

Corporate Social Responsibility of Selected Private and Public Colleges and Universities in Batangas City: Basis for Enhancement

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Abstract - *This paper presents a discussion on corporate social responsibility of Higher Education Institutions. More specifically, it purported to describe the profile of the respondents; assess the CSR approaches in terms of UN Global Compact Principles and Local receptivity; determine the factors affecting the implementation of CSR in terms of Philanthropic, Ethical, Legal, Economic, Discretionary, Cultural and Managerial Components; test the significant difference on CSR implementation when grouped according to profile variables and propose a plan of action to further improve/enhance CSR of different Universities and Colleges.*

Descriptive type of research was used to assess the CSR approaches. Significant results showed that majority of the respondents are female, 26-30 years old and are working in a private college/university. Public and private colleges/universities in Batangas City assessed CSR approaches in terms of UN global compact principles and local receptivity as very highly evident. Philanthropic, economic, legal, ethical, cultural, managerial factors are very highly evident in the CSR implementation while discretionary factor was highly evident. Private and public schools have different approaches on UN global compact principles on CSR implementation.

Keywords: *Corporate Social Responsibility; Society; CSR Approaches; CSR Implementation*

INTRODUCTION

Business is an organization or economic system where goods and services are exchanged for one another or for money. It refers to a form of activity

conducted with an objective of earning profits for the benefit of those on whose behalf the activity is conducted. It is an activity that meets the needs and desires of the community.

Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives, while at the same time addressing the expectations of shareholders and stakeholders [1].

Business leaders of today express their companies' commitment to social development in their core business principles and practices. One such objective is working and creating the image of a concretized organization, one which practices social responsibility [2].

The CSR concept of social responsibility and profitability is also accepted now in private schools. It is based upon this idea why there is an urgency of call for educators to be flexible and open-minded, and to involve the private schools on Corporate Social Responsibility or CSR [3].

For last decades shows government interest on CSR because the respective business efforts can help to meet policy objectives on a voluntary basis. In this respect, CSR is not simply a feature of the new global corporation but is also increasingly a feature of new societal governance.

This study presents a comprehensive discussion on corporate social responsibility of selected schools and universities in Batangas City. In order to know the universities in Batangas City who are involved in corporate social responsibility. The results of this study

will provide valuable insights about corporate social responsibility in selected schools and universities.

Since the researchers are Business and Computer Management Students, Corporate Social Responsibility becomes an interesting topic for study. Being able to study about CSR, the researchers believe that collaboration of public and private sector is needed for our country to become fully progressive. People should not rely on government for everything. It is about time for private sectors to give a hand for the betterment of this country. The researchers believe that since they learned CSR from their University, it is most imperative that Universities and Colleges should not just teach the concept of CSR to their student but they should also implement CSR as part of their social role.

OBJECTIVE OF THE STUDY

This study aimed to assess the CSR of selected Colleges and Universities in Batangas City. More specifically it purported to: (1) describe the profile of the respondents in terms of age, gender, position, and length of service; (2) assess the CSR approaches in terms of UN Global Compact Principles and Local receptivity, (3) determine the factors affecting the implementation of CSR in terms of Philanthropic, Ethical, Legal, Economic, Discretionary, Cultural and Managerial Components (4) test the significant difference on CSR when grouped according to profile variables and (5) propose a plan of action to improve/enhance CSR of different Universities and Colleges.

METHODS

Research Design

In this study, descriptive research was used to know how aware faculty and staff of selected Universities and Colleges are on Corporate Social Responsibility Performance of their respective schools as well as the people around it through a questionnaire supported by interviews.

Descriptive or Survey Research Design attempts to describe and explain conditions of the present by using many subjects and questionnaires to fully describe a phenomenon [4]

Participants

The researchers chose six Universities and Colleges to participate in the study entitled

“Corporate Social Responsibility of Selected Private and Public Colleges and University in Batangas City: Basis for Enhancement”. These Universities and Colleges are from Public and Private Schools in Batangas City.

