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LAGUNA INDUSTRIES' CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAMS: LAGUNA INTERNATIONAL INDUSTRIAL PARK, PHILIPPINES

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ABSTRACT

This descriptive-correlational study was an attempt to determine the community welfare programs being implemented by select business organizations situated and operated in Laguna International Industrial Park (LIIP) Biñan, Laguna, Philippines. The respondents were composed of two ideal groups: the company personnel represented by the select managers and employees of LIIP business organizations and the residents of Barangay Mamplasan, Biñan, Laguna. Stratified random technique was utilized. The study revealed that LIIP business organizations in the export processing area have been performing their social responsibility as evidenced by the various community welfare programs implemented in their area of operation. The implementation of the community welfare programs has been perceived to have high impact on the social and economic progress of the community residents. The level of implementation of the community welfare programs had direct impact on the community enhancement as perceived by the respondents. Strategies have been proposed to cope with the constraints encountered in the implementation of the community welfare programs.

KEYWORDS

Business Organization, Community Welfare Programs, Corporate Social Responsibility.

INTRODUCTION

The concept of social responsibility is far from being a new concept. It has been in existence for quite a long time. Unfortunately, it has not been nurtured by narrow-minded businessmen who think that realizing the concept would mean diversion of some part of the company's income to activities other than business resulting in smaller profits. Such is a misconception about corporate social responsibility which is rooted in the belief that a business is established for the personal gain of the capitalists. In truth, the goal of business is not only the pursuit of profit; business exists to sustain the survival of society. Businesses must therefore entail a sense of responsibility to the society and the environment. Since business operates within the society, it must also contribute to societal development. A business enterprise cannot be fully appreciated without some knowledge of the social and economic context in which it operates. Such an organization may become increasingly irrelevant to the society where it belongs, unless it contributes its share for development. Business organizations entail important relationship with various sectors such as the employees, customers, and government, among others. As social institutions, they must satisfy two minimum requirements. First, they must give status and function to the individuals. Second, they must offer their employees equal opportunities (Drucker, 2000). These roles are now termed collectively as corporate social responsibility. Several models highlight the concept of corporate social responsibility. The household model of Gow and Miranda (1990:85) is regarded by its advocates as no different from a household where every member is expected to contribute his share to its successful functioning. Viewed from this perspective, the business organization is a kind of extended family in which top management plays a role akin to a father's. The company does not simply pursue profits single-handedly

and formulate cold, impersonal strategies for the attainment of its objective. Rather, it must have the cooperation of its workers, from top to bottom, for business to be successful.

The vendor model (Gow and Miranda, 1990:85), on the other hand, puts the consumers at the front and center. Thus, instead of focusing internally on shareholders, executives, unions and employees, the vendor model highlights the external responsibilities of the firm. The vendor kind of corporate management underscores its intentions of offering only nothing but the best, that is, high quality goods, services, and welfare programs that will comprehensively uplift the social and economic status of those who patronize them.

Other models which are relevant to this present undertaking include the investment model and civic model (Gow and Miranda, 1990:85). The investment model holds that business organizations should divert part of its corporate profits to such undertakings as endowing an educational institution or scientific organization and others with funds. Undoubtedly, the company adhering to this model is bound to reap intangible benefits from its investments in the long run –favorable image and goodwill in the minds of the public. Such image could result in an increase in patronage for the company’s products and services. The civic model as a social philosophy is more concerned with installing devices that would minimize, if not totally eliminate, pollution in the community.

Based on the foregoing models, this study would advance that the household, vendor, investment, and civic models of social responsibility promote or encourage corporate management’s awareness of social responsibility. Corporate management’s awareness in turn would help promote the practice of community welfare programs. As stated earlier, “realistic knowledge produces adjustment and commitment of energies to a plan of action and that a committed person values the goal so much that the possibility of attaining it outweighs the risk of failure” (Cronback, 1963). Thus, the higher the management’s awareness is, the greater is the likelihood of adoption of socially responsive programs.

