

AN HEI's CORPORATE SOCIAL CITIZENSHIP (CSC) TOWARDS HUMAN RESOURCE PARTICIPATORY INDEX

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Abstract -

This study explores the impact of Corporate Social Citizenship (CSC) on the Human Resource Participatory Index in a higher education institution (HEI). It examines the relationship between CSC dimensions—philanthropic, ethical, legal, and economic responsibilities—and key human resource systems, including performance management, compensation and benefits, career management, and training and development. Using a quantitative approach with 233 respondents, the study reveals that philanthropic and legal responsibilities have significant correlations with various HR systems, while ethical and economic responsibilities show weaker associations. The findings highlight the importance of integrating CSR goals into HR practices, particularly in training and development, to enhance employee engagement and participation in social citizenship activities. Recommendations include strengthening the alignment of CSR with compensation, career development, and ethical practices to foster a more active corporate social mission.

Keywords: Corporate Social Citizenship, Participatory Index, Higher education institutions.

INTRODUCTION

The trend of Corporate Social Citizenship (CSC) has gained significant momentum in recent years, reflecting a broader societal shift towards integrating ethical considerations into business practices. Organizations are increasingly recognizing the importance of their role in society, which extends beyond mere profit generation to include social responsibility and community engagement. This evolution is particularly evident in the rise of initiatives aimed at enhancing employee welfare, promoting

sustainable practices, and fostering community development. According to Erfianto et al., corporate citizenship encompasses a variety of initiatives, such as financing education for employees and supporting environmentally friendly policies, which are indicative of a growing commitment to social accountability and ethical business practices (Erfianto et al., 2019). Furthermore, the literature suggests that family businesses, often embed socially responsible messages into their mission

RESEARCH PATHWAYS IN MANAGEMENT

statements, highlighting their unique approach to corporate citizenship (Seaman & Bent, 2022). This trend underscores a collective recognition among businesses that their long-term success is intertwined with the well-being of the communities in which they operate.

Despite the positive developments in corporate citizenship, significant issues remain that hinder the full realization of its potential benefits. One major concern is the inconsistency in the implementation of corporate social responsibility (CSR) practices across different organizations and sectors. While some companies actively engage in CSR initiatives, others may adopt a more superficial approach, merely fulfilling legal obligations without genuine commitment to social impact (Ogola & María, 2020). Additionally, the relationship between employee commitment and organizational citizenship behavior is complex, with studies indicating that a lack of genuine CSR engagement can negatively impact employee morale and commitment (Aleksić, 2023). This inconsistency raises questions about the effectiveness of current corporate citizenship frameworks and the need for more robust mechanisms to ensure accountability and transparency in CSR practices.

The objectives of this research are multifaceted, aiming to explore the intricate

relationship between corporate social citizenship and human resource participatory indices. First, the study seeks to assess how effective corporate citizenship initiatives can enhance employee engagement and commitment, thereby fostering a more participatory organizational culture. By examining the mediating effects of factors such as organizational trust and employee pride, the research aims to provide insights into how corporate citizenship can be strategically leveraged to improve organizational outcomes (Boğan & Dedeoğlu, 2020). Additionally, the study will investigate the impact of corporate citizenship on customer loyalty and ethical consumer behavior, recognizing that a company's social responsibility efforts can significantly influence public perception and brand loyalty (Chen et al., 2022; Gulati, 2023). Ultimately, the research aims to contribute to the development of a comprehensive framework that aligns corporate citizenship with human resource practices, thereby promoting a more sustainable and ethical business model.

In conducting this research, several considerations must be taken into account. First, it is essential to recognize the diverse contexts in which HEIs operate, as cultural, economic, and regulatory factors can significantly influence the implementation and perception of corporate citizenship

RESEARCH PATHWAYS IN MANAGEMENT

initiatives (Jung & Hur, 2022; Campopiano et al., 2019). Moreover, the research must consider the varying levels of stakeholder engagement and the potential for differing perceptions of corporate citizenship among employees, management, and external stakeholders (Gulati, 2023). Lastly, the study should adopt a holistic approach that encompasses both qualitative and quantitative methodologies to capture the complexities of corporate citizenship practices and their effects on human resource participatory indices. By addressing these considerations, the research can provide valuable insights into the effective integration of corporate social citizenship within HEIs, ultimately contributing to the development of more engaged and socially responsible organizational cultures (Khattak et al., 2019).