Therefore, participants of this study were concerned 64 faculty members and 63 staffs.

Instrument

Sets of questionnaire are adapted from UNGlobal Compact Principle and Daan Aster study as cited in the study of Ms. Emma Montalbo entitled “Corporate Social Responsibility Approaches and Implementation among Lyceum of the Philippines University School”.

The questionnaire consists of three parts; Part I is Respondent’s Profiling. This questionnaire was supported by interviews; Part 2 consists of questions about the approaches to CSR in terms of UN Global Compact Principle and Local Receptivity; the last part consists of questions about factors affecting CSR implementation in terms of Philanthropic, Ethical, Legal, Economic, Discretionary, Cultural and Managerial Component.

Researchers conducted unstructured interview to acquire additional information.

Procedures

After the title’s approval, the researchers started gathering data to start the documentation for the topic “Corporate Social Responsibility of Selected Universities and Colleges in Batangas City: Basis for Enhancement. Gathered data were derived from different online sites and different theses from their University Library. The researchers started the documentation. For additional information, researchers requested for request letter from LPU-Batangas library for them to be allowed to visit libraries of different Universities including De La Salle University-Lipa, University of Batangas-Batangas City Campus and Batangas State University-Main Campus.

Upon the approval of thesis proposal, the researchers adapted questionnaire from UN Global Compact Principle and Daan Aster study as cited in the study of Ms. Emma Montalbo entitled “Corporate Social Responsibility Approaches and Implementation among Lyceum of the Philippines University School”. A total of 105 questionnaires were distributed to the respondents, collected, analyzed and tabulated.

Data analysis

The data gathered were collected, tabulated, analyzed and interpreted. The researchers used the

following statistical tools such as Frequency Distribution, Percentage, Weighted Mean and Composite Mean and Analysis of Variance to analyze and interpret the gathered data. The given scale was used to interpret the result of the assessment of CSR: 3.50 – 4.00 = Very Highly Evident (VHE); 2.50 – 3.49 = Highly Evident (HE); 1.50 – 2.49 = Fairly Evident (FE); 1.00 – 1.49 = Not at all Evident (NE)

RESULTS AND DISCUSSION

Table 1. Percentage Distribution of the Respondents' Profile

Profile Variable	f	%
Type of School		
Private	72	54.96
Public	59	45.04
Age		
21 – 25 years old	17	13.00
26 – 30 years old	37	28.20
31 – 35 years old	21	16.00
36 – 40 years old	20	15.30
41 years old and above	36	27.50
Sex		
Male	31	23.70
Female	100	76.30

Table 1 presents the percentage distribution of the respondent's profile. As to type of school, there are numerous respondents working in private schools and Universities at 54.96 percent. While for the respondents in public schools and Universities there are only 45.04 percent. As to gender, there are more female employees than that of the male in which the former represents 76.30 percent of the population and the latter is at 23.70 percent. In terms of age of the respondents, there are more employees at age 26-30 years old at 28.20 percent. They are faculty and staffs who are the secondary beginner in the Universities. The least is at 21-25 years old and represents 13.00 percent of the population. They are the beginners in the Universities.

This means that in terms of type of school, there are more respondents from private college/university because the number of faculty and staff is greater than that of in the public colleges/universities. Respondents in the range of 26 to 30 years old are greater because most of the working people and professor with master's degree are within this range. Lastly, there are more female

respondents than male respondents probably because there is greater number of female working in college/university than male.

Table 2. Assessment on the CSR Approaches in terms of UN Global Compact Principles

My College/University...	WM	VI	Rank
1. supports and respects the protection of internationally proclaimed human rights.	3.64	VHE	2
2. makes sure that they are not complicit in human rights abuses.	3.70	VHE	1
3. upholds the freedom of association and the effective recognition of the rights to collective bargaining.	3.40	HE	10
4. eliminates all forms of forced and compulsory and occupation.	3.47	HE	7.5
5. effectively abolishes child labor.	3.59	VHE	4
6. eliminates discrimination in respect of employment and occupation.	3.44	HE	9
7. supports a precautionary approach to environmental responsibility.	3.53	VHE	5
8. undertakes initiatives to promote greater environmental responsibility.	3.61	VHE	3
9. encourages development and diffusion of environmentally friendly technologies.	3.47	HE	7.5
10. works against all forms of corruption, including extortion and bribery.	3.52	VHE	6
Composite Mean	3.54	VHE	

Table 2 shows the assessment on the CSR Approaches in terms of UN Global Compact Principles. It can be observed from the table that UN Global Compact Principle in CSR approach having a composite mean of 3.54.

