Employees' Perception on Their Company's CSR Practices Towards Community and Environment Vis-à-vis Their Job Satisfaction

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Abstract:

This study endeavor to unfold how employees' perception of their companies' engagement in socially responsible practices specifically towards community and environment relates with their job satisfaction, having relevant contributions to both Corporate Social Responsibility and organizational behavior literatures. Regarding the theoretical contributions, the present work reinforces the importance of employees' perceptions of their company's social performance for their job satisfaction.

This study utilized descriptive correlational method of research. The target population of the study consists of rank and file, supervisory, and managerial employees of a bank from Bulacan, Pampanga, and Tarlac, Philippines. Probability sampling, specifically stratified sampling technique was used in the selection of actual respondents.

The findings of the study showed that employees are satisfied with their current job and perceived their company as socially responsible towards the community and environment. Thus, the study revealed that there is a significant relationship between the employees' perception on their company's CSR practices and job satisfaction. This indicates that the more respondents consider the company as engaged in the development of socially responsible practices, the more satisfied they are with their work situation.

INTRODUCTION

In spite of the fact that the visibility increased in the most recent years can prompt the thought that Corporate Social Responsibility (CSR) is a new phenomenon, this could not be all the more wrong. In fact, the thought that companies have a few obligations to society beyond that of making profits for shareholders and should progressively adopt a more humane, more moral, more capable, and more transparent way of doing business has been around for numerous decades (Bakker, Groenewegen, & de Hond, 2005). A review of CSR literature shows that the academic debate and literature about the topic is mostly a product of the past fifty years (Carroll & Shabana, 2010).

Early thoughts of responsibility needed to do basically with philanthropic activities of the businessmen who had grown wealthy as industrialists in the late 1800s and into the 1900s (Waddock, 2008b). From that point forward, conceptualizations of the nature of the relationship between business and society expanded in number and complexity, moving the focus from a) the responsibilities of the businessmen to the responsibilities of the companies and b) opening the range of existent responsibilities from merely philanthropic to wide-ranging strategic activities (Carroll & Shabana, 2010; Waddock, 2008b).

As it became evident, the suggestion that corporations have responsibilities other than increasing shareholder profit has been systematically developed in the literature for more than five decades (Frederick, 2006). However, interest in the topic of CSR, as this area of research has been known, has become particularly pronounced in the last twenty years or so

(Muller & Kolk, 2010). This surge in interest has made CSR the newest 'old' thing in management research (Blowfield & Murray, 2008). Today, CSR occupies a prominent position on the global corporate agenda and has gained significant importance as an area of business practice and academic inquiry (Du et al., 2010).

Duarte et al. (2010) proposed that CSR practices can be further categorized around the specific area in which they are implemented: employees, economic and community and environmental. These areas largely match the triple bottom lines of sustainable development discussed by Elkington (1998) and the idea that CSR involves organizational obligations in these three areas is quite consensual both in academic (Bakker et al., 2005) and business fields (Global Reporting Initiative, 2011). In this study, the researcher focused on CSR towards community and environment (see Figure 1).
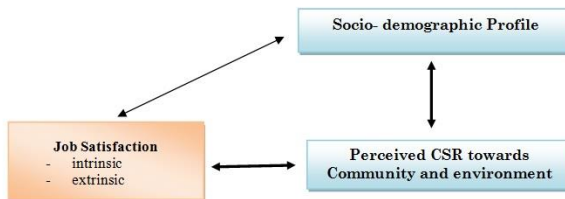
Figure 1. Paradigm of the Study

On the other hand, job satisfaction is one of the most studied concepts of organizational behavior literature (Wright, 2006) and it constitutes a key indicator of the employees' relationship to the organization (Locke, 1976). Globally, literature suggests that job satisfaction is largely influenced by two variables, such as intrinsic and extrinsic job satisfaction variables (Weiss, Dawis, England, & Lofquist, 1967).