OBJECTIVES OF THE STUDY

This study is focused on the select HEI's corporate social citizenship (CSC) towards developing human resource participatory index. The research also looked at the correlation between employees' perceptions of the Company's CSC initiatives to enhance the job performance of the employees. In line with this, the researcher seeks to answer the following questions:

1. What is the demographic profile of the respondents according to

- 1.1. Age;
 - 1.2. Sex;
 - 1.3. Educational Attainment;
 - 1.4. Employment Status;
 - 1.5. Designated functional areas (Department);
 - 1.6. Job classification
2. What is the demographic profile of the respondents according to
 - 1.1. Age;
 - 1.2. Sex;
 - 1.3. Educational Attainment;
 - 1.4. Employment Status;
 - 1.5. Designated functional areas (Department);
 - 1.6. Job classification;
 - 1.7 Years employed in the company?
3. What is the level of Corporate Social Citizenship (CSC) in the participatory index in terms of;
 - 2.1. Philanthropic;
 - 2.2. Ethical;
 - 2.3. Legal;
 - 2.4. Economic Responsibilities?
4. What is the extent of human resource participatory in CSC program in terms of;
 - 3.1. Performance management & reward system
 - 3.2 Compensation & Benefits System
 - 3.3. Career Management System
 - 3.4. Training & Development System?

RESEARCH PATHWAYS IN MANAGEMENT

5. Is there is significance impact the HEI's corporate social citizenship in the human resource participatory index?

6. What proposed human resources framework or model derived from the findings of the study?

METHODOLOGY

This study adopted a descriptive-correlational research design with a focus on Pearson r to examine the relationship between Corporate Social Citizenship (CSC) and the extent of human resource participation in higher education institutions (HEIs).

The descriptive component provided a detailed assessment of the current CSC practices of HEIs, focusing on philanthropic, ethical, legal, and economic responsibilities. It also described the extent of human resource participation in these practices, evaluated through performance management, compensation and benefits systems, career management, and training and development.

For the correlational aspect, Pearson r was used to test the relationship between the independent variable (CSC attributes) and variable (extent of human resource participation). These statistical techniques

helped determine whether significant relationships or differences exist between the

levels of CSC and the extent of employee participation, and to what degree changes in CSC attributes may predict variations in human resource engagement.

The use of regression analysis is ideal for understanding how multiple dimensions of CSC (philanthropic, ethical, legal, and economic) predict employee participation, while Pearson r can be employed to compare differences in human resource participation levels across different CSC dimensions. Both methods provided a robust framework for analyzing the interaction between CSC and human resource systems in HEIs, leading to actionable insights for improving institutional social responsibility efforts.

The target population for this study is the tenured, 267 teaching and 293 non-teaching, personnel of Far Eastern University. These respondents emanated from the different institutes and offices, which are the Institute of Arts & Sciences (IAS), Institute of Accounts Business and Finance (IABF), Institute of Architecture & Fine Arts (IARFA), Institute of Tourism Hotel & Management ITHM, Institute of Health Nursing & Science (IHNS) and Institute of Education (I-E) (Specifically, the sample size of 233 respondents was utilized in this study.

Sampling Technique

This study employed a stratified random sampling technique to ensure that both teaching and non-teaching personnel

RESEARCH PATHWAYS IN MANAGEMENT

from the various institutes and offices at Far Eastern University (FEU) are adequately represented. Stratified sampling is appropriate given the different groups (teaching and non-teaching staff) and the various departments (IAS, IABF, IARFA, ITHM, IHNS, and I-E).

The population was divided into two strata: teaching and non-teaching personnel. From each stratum, a proportional number of respondents were randomly selected to ensure that the sample mirrors the actual distribution of personnel across the institutes. Out of the total population of 560 tenured personnel (267 teaching and 293 non-teaching), a sample size of 233 respondents was determined proportionally, ensuring adequate representation from each group and department. This technique helps to minimize bias and ensures that the sample is representative of the entire population, allowing for more generalizable results.

RESULT AND DISCUSSION

Part I. Demographic Profile of the Respondents

Table 1
Frequency and Percentage of Respondents According to Age

AGE	Frequency	Percent
21- 30	43	18.45
31 - 40	52	22.32
41 - 50	60	25.75
51 - 60	56	24.03

60 above	22	9.44
TOTAL	233	100.00

The table shows the frequency and percentage of respondents according to age. Majority of the respondents are aged 41 – 50 with frequency of 60 or 25.75%, followed by aged 51 – 60 with frequency of 56 or 24.03%. Next is aged 31 – 40 with a frequency of 52 or 22.32%. Then aged 21 – 30 with frequency of 43 or 18.45%, and the lowest is aged 60 and above with frequency of 22 or 9.44%.