FIGURE 1. THE THEORETICAL FRAMEWORK OF THE STUDY

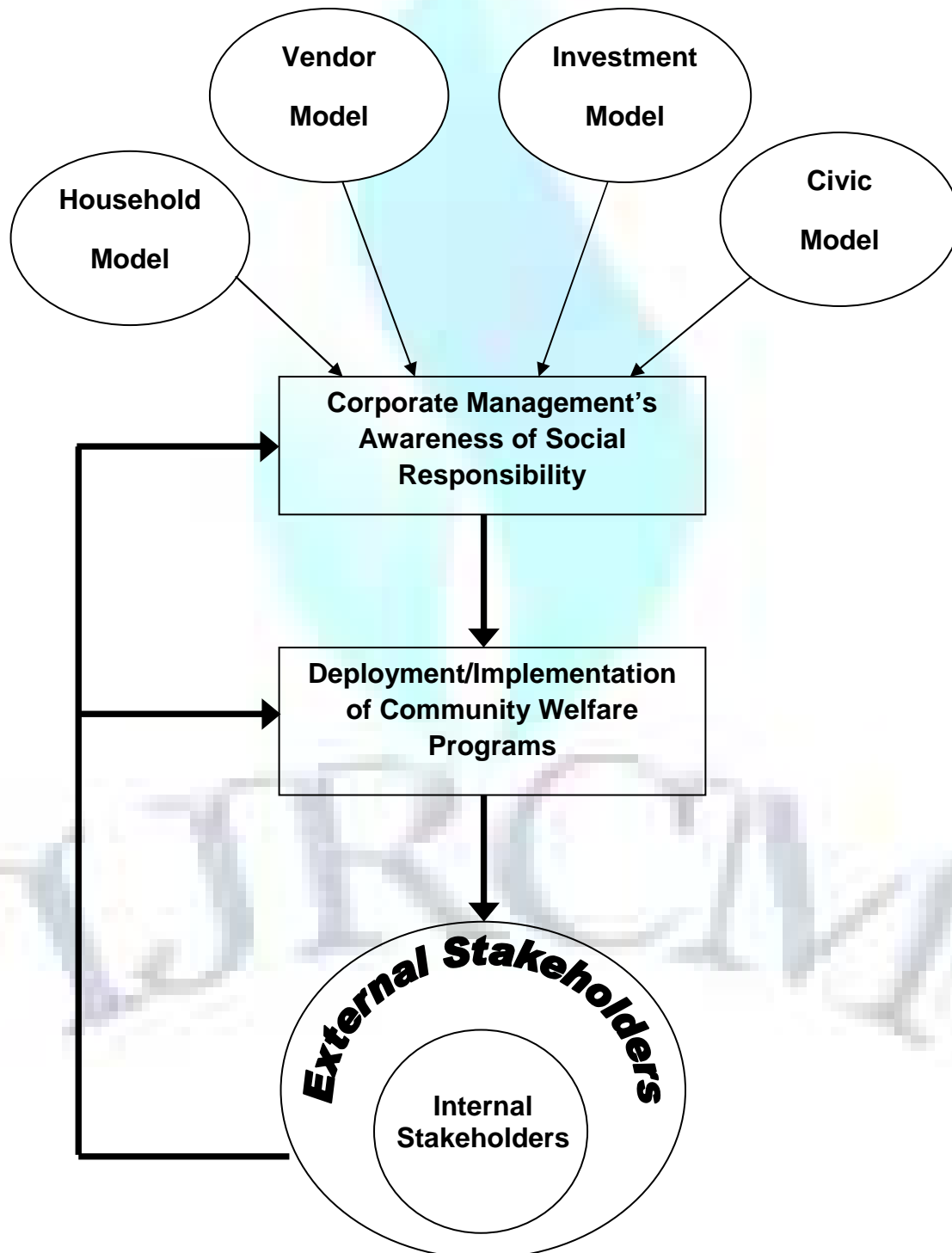


Figure 1 shows the theoretical framework of the study. The framework is anchored on the famous theory of Miranda and Gow (1990) that accentuates on the household, vendor, investment, and civic models of social responsibility which promote or encourage corporate management’s awareness of social responsibility that can directly influence the community welfare programs undertaken by different business corporations to the community they serve. Likewise, the present study dwelt on the concept that proper implementation of community welfare programs by business organizations has great impact on the social and economic progress of the members of the community.