Despite the few existing studies analyzing the relationship between perceived CSR and job satisfaction, there are evidences suggesting a positive relationship between the

perceptions individuals hold of their companies' engagement in socially responsible activities and their levels of satisfaction with the work situation. This relationship seems to occur not only in the case of perceived overall CSR (Tziner et al., 2011), but also in the case of perceptions of corporate engagement in internal socially responsible practices (Brammer et al., 2007) and when individuals assess company's engagement in external practices (Brammer et al., 2007; Valentine & Fleishman, 2008). Also, this relationship seems to occur not only in what concerns overall job satisfaction (Brammer et al., 2007; Tziner et al., 2011), but also in the case of employees' satisfaction with specific job aspects (Patraquim & Loureiro, 2009).

The aim of this study is to understand how one specific stakeholder group - employees - responded to perceptions about companies' engagement in CSR towards the community and environment activities. The study of the impact of CSR on stakeholders is a recent trend of research; however, additional investigation was needed to deepen our understanding of it. This is especially true in what concerns employees because, despite their importance for companies' functioning and performance, research regarding the impact of CSR on employees' job satisfaction is surprisingly scarce (Rodrigo & Arenas, 2011). This study aims to contribute for this literature by analyzing how the perceptions employees hold of their companies' engagement in CSR towards the community and environment are related with job satisfaction.

The researcher focused on a commercial bank specifically, its employees. The bank is the third largest commercial bank in the country in terms of total assets but has the largest market capitalization among listed banks. In relation to the Corporate Social Responsibility initiatives of the bank, it is embedded in its business and also through the bank's Foundation, the Bank's social development arm in partnership with non-government organization, government institutions,

and other civic organizations on projects that promote entrepreneurship, education, and the environment (The Bank's Sustainability Report, 2013). This study intended to contribute for a deeper understanding of the relationship between CSR on job satisfaction.

Statement of the Problem

This study aimed to investigate the relationship between employees' perception of the bank's CSR towards community and environment in relation to their job satisfaction. Specifically, it sought to answer the following problems: a.) how may the socio-demographic profile of the respondents be described in terms of age, gender, civil status, highest educational attainment, length of employment, position in the company, and employment status?; b.) how may the employees' perceptions of their company's CSR practices be assessed in terms of addressing to the needs of community and environment?; c.) how may the employees' job satisfaction be assessed in terms of intrinsic, and extrinsic factors?; d.) is there a significant relationship between the employees' profile vis-a-vis their job satisfaction?; e.) is there a significant relationship between the employees' profile vis-a-vis their perception of CSR practices towards community and environment? f.) is there a significant relationship between the employees' perceptions of CSR practices towards community and environment, and job satisfaction?

Null Hypotheses

There is no significant relationship between the employees' profile vis-a-vis their job satisfaction. There is no significant relationship between the employees' profile vis-a-vis their perception of CSR practices towards community and environment. There is no significant relationship between the

employees' perceptions of CSR practices towards community and environment, and job satisfaction.

Scope and Delimitation

The study involved employees of a bank with branches in the provinces of Bulacan, Pampanga, and Tarlac, Philippines. The researcher chose the three provinces because they have more branches compared to the other provinces in Region III. Furthermore, respondents were only comprised of bank employees who are in the rank and file, supervisory, and managerial levels.

RESEARCH DESIGN AND METHODOLOGY

This study utilized descriptive correlational method of research to assess the relationship between employees' perception of their company's CSR towards the community and environment in relation to their job satisfaction. The research study was conducted on the branch offices of a commercial bank situated in the provinces of Bulacan, Pampanga, and Tarlac, Philippines. The said bank has a total number of employees of 791 in the aforementioned provinces. The target population of the study consists of rank and file, supervisory, and managerial level employees of the bank. Probability sampling, specifically stratified sampling technique was used in the selection of actual respondents.

The minimum required sample size for respondents is 259 from the total population of 791. Raosoft sample size calculator was used in the computation. For the purpose of this study, the population is 791 and using a margin of error of 5% (which is usually used in business research), a confidence level of 95% and a response distribution of 50% gives a sample size of 259 (Raosoft.com).