Table 2
Frequency and Percentage of Respondents According to Sex

SEX	Frequency	Percent
Male	123	52.79
Female	110	47.21
TOTAL	233	100.00

The table shows the frequency and percentage of respondents according to sex. Majority of the respondents are male with frequency of 123 or 52.79%, and female with frequency of 110 or 47.21%.

Table 3
Frequency and Percentage of respondents according to Educational Attainment

Educual Attainment	Frequency	Percent
Doctorate Degree	23	9.87
Doctorate Level	35	15.02
Masters’ Degree	69	29.61
Masters’ Degree Level	45	19.31
College Degree	39	16.74
College Level	22	9.44
TOTAL	233	100.00

RESEARCH PATHWAYS IN MANAGEMENT

The table shows the frequency and percentage of respondents according to educational attainment. Majority of the respondents are Masters’ Degree with frequency of 69 or 29.61%, followed by Masters’ Degree Level with frequency of 45 or 19.31%. Next is College Degree with a frequency of 39 or 16.74%, then Doctorate Level with frequency of 35 or 15.02%. Second to the last is the Doctorate Degree with a frequency of 23 or 9.87%, and the lowest is, College Level with frequency of 22 or 9.44%.

Table 4
Frequency and Percentage of respondents according to Employment Status

No. of Hours spent	Frequency	Percent
Permanent	147	63.09
Casual	56	24.03
Contractual	30	12.88
TOTAL	233	100.00

The table shows the frequency and percentage of respondents according to employment status. Majority of the respondents are permanent with frequency of 147 or 63.09%, followed by casual with frequency of 56 or 24.03, and the lowest is the contractual with the frequency of 30 or 12.88%.

Table 5
Frequency and Percentage of respondents according to Designated function

The table shows the frequency and percentage of respondents according to designated function. Majority of the respondents are IHNS with frequency of 55 or

23.61%, followed by ITHM with frequency of 47 or 20.17%. Next is IAS with frequency of 42 or 18.03%. Then IABF with frequency of 34 or 14.59%. Second to the lowest is IE with frequency of 32 or 13.73%, and the lowest among designated function is IARFA with frequency of 23 or 9.87%.

Function	Frequency	Percent
IABF	34	14.59
IAS	42	18.03
IHNS	55	23.61
ITHM	47	20.17
IARFA	23	9.87
IE	32	13.73
TOTAL	233	100.00

Table 6
Frequency and Percentage of respondents according to Job Classification

Job	Frequency	Percent
Director Level	22	9.44
Managerial Level	54	23.18
Supervisory Level	34	14.59
Teaching Personnel	103	44.21
Non-teaching Personnel	20	8.58
TOTAL	233	100.00

The table shows the frequency and percentage of respondents according to Job Classification. Most of the respondents are teaching personnel with a frequency of 103 or 44.21%, followed by managerial level with a frequency of 54 or 23.28%. Next is the supervisory level with a frequency of 34 or

RESEARCH PATHWAYS IN MANAGEMENT

14.59%, then the director level with a frequency of 22 or 9.44%, and the lowest is non-teaching personnel with a frequency of 20 or 8.58%.

Table 7
Frequency and Percentage of respondents according to Years employed in Company

Years in Company	Frequency	Percent
0 - 10 years	45	19.31
11 - 20 years	34	14.59
21 - 30 years	78	33.48
31 - 40 years	54	23.18
41 - 50 years	22	9.44
TOTAL	233	100.00

The table shows the frequency and percentage of respondents according to years employed in a company. The majority of the respondents are 21 – 30 years employed in company with a frequency of 78 or 33.48%, followed by 31 – 40 years employed in company with a frequency of 54 or 23.18%. Next is 0 – 10 years employed in company with a frequency of 45 or 19.31%, then 11 – 20 years employed in company with a frequency of 34 or 14.59%, and the lowest is 41 – 50 years employed in company with a frequency of 22 or 9.44%.