In terms of UN Global Compact Principles, it is very highly evident in making sure that they are not complicit in human rights abuses (3.70). It is followed by supporting and respecting the protection of internationally proclaimed human rights and undertaking initiatives to promote greater environmental responsibility with weighted means of 3.64 and 3.61, respectively which are interpreted as "Very Highly Evident".

However, the lowest three in rank interpreted as "Highly Evident" are upholding the freedom of association and the effective recognition of the rights to collective bargaining, eliminating discrimination in respect of employment and occupation, eliminating all forms of forced and compulsory and occupation and encouraging development and diffusion of environmentally friendly technologies which have a weighted mean of 3.40, 3.44, and 3.47 respectively. This

implies that CSR approach in terms of UN Global Compact Principles was “Very Highly Evident” as being assessed by the respondents.

The results show that most colleges/universities in Batangas City might have been ensuring that there are no human right abuses in their institution. They might have been supporting and respecting the protection of internationally proclaimed human rights. In addition to this, they might have been undertaking initiatives to promote greater environmental responsibility probably because they give high value to the environment and nature where their business is within. On the other hand, most college/university in Batangas city might not have been upholding the freedom of association and the effective recognition of the right of collective bargaining probably because they might have been scared that this may cause movements against the administration.

Table 3. Assessment on the CSR Approaches in terms of Local Receptivity

My College/University...	WM	VI	Rank
1. recognizes the needs of the communities near the business sites.	3.57	VHE	2.5
2. reciprocates interaction processes with the communities near the business sites.	3.56	VHE	4
3. involves itself in the community activities.	3.64	VHE	1
4. solves some community problems.	3.38	HE	5
5. develops good relations with the communities near the business sites.	3.57	VHE	2.5
Composite Mean	3.55	VHE	

The Table 3 displays the assessment on the CSR approaches in terms of Local Receptivity. It can be observed from the table that CSR in local receptivity is having a composite mean of 3.55. All the items yield high score ranging from 3.38-3.64 interpreted as “Very Highly Evident”.

In terms of local receptivity, it is very highly evident that it is involving itself in the community activities got the highest rank with a weighted mean of 3.64. It is followed by recognizing the needs of the communities near the business sites and develops good relations with the communities near the business sites with a weighted mean of 3.57 interpreted as “Very Highly Evident” and developing good relations with the communities near the business sites at 3.56 weighted mean interpreted as “Very Highly Evident”.

However, the lowest three in rank interpreted as “Highly Evident” are on solving some community problems, reciprocating interaction processes with the communities near the business site which have a weighted mean of 3.38, recognizing the needs of the communities near the business site and developing good relations with the communities near the business sites which have a weighted mean of 3.56, 3.57 respectively. This implies that CSR implementation in terms of Legal Components was “Very Highly Evident” as being assessed by the respondents.

Most of the universities/colleges in Batangas City might have been involving themselves in the community activities. Students and employees are encouraged to actively participate in community development and livelihood programs to establish good relationship with the stakeholders [5]. They might have been recognizing the needs of the communities and might have been developing good relations with the communities near the business site but couldn't reciprocate interaction processes that much with the communities they belong probably because of lack of communication between them. This is probably because of the same reason; the results show that universities/colleges might have not been solving community problems.

