences on mean assessment of the three group of respondents on Program Development aspect of CSR management system was rejected. It means that the assessment of the CEO, employees and community resident were significantly different with each other.

In terms of Systems Installation, as shown in the table there was significant difference on the mean assessment of the three group of respondents on the CSR management system of the company since the computed p-value which is 0.000 with f- computed of 25.374 is less than the assigned level of significance of 0.05, therefore the null hypothesis that there was no significant differences on mean assessment of the three group of respondents on the CSR Systems Installation was rejected.

In terms of measurement and reporting, the ANOVA table revealed that the p-value of 0.088 indicates that there is sufficient evidence that all mean are equal when alpha is set at 0.05 level of significance since p-value is greater than alpha level 0.05. therefore the null hypothesis that there is no significant difference on mean assessment of the three group of respondents on CSR Measurement and Reporting system was accepted . It means that the assessment of the CEO, employees and community residents are the same The respondents revealed in this study that disclosure of CSR performance and accomplishment is done through report and this reports were limited only to the shareholders, board and corporate officers.

**TABLE 5**  
**T- TEST ON THE EXTENT OF CSR PRACTICES OF MANUFACTURING**  
**FIRMS TOWARDS EMPLOYEES**

Group	Mean Assessment	t-Computed	P-value	Decision	Remarks
CEO	3.31	3.721	0.000	Reject Ho	Significant
Employees	3.08				

The table shows that a p-value of 0.000 is less than the a chosen alpha level of 0.05, which shows enough evidence for a difference on the mean assessment of the respondents on the CSR practices of the company thus the null hypothesis that there is no significant difference on the mean assessment of the CEO and employees on the extent of Social Responsibility practices of the company towards employee stakeholders was rejected. This can be interpreted that the assessment of CEO significantly different from the assessment of the employee respondents.

**TABLE 6**  
**F-RATIO ON THE EXTENT OF CSR PRACTICES OF MANUFACTURING FIRMS**  
**TOWARDS SOCIETY AND ENVIRONMENT**

Stakeholder: Society/Community					
Group	Mean Assessment	f-Computed	P-value	Decision	Remarks
CEO	2.60	13.862	0.000	Reject Ho	Significant
Employees	3.04				
Community	3.45				
Stakeholder: Environment					
Group	Mean Assessment	f-Computed	P-value	Decision	Remarks
CEO	3.05	13.984	0.000	Reject Ho	Significant
Employees	2.61				
Community	3.47				

The table shows that the mean assessment of CEO was lower than the mean assessment of the employees but relatively lower than the mean assessment of the community residents on the extent of CSR practices towards society or community. The variations of the mean predict that significant differences exist. This was further confirmed by the inferential statistics reflected in the p-value of 0.000 that is less than the a chosen alpha level of 0.05, which shows enough evidence for a difference on the mean assessment of the respondents on the CSR practices of the company thus the null hypothesis that there is no significant difference on the mean assessment of the three group of respondent on the extent of social responsibility practices of the company towards society or community stakeholders was rejected. As presented in the table, the mean assessment of CEO was higher than the assessment of the employees but the mean of the community was relatively higher than the two type of respondents on the extent of CSR practices towards environment. Inferential statistics confirmed such findings as shown in the computed p-value of 0.000 with f-computed 13.984 which is less than the assigned level of significance of 0.05, which shows enough evidence for a difference on the mean assessment of the respondents on the CSR practices of the company therefore, the null hypothesis that there is no significant difference on the mean assessment of the three group of respondent on the extent of social responsibility practices of the company towards environment was rejected. This implies that the three group of respondents have different perceptions as to how the company performed their responsibility to protect and care for the environment.

## CONCLUSIONS

Based on the findings of the study, the following conclusions were drawn:

1. Majority of manufacturing firms in the province of Rizal were Small and Medium Enterprises, employing small number of workforce and non-ISO certified.
2. Corporate Social Responsibility among manufacturing firms in the province of Rizal was underdevelopment stage based on the five aspects of CSR management system.
3. Manufacturing companies with large number of employees and considered as matured in the industry were assessed to be better-off in the performance of the Corporate Social Responsibility as well as those companies with ISO certification, and with large capitalization.
4. CSR practices of manufacturing firms towards employees, society and environment stakeholder was moderate extent.
5. There was significant difference on the assessment of the three group of respondents on the CSR management system of the company specifically in the aspect of CSR Leadership, Program Development and Systems Installation. There is no significant difference in the assessment of

the CEO, employees and community residents on the CSR management system of the company specifically in the aspects of Policy Setting and Measurement and Reporting.

6. The three group of respondents diverged on their assessment of the extent of CSR practices of companies towards employee stakeholders, society or community and environment stakeholders which indicate that respondents have different views as to the level of social responsibility practices towards employees, society and environment stakeholders.
7. Many manufacturing companies could not implement CSR programs and projects due to limited human resources that will handle the programs and projects, lack of funds to finance the programs and projects and no established CSR systems and process.

## RECOMMENDATIONS

In the light of the findings and conclusions made in this study, the following recommendations were hereby presented.

1. Corporate officers should consider sustainable social development of the immediate community where they operates as part of the CSR philosophy, policies and programs of the company.
2. Establish partnership between the company and academe in the formulation social development programs and to complement each others resources in the implementation of the corporate social development programs of the Organization.
3. Multi-stakeholders involvement or participation in the development of social responsibility programs.
4. Increase the level of awareness of the stakeholders such as employees, suppliers, community and customers on company CSR policy and philosophy through information dissemination.
5. Disclosure of CSR activities performance and accomplishments to other stakeholders like employees and community residents where the firm operates to increase awareness and participation among these stakeholders in the implementation of social responsibility programs.
6. Creation or establishment of specific CSR department in the company with enough human resources that will develop and implement sustainable corporate social responsibility programs and projects of the firm.
7. Assessment of the impact of the social responsibility programs should be made in order to determine the economic and social value of the programs to the company and to the society.
8. Further studies on the relationship or effect of Corporate Social Responsibility performance to corporate financial performance or profitability and investment decisions should be conducted using other variable not included in this study.
9. A replication of this study should be undertaken in other industry or sector, in a larger scope or national scope to determine the current practices in other industry with the involvement of more stakeholders such as customer or clienteles, suppliers, stockholders and government.

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