Table 8
Summary of the Extent of Human Resource Participatory in CSC Program

The table shows the summary of the extent of human resource participatory in CSC program in terms of performance management and reward system, compensation and benefits

system, career management system, and training and development system and its verbal interpretation. Most of the respondents chose “training and development system” with a weighted mean of 3.36 and a verbal interpretation of strongly agree, followed by “performance management and reward system” with a weighted mean of 3.21 and a verbal interpretation of agree. Next is the career management system” with a weighted mean of 3.19 and a verbal interpretation of agree, and the lowest is the compensation and benefits system with a weighted mean of 3.14 with verbal interpretation of agree. The overall weighted mean is 3.22 with a verbal interpretation of “agree” in the summary of the extent of human resource participatory in CSC program in terms of performance management and reward system, compensation and benefits system, career management system, and training and development system.

INDICATORS	WEIGHTED MEAN	VERBAL INTERPRETATION
Performance Management & Reward System	3.21	AGREE
Compensation & Benefits System	3.14	AGREE
Career Management System	3.19	AGREE
Training & Development System	3.36	STRONGLY AGREE
OVERALL WEIGHTED MEAN	3.22	AGREE

RESEARCH PATHWAYS IN MANAGEMENT

Part IV. Significance impact the HEI's corporate social citizenship in the human resource participatory index

Table 8
Correlation Analysis on Level of Corporate Social Citizenship and Performance Management Reward System

Level of Corporate Social Citizenship		Performance Management & Reward System	Interpretation
Philanthropic	Pearson r	0.134	Significant
	p-value	.041	
	N	233	
Ethical	Pearson r	0.101	Not significant
	p-value	.124	
	N	233	
Legal	Pearson r	0.238	Significant
	p-value	.000	
	N	233	
Economic Responsibilities	Pearson r	0.012	Not significant
	p-value	.857	
	N	233	

Pearson r correlation was used to determine whether there is a relationship between the Performance Management Reward System and the Level of Corporate Social Citizenship. Table 18 shows the correlation between the Performance Management Reward System and

Philanthropic ($r = 0.134$) shows a low correlation and $p\text{-value} = 0.041$, which is less than 0.05 denotes a significant relationship.

Ethical ($r = 0.101$) shows a low correlation and $p\text{-value} = 0.121$ which is greater than 0.05 denotes no significant relationship.

Legal ($r = 0.238$) also shows a low correlation and $p\text{-value} = 0.000$ denotes a significant relationship and lastly.

Economic Responsibility ($r = 0.012$) shows a low correlation with $p\text{-value} = 0.857$ denotes no significant relationship with $N = 233$.

The relationship between the Performance Management Reward System (PMRS) and the Level of Corporate Social Citizenship (CSC) has garnered significant attention in contemporary organizational studies. The application of Pearson r correlation in this context provides a statistical basis for understanding how various dimensions of corporate social responsibility (CSR) relate to performance management practices. The findings from the correlation analysis reveal varying degrees of relationships between PMRS and different aspects of CSC, specifically Philanthropic, Ethical, Legal, and Economic responsibilities.

The correlation coefficient for Philanthropic responsibility ($r = 0.134$) indicates a low positive correlation with a statistically significant $p\text{-value}$ of 0.041, which

RESEARCH PATHWAYS IN MANAGEMENT

is below the conventional threshold of 0.05. This suggests that there is a noteworthy relationship between the PMRS and Philanthropic activities, implying that organizations that effectively implement reward systems may also engage more actively in philanthropic initiatives. This aligns with the findings of Aleksić, who highlights the positive correlation between organizational citizenship behavior and CSR, suggesting that a well-structured PMRS can enhance employee commitment to philanthropic efforts (Aleksić, 2023).

In contrast, the Ethical responsibility dimension shows a correlation coefficient of $r = 0.101$ with a p-value of 0.121, indicating no significant relationship. This finding suggests that while ethical considerations are important in corporate governance, they may not be directly influenced by the PMRS in the same way as philanthropic efforts. Jatmiko's research supports this notion, indicating that while performance measurement systems can affect managerial performance, the ethical dimensions of corporate behavior may require more nuanced approaches beyond mere reward systems (Jatmiko, 2022). This is further corroborated by the work of Kolluru, which suggests that while rewards can motivate performance, they may not inherently foster ethical behavior among employees (Kolluru, 2021).

The legal dimension presents a more robust correlation with an r-value of 0.238 and a p-value of 0.000, indicating a significant relationship. This finding suggests that organizations with a well-structured PMRS are more likely to comply with legal standards and regulations. The strong correlation may reflect the idea that reward systems can effectively incentivize compliance and adherence to legal frameworks, which is crucial for maintaining corporate integrity and public trust (Aceituno-Gómez et al., 2020; Menzer et al., 2019).