Table 4. Factors Affecting CSR Implementation in terms of Philanthropic Components

My College/University...	WM	VI	Rank
1. performs in a manner consistent with the philanthropic and charitable expectations of society.	3.47	HE	3
2. has assisted the fine and performing arts.	3.42	HE	5
3. managers and employees who participate in voluntary and charitable activities within their local communities.	3.58	VHE	1
4. provides assistance to private and public educational institutions.	3.46	HE	4
5. provides assistance to projects that enhance a community's “quality of life”.	3.56	VHE	2
Composite Mean	3.50	VHE	

Table 4 demonstrates the assessment of the factors affecting CSR Implementation in terms of Philanthropic Components. It can be observed from the table that CSR in philanthropic component is having a composite mean of 3.50. All the items yield high score ranging from 3.42-3.58 interpreted as “Very Highly Evident”.

In terms of philanthropic component, managers and employees who participate in voluntary and charitable activities within their local communities got the highest

rank with a weighted mean of 3.58, “Very Highly Evident”. It is followed by providing assistance to projects that enhance a community’s “quality of life” with a weighted mean of 3.56 and performing in a manner consistent with the philanthropic and charitable expectations of society at 3.47 weighted mean.

However, the lowest three in rank interpreted as “Highly Evident” are assisting the fine and performing arts, providing assistance to private and public educational institutions and performing in a manner consistent with the philanthropic and charitable expectations of society with a weighted mean of 3.42, 3.46 and 3.47 respectively. This implies that CSR implementation in terms of Ethical Components was “Very Highly Evident” as being assessed by the respondents.

The result means that colleges/universities in Batangas City might have been participating in voluntary and charitable activities because they have their initiative to help and support their local communities. They might have been providing assistance to projects that enhance a communities “quality of life” because they consider that it would help the citizens to make their life at ease. The results also show that they might have been performing in a manner that consistent with the philanthropic and charitable expectations of society. But they might not have been providing assistance to private and educational institutions. They might not have been assisting fine and performing arts maybe because they gave much importance to the major matters.

Table 5. Factors Affecting CSR Implementation in terms of Ethical Components

My College/University...	WM	VI	Rank
1. performs in a manner consistent with expectations of social and ethical norms.	3.58	VHE	3.5
2. recognizes and respect new or evolving ethical/ moral norms and adopted by society.	3.58	VHE	3.5
3. prevents ethical norms from being compromised in order to achieve corporate goals.	3.59	VHE	2
4. defines good corporate citizenship as doing what is expected morally or ethically.	3.60	VHE	1
Composite Mean	3.59	VHE	

Table 5 presents the factors affecting CSR Implementation in terms of Ethical Components. It can be observed from the table that Legal Components in CSR implementation having a composite mean of 3.59.

In terms of Ethical Components, defining good corporate citizenship as doing what is expected morally or ethically got the highest rank with a weighted mean of 3.60 interpreted as “Very Highly evident”. It is followed by preventing ethical norms from being compromised in order to achieve corporate goals, performs in a manner consistent with expectations of social and ethical norms, and recognizes and respect new or evolving ethical/ moral norms and adopted by society with a weighted mean of 3.59 and 3.58, “Very Highly Evident”.

However, the lowest three, still “Very Highly Evident” are performing in a manner consistent with expectations of social and ethical norms, recognizing and respect new or evolving ethical/ moral norms and adopted by society, preventing ethical norms from being compromised in order to achieve corporate goals and defining good corporate citizenship as doing what is expected morally or ethically which have a weighted mean of 3.58, 3.59, 3.60 respectively. This implies that CSR implementation in terms of Ethical Components was “Very Highly Evident” as being assessed by the respondents.

Most of the universities/colleges in Batangas City might have been defining good corporate citizenship as doing what is expected morally or ethically probably because being moral and ethical is what is expected from them. They might have been preventing ethical norms from being compromised perhaps because a moral/ethical norm is one of the keys in achieving corporate goals. In addition to this, probably because of the same reason, they might have been performs in a manner consistent with expectations of social and ethical norms. On the other hand, they might have not been recognizing and respect new or evolving ethical/moral norms and adopted by society that much probably because those matters are vague to them.