The research instrument has two parts namely Perceived CSR towards community and environment and Job Satisfaction. The PCSR-Scale formulated by Duarte and Neves (2010) was used in this study to assess CSR towards community and environment. Employees' general satisfaction with their work situation was assessed using Minnesota Satisfaction Questionnaire from Weiss et al. (1967). Participants were asked to respond to the questions/ statements on a modified Likert Scale from 6 to 1.

A dry run was conducted for this study to find out whether the instruments were clearly stated and understandable. The questionnaires were distributed to twelve rank and file employees, four supervisors, and two managers from Banco de Oro Dolores Branch and Banco de Oro Sindalan Branch, City of San Fernando, Pampanga. It was found out that all the survey questions were comprehensible to all respondents. The group was not included in the study.

The researcher acquired first from the Securities and Exchange Commission the list of branch offices of the commercial bank under study situated in Bulacan, Pampanga and Tarlac. All the required approvals from the bank's Area Business Directors in the provinces of Bulacan, Pampanga and Tarlac were obtained before the conduct of this study. Upon receiving permission from the bank's Branch Managers, the questionnaires were distributed. 9 bank branches from Bulacan, 12 from Pampanga, and 3 from Tarlac participated in the survey.

The gathered data were encoded, analyzed, and interpreted using frequency and percentage distribution, arithmetic mean, and Pearson's Chi-square test.

RESULTS AND DISCUSSIONS

Profile of the Employees

Majority of the employees are 30-39 years old. Great majority of the respondents are females. This implies that banking is a female-dominated industry. Most of the respondents are married. Majority of the respondents are bachelor's degree holders. This is logical given that the bank's minimum educational requirement in hiring employees is Bachelor's degree with demonstrated above average academic performance. Most of the respondents worked with the company for less than ten years. Many of the company's workforce is comprised of rank and file employees, most of them are on permanent employment status.

Employees' Perception of Their Company's CSR Towards Community and Environment

Respondents stated an overall rating of "Agree" (4.79 mean response) on their company's CSR towards community and environment. This is evident on the Bank's Sustainability Report (2014) where they contribute to building a sustainable society in partnership with non-government organizations, government institutions, and other civic organizations on projects that promote entrepreneurship, education, and the environment. With regards to "supporting small business creation and development", the results revealed that respondents "Agree" with a mean response score of 5.32. This is manifested on the bank's works to empower communities economically and improve access to livelihood opportunities through their program on Building Capacities for Microfinance Institutions, and small and medium enterprises (SMEs) that are able to strengthen their operations by undergoing training and availing of affordable credit. They also offer trainings such as Show Me, Teach Me, SME - Empowering Entrepreneurs to

benefit more SMEs which runs for 1.5 days (The Bank's Sustainability Report, 2013). The study likewise revealed that respondents "Agree" (5.29 mean response) in "giving support to social causes". Apparently, the bank encourages employees to volunteer their time and expertise in local communities (e.g. employees, management and partners joined hands to rebuild areas devastated by super-typhoon Yolanda and taking part in initiatives such as the International Coastal Cleanup in Cebu) (The Bank's Sustainability Report, 2013). The respondents also revealed that they "Agree" on "giving support to cultural and educational events". This is evident on the company's programs and sponsorship such as 1000 teachers program, skills improvement and enhancement training for teachers, endowed scholarship for OFW dependent, and the Bank-DOST science awards (The Bank's Sustainability Report, 2014).

Employees' Job Satisfaction

The overall job satisfaction of bank employees. The findings of the study indicated that the employees are generally satisfied with their jobs (5.21, mean response). This means that the employees have a positive evaluative outlook on their relationship with colleagues, advancement, wage, managerial relations, achievement, recognition, responsibility, organization policies, security, status, utilization of skills, activities being carried out, authority, creativeness, autonomy, moral values, social services, variety, working conditions and technical support (Toker, 2007).