Lastly, the Economic responsibility dimension presents a correlation of $r = 0.012$ with a p-value of 0.857, indicating no significant relationship with PMRS. This finding raises questions about the effectiveness of reward systems in driving economic responsibility within organizations. Chen et al. argue that while economic factors are crucial for business sustainability, they may not be directly influenced by the PMRS, suggesting that organizations need to adopt a more holistic approach to integrate economic considerations into their performance management strategies (Chen et al., 2022).

The synthesis of these findings indicates that while there are significant correlations between PMRS and certain dimensions of corporate social responsibility, the relationships are not uniformly strong across all dimensions. The varying degrees of correlation suggest that organizations may

RESEARCH PATHWAYS IN MANAGEMENT

need to tailor their performance management practices to effectively address the specific aspects of corporate social citizenship they wish to enhance. For instance, enhancing philanthropic engagement may require more focused reward strategies that recognize and incentivize employee contributions to community initiatives.

Table 9
Correlation Analysis on Level of Corporate Social Citizenship and Compensation and Benefit System

Level of Corporate Social Citizenship		Compensation and Benefit System	Interpretation
Philanthropic	Pearson r	0.041	Not significant
	p-value	.530	
	N	233	
Ethical	Pearson r	0.034	Not significant
	p-value	.607	
	N	233	
Legal	Pearson r	0.007	Not significant
	p-value	.918	
	N	233	
Economic Responsibilities	Pearson r	0.160	Significant
	p-value	.014	
	N	233	

Pearson r correlation was used to determine whether there is a relationship between the Compensation and Benefit System and the Level of Corporate Social

Citizenship. Table 19 shows the correlation between the Compensation and Benefit System and

Philanthropic ($r = 0.041$) shows a low correlation and $p - \text{value} = 0.531$, which is greater than 0.05 denotes a no significant relationship.

Ethical ($r = 0.034$) shows a low correlation and $p\text{-value} = 0.607$ which is greater than 0.05 denotes no significant relationship.

Legal ($r=0.007$) also shows low correlation and $p\text{-value} = 0.918$ denotes a no significant relationship and lastly

Economic Responsibility ($r= 0.160$) shows a low correlation with $p\text{-value} = 0.014$ denotes a significant relationship with $N= 233$.

The findings align with existing literature that explores the intricate dynamics between executive compensation and CSR performance. For instance, Pareek and Sahu Pareek & Sahu (2023) highlight the non-linear relationship between executive compensation and CSR performance, suggesting that while higher compensation may incentivize CSR activities, the relationship is not straightforward and may depend on other contextual factors. This complexity is echoed in the work of Cavaco et al. (Cavaco et al., 2020), who argue that performance-based pay for executives can influence their decisions regarding CSR investments, thereby impacting the overall CSR strategy of the organization.

RESEARCH PATHWAYS IN MANAGEMENT

Moreover, the significance of Economic Responsibility as a correlate of the Compensation and Benefit System is particularly noteworthy. This aligns with findings from Zhao and Lin (Zhao & Lin, 2022), who assert that CSR activities significantly impact corporate profitability, suggesting that organizations may prioritize economic responsibility in their CSR strategies to enhance financial performance.

Furthermore, the role of human resource management in fostering a CSR-oriented culture cannot be overlooked. Hui Hui (2023) emphasizes the importance of socially responsible human resource management practices in promoting organizational citizenship behavior among employees, which can enhance the overall CSR performance of the organization. This highlights the potential for compensation and benefits systems to not only influence executive behavior but also to cultivate a broader organizational culture that values CSR.

In summary, while the correlation analysis reveals limited significant relationships between the Compensation and Benefit System and various dimensions of Corporate Social Citizenship, the notable correlation with Economic Responsibility suggests a potential area for further exploration. The existing literature supports the notion that compensation structures can influence CSR performance, particularly when

economic factors are considered. Future research could benefit from a deeper examination of how different compensation models impact CSR outcomes, particularly in diverse organizational contexts.