As cited by Jones [6], ‘ethics’ is what is sanctioned by this moral law, whereas ‘unethical’ action is action that breaks it. The ethical business ‘exceeds expectations’ and demonstrates that it is worthy of ‘trust.

Table 6 indicates the factors affecting CSR Implementation in terms of Legal Components. It can be observed from the table that Legal Components in CSR implementation having a composite mean of 3.65.

Table 6. Factors Affecting CSR Implementation in terms of Legal Components

My College/University...	WM	VI	Rank
1. performs in a manner consistent with expectations of government and law.	3.62	VHE	4
2. complies with various state, and local regulations.	3.58	VHE	5
3. has employees who are a law-abiding citizen.	3.66	VHE	3
4. believes that a successful firm be defined as one of its legal obligations.	3.68	VHE	2
5. provides goods and services that at least meet minimal legal requirements.	3.72	VHE	1
Composite Mean	3.65	VHE	

In terms of Legal Components, providing goods and services that at least meet minimal legal requirements got the highest rank with a weighted mean of 3.72 interpreted as “Very Highly evident”. It is followed by believing that a successful firm be defined as one of its legal obligations and having employees who are a law-abiding citizen with a weighted mean of 3.68 and 3.66 also as “Very Highly Evident”.

However, the lowest three in rank interpreted as “Very Highly Evident” are complying with various state, and local regulations, performing in a manner consistent with expectations of government and law and having employees who are a law abiding citizen which have a weighted mean of 3.58, 3.62, and 3.66 respectively. This implies that CSR implementation in terms of Legal Components was “Very Highly Evident” as being assessed by the respondents.

Most of the colleges/universities in Batangas City might have been providing goods and services that at least meet minimal legal requirements probably because providing goods and services with numerous requirements requires more time and resources. They might have believed that a successful firm be defined as one of its legal obligations because citizens will distinguish that they are governing the laws. The result also shows that they might have employees who are law-abiding citizen because they provide high importance with the law that governs them. However, they might not have been performing in a manner consistent with expectations of government and law. They might have been giving less emphasis in complying with various states, and

local regulations probably because they prioritize more in abiding rules and regulations imposed by higher bodies.

As cited by de Graaf and Stoehorst [7], in relation to stakeholder salience theory, a governance perspective suggests that governance systems and structures are causally related to stakeholder salience because they affect the power and legitimacy of stakeholder claims

As cited by Whitehouse [8], the mechanisms through which companies have exhibited their commitment to good corporate citizenship include the implementation of company and intergovernmental codes of conduct, certification, social audits, corporate social investment programs and fair trade schemes. As stated by Murray [9], technical expertise at the regional level should be marshaled to provide advice to firms, especially those seeking to abide by host state laws and customs.

Table 7. Factors Affecting CSR Implementation in terms of Economic Components

My College/University...	WM	VI	Rank
1. performs in a manner consistent with maximizing earning per share.	3.50	VHE	4
2. committed to being as profitable as possible.	3.51	VHE	3
3. maintains a strong competitive position.	3.68	VHE	1
4. maintains a high level of operating efficiency.	3.55	VHE	2
5. considers as successful firm be defined as one that is consistently profitable. (philanthropic, ethical, legal and economic components modified)	3.47	HE	5
Composite Mean	3.54	VHE	

Table 7 shows the factors affecting CSR Implementation in terms of Economic Components. It can be observed from the table that Economic Components in CSR implementation obtained a composite mean of 3.54. Maintaining a strong competitive position obtained the highest mean of 3.68 in economic component which is verbally interpreted as “Very Highly Evident” which followed by maintaining a high level of operating efficiency (3.55) and committing to being as profitable (3.51).

However, considering as successful firm be defined as one that is consistently profitable (3.47) obtained the least mean score. This implies that CSR implementation in terms of Economic Components was “Very Highly Evident”.