In particular, this study aimed at determining the community welfare programs being implemented by LIIP business organizations. It underscored their level of implementation as perceived by the community residents, and their perceived impact on community enhancement in terms of social and economic upliftment. Additionally, it probed into whether or not there was a significant relationship between the perceived level of implementation of community welfare programs and their perceived impact on community enhancement in terms of social and economic upliftment. Finally, the study highlighted the constraints being encountered in the implementation of community welfare programs and the strategies that could be proposed to efficiently and effectively manage their implementation.

METHODOLOGY

This descriptive-correlational study focused on the corporate social responsibility welfare programs of LIIP business organizations. It examined the associative relationships between and among variables. These variables included the community welfare programs being implemented by LIIP business organizations and their level of implementation.

The study tapped both primary and secondary sources. The primary data were taken from the responses of the target respondents to the researcher-made questionnaire. There were two ideal groups of respondents identified in this study: the company personnel (made up of managers and regular employees) and the community residents (composed of the members of the community under investigation). In this study, the second group of respondents consisted of the members of the community of Barangay Mamplasan, Biñan, Laguna who were the primary recipients of the community welfare programs being implemented by LIIP business organizations. The secondary sources of data were published and unpublished master’s theses and dissertations, journals, periodicals, books, etc. The study covered 60 business organizations with 3,576 company personnel and 3,194 residents of Barangay Mamplasan, Biñan, Laguna as of Calendar Year 2009. The required computed minimum sample size for the selected company personnel (managers and employees) was 200 or 52.91 % and 178 or 47.09 % for community residents (community members) out of the total sample size of 378. Since the population was segmented into groups, stratified random method was used to determine the number of company personnel and community residents to be included as respondents of the study. In this manner, the selection was proportional, and this contributed much to the representativeness of the sample, which is the main advantage of this sampling technique. The Slovin’s formula was used to determine the sample size of the respondents. Table 1 shows the distribution of respondents of the study.

TABLE 1: POPULATION AND SAMPLE OF THE STUDY

Respondents	Population	Sample Size	%
Company Personnel	3,576	200	52.91
Community Residents	3,194	178	47.09
Total	6,770	378	100.0

The questionnaire which was the main instrument used in gathering the needed research data was divided into several parts. Part I of the questionnaire focused on community welfare programs being implemented by business organizations in LIIP and the level of implementation of the community welfare programs as perceived by the community residents. Part II dealt with the perceived impact of the community welfare programs on community enhancement in terms of social and economic upliftment. Part III centered on the constraints being encountered in the implementation of community welfare programs by selected business organizations. The instrument was subjected to both face validity and content validity. The researcher presented the questionnaire to a panel of experts for some comments and suggestions. After incorporating the suggestions of the panel of experts, the instrument was subjected to a pre-test and post-test validation with some business organizations in the export processing area not included in the study in order to ensure its internal validity and reliability.

RESULTS AND DISCUSSIONS

1. THE COMMUNITY WELFARE PROGRAMS IMPLEMENTED BY LIIP BUSINESS ORGANIZATIONS

With respect to the infrastructure development programs being implemented by LIIP business organizations, “street lighting” ranked first followed by “school fencing”. The seventh was “construction of community hospital”. The findings imply that LIIP business organizations’ proper implementation of community welfare programs should be part of their undertaking in order to help uplift the social and economic conditions of the community.

One of the most important programs being implemented by LIIP business organizations was on social welfare. The study showed that “giving aids to calamity victims” was their prime concern in the implementation. The second was “support to civic activities”, and “support for local historical researches” was the third prioritized social welfare program. The findings show that LIIP business organizations were genuinely concerned about the well-being of the members of the community they serve.

With regard to cultural development programs, “involvement in community religious activities” ranked first, followed by “support community local festivals” and “financial contributions to social welfare projects. The findings reveal that LIIP business organizations were predominantly advocates of religious activities. They give an insight into the business organizations’ intention to uplift the quality of living of the members of the community by supporting community projects that generate earnings/funds.