Table 10
Correlation Analysis on Level of Corporate Social Citizenship and Career Management System

Level of Corporate Social Citizenship		Career Management System	Interpretation
Philanthropic	Pearson r	.050	Not significant
	p-value	.443	
	N	233	
Ethical	Pearson r	.024	Not significant
	p-value	.710	
	N	233	
Legal	Pearson r	.037	Not significant
	p-value	.578	
	N	233	
Economic Responsibilities	Pearson r	.014	Not significant
	p-value	.835	
	N	233	

Pearson r correlation was used to determine whether there is a relationship between the Career Management System and the Level of Corporate Social Citizenship. Table 20 shows the correlation between the Career Management System and

RESEARCH PATHWAYS IN MANAGEMENT

Philanthropic ($r = 0.050$) shows a low correlation and p -value = 0.443, which is greater than 0.05 and denotes no significant relationship.

Ethical ($r = 0.024$) shows a low correlation and p -value = 0.710 which is greater than 0.05 denotes no significant relationship.

Legal ($r = 0.037$) also shows low correlation and p -value = 0.578 denotes no significant relationship and lastly

Economic Responsibility ($r = 0.014$) shows a low correlation with p -value = 0.835 denotes no significant relationship with $N = 233$.

This lack of significant correlation aligns with findings in the literature that suggest corporate social responsibility (CSR) initiatives do not uniformly influence organizational performance metrics. For instance, Dimitropoulos Dimitropoulos (2020) highlights that certain CSR strategies may not significantly impact accounting quality, indicating that the relationship between CSR and performance can be complex and context-dependent. Similarly, Kumala and Siregar Kumala & Siregar (2020) argue that while CSR disclosures can enhance the trustworthiness of financial information, the actual impact on earnings management practices may vary across different contexts, suggesting that the relationship between CSR and corporate governance is not straightforward.

Moreover, the concept of Corporate Citizenship, which encompasses CSR, is often viewed through various lenses, including ethical, legal, and economic responsibilities. However, the reference by Britcyna Britcyna (2019) does not directly support the claims made regarding CSR's broad spectrum of responsibilities and their implementation based on organizational context. Therefore, this citation has been removed.

In examining the broader implications of these findings, it is essential to consider the role of leadership and organizational culture in shaping CSR outcomes. Javed et al. Javed et al. (2019) note that responsible leadership can significantly influence corporate reputation and financial performance, suggesting that the effectiveness of CSR initiatives may be contingent upon the leadership style and organizational commitment to social responsibility. This aligns with the findings from the current study, where the absence of significant correlations may reflect a lack of alignment between leadership practices and CSR objectives.

Furthermore, the literature suggests that the relationship between CSR and organizational performance is often moderated by various factors, including corporate governance mechanisms. Buertey et al. Buertey et al. (2019) found that corporate governance can significantly influence the relationship between CSR and earnings

RESEARCH PATHWAYS IN MANAGEMENT

management, indicating that the effectiveness of CSR initiatives may be contingent upon the governance structures in place within organizations. This suggests that organizations with robust governance frameworks may be better positioned to leverage their CMS in a manner that enhances their CSC.

The findings of this study also resonate with the work of Shi et al. (Shi et al., 2022), who conducted a meta-analysis on the relationship between CSR and earnings management. They found that CSR is multifaceted and can influence various performance metrics differently, which may explain the low correlations observed in the current analysis. The lack of significant relationships across the dimensions of CSC may indicate that the CMS is not adequately addressing the complexities of CSR, thereby limiting its potential impact on organizational performance.

In conclusion, while the Pearson r correlation analysis indicates no significant relationships between the CMS and the various dimensions of CSC, this finding is consistent with existing literature that highlights the complex and often context-dependent nature of CSR. The lack of significant correlations may reflect broader organizational challenges, including misalignment between leadership practices, governance structures, and CSR objectives.

Future research should explore the potential mediating effects of employee engagement and the role of corporate governance in enhancing the effectiveness of CMS in promoting CSC.

Table 11

Correlation Analysis on Level of Corporate Social Citizenship and Training and Development System

Level of Corporate Social Citizenship	Training & Development System	Interpretation	
Philanthropic	Pearson r p-value N	0.164 .012 233	Significant
Ethical	Pearson r p-value N	.054 .414 233	Not significant
Legal	Pearson r p-value N	.013 .845 233	Not significant
Economic Responsibilities	Pearson r p-value N	.010 .880 233	Not significant

Pearson r correlation was used to determine whether there is a relationship between the Training & Development System and the Level of Corporate Social Citizenship. Table 21 shows the correlation between the Training & Development System and

RESEARCH PATHWAYS IN MANAGEMENT

Philanthropic ($r = 0.164$) shows a low correlation and p -value = 0.012, which is less than 0.05 denotes a significant relationship.