Most of the universities/colleges in Batangas City might have been maintaining a strong competitive position probably because they believe being competitive is one of the qualities a growing business must have. They might have been maintaining a high level of operating efficiency probably to provide quality services. Furthermore, they might have been committing to being as profitable as possible because it is a primary objective of a business, might have not been performing in manner consistent with maximizing per share because probably, educational institution belongs to the non-profit group. Also, they might have not been considering as successful firm be defined as one that is consistently profitable because profitability also depends on the economy of the country.

As cited by Furrer [10], pursuing profit-oriented objectives while emphasizing corporate social responsibility is often presented by the managerial press as compatible corporate goals, especially in the long term with a view to sustainable development.

Table 8. Factors Affecting CSR Implementation in terms of Discretionary Components

My College/University...	WM	VI	Rank
1. allows me to illustrate my own judgment or within broadly defined guidelines deciding on specific activities for corporate social responsibility.	3.48	HE	1
2. allows me to express my judgment when with conflicting demands in my role in deciding in specific activities for corporate social responsibility.	3.46	HE	3.5
3. allows me to interpret my own judgment for organizational control to prevent unethical obvious of right to act autonomously in our appointed role in deciding on specific activities for corporate social responsibility.	3.47	HE	2
4. allows me to report solve issues on social policies and types of CSR for the University/College.	3.46	HE	3.5
5. allows me to consider CSR core value of the founder, group and mother school.	3.44	HE	5
Composite Mean	3.46	HE	

Table 8 presents the factors affecting CSR Implementation in terms of Discretionary Components. It can be observed from the table that

Discretionary Components in CSR implementation having a composite mean of 3.46.

In terms of Discretionary Components, allowing to illustrate own judgment or within broadly defined guidelines deciding on specific activities for corporate social responsibility got the highest rank with a weighted mean of 3.48 interpreted as “Highly Evident”. It is followed by allowing to interpret own judgment for organizational control to prevent unethical obvious of right to act autonomously in our appointed role in deciding on specific activities for corporate social responsibility, allowing to express judgment when with conflicting demands in my role in deciding in specific activities for corporate social responsibility and allowing to report solve issues on social policies and types of CSR for the University/College with a weighted mean of 3.47 and 3.46, “Highly Evident”.

However, the lowest three in rank interpreted as “Highly Evident” include allowing to consider CSR core value of the founder, group and mother school, allowing to express judgment when with conflicting demands in my role in deciding in specific activities for corporate social responsibility, allowing to report solve issues on social policies and types of CSR for the University/College, and allowing to interpret my own judgment for organizational control to prevent unethical obvious of right to act autonomously in our appointed role in deciding on specific activities for corporate social responsibility which have a weighted mean of 3.44, 3.46, 3.47 respectively. This implies that CSR implementation in terms of Discretionary Components was “Highly Evident” reviewed by the respondents.

Most of the universities/colleges in Batangas City might have been allowing their employees to illustrate their own judgment because probably they believe that different people have their own opinion to be respected. They might have been allowing their employees to interpret their own judgment for organizational control to prevent unethical obvious of right to act autonomously in their appointed role in deciding on specific activities for corporate social responsibility because they understand that different employee have various way of doing CSR. Furthermore, they might have been allowing them to report solve issues on social policies and types of CSR for the university/college because probably it could uplift the morale of their employees. In addition to this, they might have been allowing them to consider CSR core values of the founder, group, and mother school because probably they believe that value congruence might affect attitude and organizational performance.

Discretionary is the power to shape policies according to their own values [7]. As cited by Dhanesh [11], employees derived a sense of control mutuality from the discretionary CSR practices employed by their organizations. This could be due to the influence of the employees' volunteering programs in the participating companies.