The results show that employees were more satisfied with the extrinsic variables (5.10, mean response) of the job than intrinsic variables (4.83, mean response). The outcome is in line with similar studies that reached the same conclusion (Bassett-Jones & Lloyd, 2005; DeShields et al., 2005; Knight & Westbrook, 1999; O'Reilly & Caldwell, 1980) that extrinsic

factors have a greater influence on job satisfaction than intrinsic factors.

Some individual intrinsic and extrinsic job satisfaction factors are worthy of note. In the extrinsic category, the highest mean response score was on the statement "My pay and the amount of work I do". This entails that earnings and financial benefits is one of the most important aspects for job satisfaction. This outcome is in line with some studies which indicated that pay and satisfaction influence each other (Liu & Wu, 2008; Robbins, 2003; Dessler, 2008). Researchers also suggested a connecting relationship between salary and job satisfaction whereas increased salary results in increased job satisfaction (Beutell & Wittig-Berman, 1999; Igalens & Roussel, 1999).

In the intrinsic group, the employees indicated that they are "very satisfied" on the statement "the chance to do something that makes use of my abilities" (5.55, mean response). This points out that the kind of work given to them is in accordance to their abilities and knowledge. This is also consistent with the literature that reveals employees' perceptions of their work have a direct influence on job satisfaction (Freed, 2003; Wong, Hui, & Law, 1998). Thus, job design is an important consideration in the elevation of motivational levels among workers.

While many employees emphasized ability utilization and compensation when considering how happy they are in their jobs, a significant proportion also place importance on independence (5.43, mean response), moral values (5.41, mean response), relationships with co-workers (5.27, mean response) and good working conditions (5.22, mean response).

Employees' Profile and Job Satisfaction
No relationships were observed between gender and the job satisfaction constructs. It is similar with other studies that

have shown that gender is not related to job satisfaction (Cano & Miller, 1992a; Nestor & Leary, 2000). Findings show that civil status was associated with extrinsic job satisfaction and overall job satisfaction. It has been found in a previous literature that civil status significantly affect job satisfaction and explore that, when marriage time increases, the job and life satisfaction also increased (Azalea, Omar, & Mastor, 2009).

The test shows that there is a significant association in the level of intrinsic, extrinsic, and overall job satisfaction of the respondents in relation to their education attainment. Thus, it can be concluded that educational attainment influences the level of job satisfaction of the respondents. Some studies do indicate that increasing one's educational level increases his or her level of job satisfaction (Andrews, 1990; Berns, 1989).

When it comes to length of employment, the study shows that there is a significant relationship between the years of experience and level of all job satisfaction constructs. The result is supported by Mohammad (2008) that have found that years of work experience was seen as having significant effects on employees' job satisfaction.

The test reveals that there is a significant relationship in all the job satisfaction constructs with their occupation. That is, the managers, supervisors and rank and file employees have different level of job satisfaction. It is concluded that type of job does influence the level of job satisfaction of the respondents.

Table 1: Correlation of Employees' Profile and Job Satisfaction

JOB SATISFACTION	Pearson Chi-Square	p-value	Decision	Interpretation
Intrinsic				
Age	12.2125	0.429	Accept H_o	Not Associated
Gender	0.5616	0.905	Accept H_o	Not Associated
Civil Status	11.8127	0.461	Accept H_o	Not Associated
Educational Attainment	32.0347	0.000	Reject H_o	Associated
Length of Employment	162.4036	0.000	Reject H_o	Associated
Position in the Company	35.5368	0.000	Reject H_o	Associated