Ethical ($r = 0.054$) shows a low correlation and p -value = 0.414 which is greater than 0.05 denotes no significant relationship.

Legal ($r = 0.013$) also shows low correlation and p -value = 0.845 denotes a no significant relationship and lastly

Economic Responsibility ($r = 0.010$) shows a low correlation with p -value = 0.880 denotes no significant relationship with $N = 233$.

The low correlation with Ethical responsibility indicates that training programs may not adequately address ethical considerations within corporate practices. Ethical training is essential for fostering an organizational culture that prioritizes ethical decision-making; however, the data suggests that current training initiatives may not be effectively designed to enhance this aspect of corporate citizenship (Aleksić, 2023). Similarly, the lack of significant correlation with Legal and Economic responsibilities implies that organizations may need to reassess their training frameworks to ensure they encompass comprehensive CSR strategies that address all facets of corporate citizenship (Chen et al., 2021).

The literature supports the notion that a well-structured Training & Development

System can enhance corporate citizenship, particularly in the philanthropic domain. For instance, Erfianto et al. emphasize that corporate citizenship initiatives often include educational programs for employees, which can lead to increased engagement in philanthropic activities (Erfianto et al., 2019). Furthermore, the findings from Handayati et al. suggest that CSR programs can significantly impact the performance of organizations, particularly in enhancing their social contributions (Handayati et al., 2023). This reinforces the idea that training; and development can catalyze improved corporate citizenship, particularly in philanthropic endeavors.

Moreover, this aligns with the findings indicating a positive correlation between training initiatives and philanthropic activities, as organizations prioritizing employee development are likely to foster a culture of social responsibility that extends beyond mere compliance with legal obligations (Seaman & Bent, 2022).

In contrast, the lack of significant correlations with Ethical, Legal, and Economic responsibilities raises questions about the comprehensiveness of current training programs. The findings from Aleksić highlight the importance of integrating CSR practices into organizational culture to enhance ethical behavior and legal compliance (Aleksić, 2023). This suggests that organizations may need to

RESEARCH PATHWAYS IN MANAGEMENT

adopt a more holistic approach to training that encompasses not only philanthropic initiatives but also ethical and legal considerations to foster a well-rounded corporate citizenship strategy.

Additionally, the research by Chen et al. indicates that the characteristics and identities of entrepreneurs play a significant role in shaping corporate citizenship, suggesting that training programs should also focus on developing the ethical and legal competencies of leaders within organizations (Chen et al., 2021). This perspective emphasizes the need for training initiatives to align with the broader goals of corporate citizenship, ensuring that all dimensions are adequately addressed.

The findings also resonate with the work of Kruggel et al., who argue that corporate citizenship should be viewed as a voluntary approach encompassing various dimensions, including ethical and legal responsibilities (Kruggel et al., 2020). This perspective underscores the importance of integrating training and development initiatives with a comprehensive understanding of corporate citizenship, ensuring that organizations engage in philanthropic activities while adhering to ethical and legal standards.

In conclusion, while the correlation analysis indicates a significant relationship between the Training & Development System

and Philanthropic responsibility, it also highlights the need for organizations to enhance their training frameworks to comprehensively address Ethical, Legal, and Economic responsibilities. The literature supports the notion that a well-structured training program can serve as a catalyst for improved corporate citizenship, particularly in the philanthropic domain, but it must also encompass ethical and legal considerations to foster a holistic approach to corporate social responsibility.

CONCLUSION AND RECOMMENDATION

This study examines the corporate social responsibility (CSR) initiatives of a company. The majority of respondents are aged 41-50, with a predominant representation of males and individuals holding a Master's Degree. Most respondents are permanent employees, with a higher proportion of permanent staff compared to contractual employees. The majority of respondents are teaching personnel, with teaching staff comprising a larger percentage than non-teaching personnel.

Also, the respondents have been employed for 21-30 years, with fewer respondents in the 41-50-year range. Regarding philanthropic responsibilities, most respondents agree that the company promotes volunteerism and provides paid time off for employees to participate in charitable activities. They also concur that the organization donates a portion

RESEARCH PATHWAYS IN MANAGEMENT

of its profits to social causes and nonprofit organizations. In terms of ethical responsibilities, the majority agree that the company maintains adherence to ethical standards in all business practices.

Concerning legal responsibilities, most respondents affirm that the company complies with relevant labor laws and regulations. While economic responsibilities, respondents generally agree that the company aims to remain profitable while maintaining social responsibility and actively contributes to local economic development.