Table 9. Factors Affecting CSR Implementation in terms of Cultural Components

My College/University...	WM	VI	Rank
1. allows me to know the social heritage and cultural activities of the local community.	3.63	VHE	1.5
2. emphasizes that I must be aware of the important role the University in the lives of communities surrounding you.	3.63	VHE	1.5
3. takes seriously corporate citizenship and commitment to maintain a high standard of business ethics.	3.56	VHE	5
4. responds to the complex social problems affecting the school, the University participate in a collaborative partnership with stakeholders.	3.59	VHE	3.5
5. protects companies' best interest which means, among others, preserving its profitability, good standing and reputation in the business community.	3.59	VHE	3.5
Composite Mean	3.60	VHE	

Table 9 shows the factors affecting CSR Implementation in terms of Cultural Components. It can be observed from the table that Legal Components in CSR implementation having a composite mean of 3.60.

In terms of Cultural Components, allowing to know the social heritage and cultural activities of the local community and emphasizes that one must be aware of the important role the University in the lives of communities surrounding you got the highest rank with a weighted mean of 3.63 interpreted as "Very Highly evident". It is followed by responding to the complex social problems affecting the school, the University participate in a collaborative partnership and with stakeholders and protecting companies' best interest which means, among others, preserving its profitability, good standing and reputation in the business community with a weighted mean of 3.59 and taking seriously

corporate citizenship and commitment to maintain a high standard of business ethics with a weighted mean of 3.56, also "Very Highly Evident".

However, the lowest three in rank interpreted as "Very Highly Evident" are taking seriously corporate citizenship and commitment to maintain a high standard of business ethics, which have a weighted mean of 3.56. It is followed by responding to the complex social problems affecting the school, participating in a collaborative partnership and with stakeholders and protecting companies' best interest which means, among others, preserving its profitability, good standing and reputation in the business community with a weighted mean of 3.59 and allowing to know the social heritage and cultural activities of the local community and emphasizes that I must be aware of the important role the University in the lives of communities surrounding you with a weighted mean of 3.63 respectively. This implies that CSR implementation in terms of Legal Components was "Very Highly Evident" as being assessed by the respondents.

This means that most of universities/colleges in Batangas City might have been allowing their faculty and staff to be aware of their social heritage and cultural activities of the local community probably because they give high value to our culture. They might have been emphasizing that faculty/staff must be aware of the important role of the universities in the lives of communities surrounding them. They might have been responding to the complex social problems affecting the universities/colleges and have been participating in a collaborative partnership with stakeholders probably because they have to maintain orderliness and cooperation within the stakeholders and to the society where they belong. In addition to this, universities/colleges might not have been taking seriously corporate citizenship and commitment probably because of lack of emphasis regarding those matters.

As cited to Populi [12], cultural component was considered the best predictor among the factors on the approach of corporate social responsibility in terms of personal relations/social proximity. Regarding culture, it is inevitable that even the meanings of CSR may differ from country to country and supply chain management has two issues, one those that mother companies are actually supporting and two supplying chain members to become socially responsible. Besides, CSR approaches and implementation sometimes differ from location and in stakeholder concerns.

Moreover, it is important to develop personal relations/social proximity to sustain good cultural orientation of managers. Hence, this strongly shows the need to align corporate social responsibility with the community in which the company operates.

Table 10. Factors Affecting CSR Implementation in terms of Managerial Components

My College/University...	WM	VI	Rank
1. encourages employees to become political factors that have social responsibilities.	3.45	HE	5
2. encourages employees to be aware of the important role you play in the lives of business ethics.	3.48	HE	3.5
3. takes corporate citizenship and commitment to maintain a high standard of business ethics seriously.	3.52	VHE	2
4. responds to the complex social problems affecting business, the school participate in a collaborative partnership with stakeholders.	3.48	HE	3.5
5. protects schools' best interest which means, among others, preserving its profitability, good standing and reputation in the business community.	3.56	VHE	1
Composite Mean	3.50	VHE	

Table 10 presents the factors affecting CSR Implementation in terms of Managerial Components. It is reflected in the table that Managerial Components in CSR implementation got a composite mean of 3.50.

In terms of Managerial Components, protecting schools' best interest which means, among others, preserving its profitability, good standing and reputation in the business community got the highest rank with a weighted mean of 3.56 interpreted as "Very Highly evident". It is followed by taking corporate citizenship and commitment to maintain a high standard of business ethics seriously, encouraging employees to be aware of the important role you play in the lives of business ethics, and responding to the complex social problems affecting business, the school participate in a collaborative partnership with stakeholders with a weighted mean of 3.52 and 3.48 interpreted also as "Very Highly Evident" and "Highly Evident".