Employment Status	292.2542	0.000	Reject H_o	Associated
Extrinsic				
Age	7.0015	0.536	Accept H_o	Not Associated
Gender	1.2801	0.527	Accept H_o	Not Associated
Civil Status	16.4963	0.037	Reject H_o	Associated
Educational Attainment	131.2332	0.000	Reject H_o	Associated
Length of Employment	84.4958	0.000	Reject H_o	Associated
Position in the Company	143.3357	0.000	Reject H_o	Associated
Employment Status	144.7345	0.000	Reject H_o	Associated
Overall Job Satisfaction				
Age	26.1719	0.001	Reject H_o	Associated
Gender	0.7973	0.671	Accept H_o	Not Associated
Civil Status	16.6855	0.034	Reject H_o	Associated
Educational Attainment	115.9618	0.000	Reject H_o	Associated
Length of Employment	102.4938	0.000	Reject H_o	Associated
Position in the Company	124.3556	0.000	Reject H_o	Associated
Employment Status	165.0308	0.000	Reject H_o	Associated

Employees' Profile and Perceived CSR

The overall perceived CSR of employees were significant to age and civil status with significance levels of 0.00 and 0.025 respectively. There were no significant relationship between perceived CSR towards community and environment and employees' gender, educational attainment, length of employment, position and employment status. It is important to note that education was not related to employees' perceived CSR. This is in contradiction with prior studies that have shown that the education level of employees demand for socially responsible organizations. Employees who are better educated are likely to be more aware of, and concerned about, the impact of companies' activities on society and the environment (Nilsson, 2009).

Table 2: Correlation of Employees' Profile and Perceived CSR

CSR	Pearson Chi-Square	p-value	Decision	Interpretation
Towards Community and Environment				
Age	64.2399	0.000	Reject H_o	Associated
Gender	4.8614	0.302	Accept H_o	Not Associated
Civil Status	28.8128	0.025	Reject H_o	Associated

Educational Attainment	5.5465	0.698	Accept H_o	Not Associated
Length of Employment	12.2146	0.429	Accept H_o	Not Associated
Position in the Company	4.0012	0.857	Accept H_o	Not Associated
Employment Status	14.5866	0.068	Accept H_o	Not Associated

Employees' Perception on CSR and Job satisfaction

The study shows relationship between employees' perceived CSR and job satisfaction. It is important to note that even if the employees' perception of their company's CSR and intrinsic and extrinsic job satisfaction were not associated, p-value <0.047 implies that there exists a significant relationship in the responses between overall employees' perception on CSR and overall job satisfaction. Therefore, the corresponding null hypothesis is rejected.

This indicates that the more respondents considered the company as engaged in the development of socially responsible practices towards the community and environment, the higher the respondents reported satisfaction with their job situation. This is may be due to the fact that employees are members of both the organization and the community. As a member of the community, it is in the employee's interest that the company gives support to social activities and manages its environmental impacts responsibly. The degree to which these expectations are met is, therefore, important for employees' satisfaction with the organization and their general job satisfaction.

Table 3: Pearson Chi-Square Test Between Respondents' Perception on Corporate Social Responsibility and Job Satisfaction

CSR	Pearson Chi-Square	p-value	Decision	Interpretation
Towards Community and Environment				
Intrinsic	13.9367	0.305	Accept H_o	Not Associated
Extrinsic	7.8641	0.447	Accept H_o	Not Associated
Overall Satisfaction	15.6786	0.047	Reject H_o	Associated

Conclusions

1. Majority of the employees were married women aged 30-39 years old. A great number of them finished bachelor's degree and worked with the company for less than 10 years. A bulk of the company's workforce was comprised of rank and file regular employees.

2. Employees perceived that their company is socially responsible towards community and environment.

3. Employees disclosed that they have a positive intrinsic, extrinsic, and overall satisfaction on their work situation. Employees were more satisfied with the extrinsic variables of the job than intrinsic variables.

4. There is a significant relationship between the employees' profile and job satisfaction except for gender. This means that age, civil status, educational attainment, length of employment, position in the company, and employment status affects their job situation.

5. There is no significant relationship between the employees' profile and their perception on their company's CSR practices towards community and environment except for Age and civil status. This means that gender, educational attainment, length of employment, position, and employment status in the company has nothing to do with their perception on CSR.

6. There is a significant relationship between the employees' perception on their company's CSR practices and job satisfaction. This indicates that the more respondents consider the company as engaged in the development of socially responsible practices, the more satisfied they are with their work situation.