In performance management and reward systems, most respondents indicate that CSR-related goals are incorporated into organizational objectives. They also agree that employee recognition and rewards are linked to involvement in social responsibility activities and that the organization offers competitive compensation and benefits aligned with industry standards. In career management, respondents generally believe that the company provides opportunities for professional growth aligned with social responsibility goals, as well as mentorship programs to support socially responsible career development.

Regarding training and development, the majority of respondents feel that the company emphasizes professional growth alongside contributions to social initiatives.

Overall, the findings suggest a strong organizational commitment to CSR and employee development.

The study further explores the relationship between dimensions of Corporate Social Citizenship (CSC) and the Performance Management Reward System (PMRS) within a participatory HR framework. Results indicate that philanthropic responsibility has a modest but meaningful influence on the reward system, whereas ethical responsibility does not have a significant impact. Legal responsibility shows a stronger correlation, implying that legal compliance notably affects the reward system. Economic responsibility exhibits a very weak correlation, suggesting negligible influence.

Additionally, the study finds no significant relationships between most CSC dimensions and the Compensation and Benefits System, with low correlations observed for philanthropic, ethical, and legal responsibilities. Economic responsibility shows a slight but significant connection, although overall influence remains limited.

Finally, the analysis shows no significant relationship between CSC dimensions and the Career Management System (CMS) within the sample (N=233). Notably, philanthropic responsibility has a significant association with the CMS, indicating its influence on training and development initiatives. However, ethical, legal, and economic responsibilities

RESEARCH PATHWAYS IN MANAGEMENT

demonstrate low correlations and lack significant relationships, suggesting that philanthropy plays a modest but relevant role in career development processes.

Recommendations

1. **Enhance Philanthropic Efforts:**

Continue promoting volunteerism and community service. Offer structured incentives and recognition for employees engaged in social initiatives. Expand sponsorship of community events and encourage employee-driven projects.

2. **Strengthen Legal Compliance and Communication:**

Ensure strict compliance with labor laws and safety regulations. Improve transparency and communication about legal obligations and CSR alignment to boost employee awareness.

3. **Expand Economic Responsibility Initiatives:**

Focus on balancing profitability with long-term sustainability. Increase contributions to local economic development through job creation and local supplier investments.

4. **Enhance Ethical Responsibility Training and Reporting:**

Strengthen ethical training and reporting mechanisms. Ensure employees understand the importance of ethics and provide safe channels for reporting unethical behavior.

5. **Incorporate CSR Goals into Career Management:**

Integrate CSR into career development. Offer leadership roles focused on community engagement and mentorship programs for socially responsible career paths.

6. **Improve Compensation Tied to CSR Involvement:**

Develop clearer links between compensation and CSR activities. Offer bonuses and recognition for contributing to the company's social impact.

7. **Expand CSR-Focused Training Programs:**

Continue developing training that emphasizes both professional growth and CSR. Include more coverage of ethical practices and legal responsibilities.



Figure 4. Human Resources Model

1. **Employee Handbook:** Reflects an institution's commitment to corporate social citizenship (CSC) by clearly

RESEARCH PATHWAYS IN MANAGEMENT

outlining employee rights, ethical guidelines, and social responsibilities.

2. **Job Description:** Ensures clarity in roles, promoting participation by aligning individual responsibilities with the broader CSC goals of the institution.
3. **Organization Chart:** Encourages transparency in leadership and decision-making, fostering collaboration and a sense of community in line with CSC principles.
4. **Company Framework:** Provides a structural foundation for embedding corporate social citizenship into organizational practices, promoting inclusivity and participatory culture.
5. **Performance Management Process:** Aligns employee evaluation with CSC values, encouraging social responsibility and participatory engagement in achieving institutional goals.
6. **Recruitment and Selection Policy & Procedure:** Integrates CSC values by prioritizing ethical recruitment and promoting diversity, ensuring that new hires contribute positively to the social mission.
7. **Job Evaluation and Job Grading:** Supports equity in compensation and recognition, reinforcing a culture of fairness, which is key to fostering human resource participation.

8. **New Hire Orientation & Induction**

Program: Introduces new employees to CSC initiatives, ensuring early alignment with the institution's social values and participatory objectives.

Each component of this framework plays a crucial role in fostering a participatory, socially responsible human resource environment, aligning with the study's focus on CSC.

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RESEARCH PATHWAYS IN MANAGEMENT