However, the lowest three in rank interpreted as "Highly Evident" and "Very Highly Evident" are

encouraging employees to become political factors that have social responsibilities, encouraging employees to be aware of the important role you play in the lives of business ethics, responding to the complex social problems affecting business, the school participate in a collaborative partnership with stakeholders and taking corporate citizenship and commitment to maintain a high standard of business ethics seriously which have a weighted mean of 3.45, 3.48, 3.52 respectively. This implies that CSR implementation in terms of Legal Components was "Highly Evident" as being assessed by the respondents.

This means that most of universities/colleges in Batangas City might always protects its best interest including preserving its profitability, good standing and reputation in the business community. The result also shows that they might have been taking corporate citizenship and commitment to maintain highest standard of business ethics seriously. They might be encouraging employees to be aware of important rules they play in the lives of business ethics.

As cited by Idemudia [13], managerial performance which is the choices of individual managers and their personal responsibility preferences and inclinations in the selection of CSR programs and interventions affect the organization and cultural aligning. As puts it, CSR agenda need o reflect local priorities and values of by local communities, business owner-managers do not consider having any other choice but behave in a responsible manner towards the local community since it is very important for the company to know the social heritage and cultural activities of the local communities.

Table 11. Difference of Responses on the Assessment of CSR Implementation When Grouped According to Profile Variables

Profile Variables	UN Global Compact Principles		Local Receptivity	
	F-value	p-value	F-value	p-value
Type of School	5.068	0.002*	2.277	0.083
Age	1.221	0.305	1.613	0.175
Sex	0.421	0.675	0.496	0.620

*Significant at p-value < 0.05

As seen from the result of Table 11, it only the type of school shows significant difference on the assessment of CSR in terms of UN global compact principles. This was observed since the obtained p-value of 0.002 is less than 0.05 alpha levels. This only indicates that there is a significant difference and implies that private schools have different viewed on the implementation of CSR.

Under the new circumstances such as the globalization, privatization of the education institutions and competition in higher education industry, many higher education institutions are adapting a more business-like approach in order to compete and survive in the changing face of the industry [14]. On the other hand, other profile variables do not show significant difference on CSR implementation.

Proposed Plan of Action

To address the local receptivity as one of the key result areas, it is recommended to launch a platform that ensures coherent and consistent coordination of community issues in order to encourage and enable University to solve some community problems. Organize some activities about fine and performing arts and encourage the students to participate in the activity. The following activities were also proposed as plan of actions: provide further attention on community extension so people gets involved to their community to become responsive to any changes regarding social and ethical norms; perform annual meeting regarding local rules and regulations they have to comply with; conduct a seminar which tackles political issues that has social responsibilities; monitor employees and students who take into account internationally recognized CSR core values; and impose a regulation that would mandate college/university to take corporate citizenship seriously.

CONCLUSION AND RECOMMENDATION

Majority of the respondents are female, 26 – 30 years old and are working in a private college/university. Public and private colleges/universities in Batangas City assessed in terms of UN global compact principles and local receptivity is assessed as very highly evident. Philanthropic, economic, legal, ethical, cultural, managerial factors are very highly evident in the CSR implementation while discretionary factor was highly evident only. Private and public schools have different approach on UN global compact principles on CSR implementation. Proposed strategies were formulated to enhance CSR implementation of different universities and colleges.

It is recommended that different Colleges and Universities may engage with well-established and recognized programs/platforms which encourage

responsible business practices and CSR activities. The College may continue the programs and activities of implementing UN Global Compact and Local Receptivity to maintain or to obtain their ratings, thus, emphasizing activities in discretionary aspects. The proposed strategies may be tabled for discussion and implementation. A study related to the present study may be done to validate the result of the study and enrich its literature.

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