7. On employees' intrinsic job satisfaction, the results show that respondents from the three (3) provinces wholly responded "Satisfied" on the statements, "Being able to keep busy all the time", "The chance to be "somebody" in the community", "Being

able to do things that don't go against my conscience", "The way my job provides for steady employment", "The chance to do things for other people", "The freedom to use my own judgment", and "The feeling of accomplishment I get from the job". Respondents revealed "Satisfied to a Certain Extent" on the statements "The chance to do different things from time to time" and "The chance to tell people what to do" except for Tarlac branches who stated "Satisfied" on the said statements. Also, Bulacan answered "Satisfied to a Certain Extent" on the statement "The chance to try my own methods of doing the job" while the other two provinces answered "Satisfied".

8. On employees' extrinsic job satisfaction, respondents from the three (3) provinces generally responded "Satisfied" on the statements, "The way my boss handles his/her workers", "The competence of my supervisor in making decisions", "The way company policies are put into practice", "The chances for advancement on this job", "The praise I get for doing a good job". and "The working conditions". Though, respondents from Pampanga and Bulacan stated "Satisfied" on the statements "My pay and the amount of work I do" and "The way my co-workers get along with each other", respondents from Tarlac have a strong appreciation on those aspects revealing a rating of "Very Satisfied".

RECOMMENDATIONS

1. The bank should make it a point to donate a portion of their net income, to an established charity. A good way to effectively donate is to select a charity in close alignment with their business, so potential customers and established donors will be interested in the charity.

2. The bank should make efforts to reduce waste and save energy, promote environmentally-friendly and safety-conscious production activities, and make contributions to the formation

of a recycling-oriented society. Furthermore, they should set policies, objectives and goals and act based on the environmental management system.

3. Every branch offices should provide an extensive program of arts and cultural sponsorships to help maintain vibrant, culturally-maintained communities. This includes funding art exhibitions, events and cultural performances.

4. The bank offices must also begin to allocate some of their philanthropic giving to social purpose businesses and social enterprises. This will establish a base of social investment, the results of which can be quantified while the company preserves philanthropic commitments that are meaningful to employees and stakeholders.

5. The bank should allocate a portion of their income to sports events. A corporate sports sponsorship can be a win-win proposition for a company. By attaching their names to sports teams, companies reap national and even international publicity at relatively low cost.

6. The branch offices should support small businesses. A loan from the bank could help with capital to scale up their systems. However, they must simplify the application and selection process and make it more accessible and straightforward. This allows small businesses to apply to all participating companies using a single application form, making paperwork less burdensome.

7. Bank managers or supervisors should be able to delegate a whole task to one person. This gives the person complete responsibility for doing the task and increases the person's motivation to do the task, as well. It also provides more focus for the supervisor.

8. Bank managers must encourage employees to keep looking anew at the way they approach their work. They can ask whether the employees have considered alternative ways of

working and what might be achieved by doing things differently.

9. Managers of the bank may use personalized management style. Knowing the employees on an individual basis is one best way to know how to manage them effectively.

10. The managers of the bank must make the employees aware of what is happening in the company that may directly or indirectly affect them.

11. The company can increase job satisfaction by making sure policies are fair and applied equally to all. Also, the company can make printed copies of policies-and-procedures manual easily accessible to all members of the organization.

12. The bank should ensure that employees receive monetary bonuses based on their performance.

13. The company should strive to promote employees' professional development. It is always important to offer employees multiple options to become even more specialized in their fields or positions. This is doubly beneficial to the employee and the company.

14. Managers must tie rewards to results. At times, managers unknowingly sabotage employee motivation by failing to recognize the positive behaviors and achievements of their employees. As a result, employees don't know whether or not they are doing a good job.

15. Future research should explore other variables that help predict the relationship between perceived CSR and other job attitudes. The examination of variables that might help explain the relationship between perceived CSR towards employees and job attitudes, such as perceived organizational justice or organizational trust, would be of particular interest.

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