Corporations must do well in these challenging times of growing poverty, slow economic growth and fast inflation. They need to reach out to the communities where they operate (Juan, 2009). Every business has to strive not only to be profitable but also to fulfill its obligations to the community in which it thrives (Dela Cruz, 1990). This view was supported by Abello (1995) when he said that profits should no longer be the only goal of business; service to community should be an integral part of its undertaking.

2. LEVEL OF IMPLEMENTATION OF THE COMMUNITY WELFARE PROGRAMS

Table 2 presents the perceived level of implementation of the community welfare programs with the following areas: Infrastructure Development, Social Welfare, Cultural Development, Economic, and Community Welfare.

TABLE 2: THE LEVEL OF IMPLEMENTATION OF THE COMMUNITY WELFARE PROGRAMS AS PERCEIVED BY THE COMMUNITY RESIDENTS

Infrastructure Development Programs	Weighted Means	Description	Ranking
Street Lighting	3.157	Implemented	1
Road Pavement	3.101	Implemented	2
Construction of School	3.028	Implemented	3
Construction of Community Hospital	2.949	Implemented	4
Construction of Community Plaza	2.910	Implemented	5
Construction of Clinic	2.809	Implemented	6
School Fencing	2.646	Implemented	7
Grand Mean	2.943	Implemented	

Social Welfare Programs	Weighted Means	Description	Ranking
Giving aids to calamity victims	2.989	Implemented	1
Support local historical researches	2.764	Implemented	3
Support to civic activities	2.848	Implemented	2
Grand Mean	2.867	Implemented	

Cultural Development Programs	Weighted Means	Description	Ranking
Support community local festivals	3.129	Implemented	1
Financial contributions to social welfare projects	3.011	Implemented	3
Involve in community religious activities	3.022	Implemented	2
Grand Mean	3.054	Implemented	

Economic Programs	Weighted Means	Description	Ranking
Hiring company employees from company residents	3.011	Implemented	1
Paying higher and/or competitive rates	2.938	Implemented	3
Support for community income generating projects	3.000	Implemented	2
Grand Mean	2.983	Implemented	

Community Welfare Programs	Grand Means	Description	Ranking
Infrastructure Development Programs	2.943	Implemented	3
Social Welfare Programs	2.867	Implemented	4
Cultural Development Programs	3.054	Implemented	1
Community Economic Programs	2.983	Implemented	2
Grand Mean	2.962	Implemented	

Numerical Ranges	Descriptions
3.51-4.00	Highly Implemented
2.51- 3.50	Implemented
1.51- 2.50	Less Implemented
1.00- 1.50	Not Implemented

Notably, all the areas that constitute the community welfare programs were perceived to be implemented. There was no specific area that garnered a mean of 3.51 or higher which is described as highly implemented. The findings would show LIIP business organizations' concern for the members of the community.

The findings on the level of implementation of community welfare programs could be supported by the reports of the following business firms and well-known business organizations on their benevolent activities related to corporate social responsibility.

Del Monte Foundation, Inc. (2009), a non-stock, non-profit organization spearheaded education and development programs geared towards the socio-economic and cultural growth of the host communities. Under its flagship program, the foundation has trained more than 3,000 women, heads of families, and out-of-school youths as well as employees' families living in company housing camps during the last five years. Training priority is given to agro-industrial fields of competency such as plant propagation, driving and engine trouble shooting, carpentry, food processing, weaving, electronic and automotive technologies. Many graduates have become small business entrepreneurs, augmenting family income and serving the community by sharing technology expertise not readily available in the countryside.

Philippine Business For Social Progress or PBSP (2003), being the country's largest corporate-led foundation dedicated to uplift the lives of the poor and help the communities become self-reliant, has supported more than 6,000 social development projects and benefited more than four (4) million beneficiaries nationwide.

The Committee for Economic Development or CED (2000) used a "three concentric circle" approach to explain the concept of CSR. The inner circle included basic economic functions- growth, products, and jobs. The intermediate circle suggested that the economic functions must be exercised with a sensitive awareness of changing social values and priorities. The outer circle outlined emerging and still vague responsibilities that corporation should assume to become more actively involved in improving the social environment in which they operate.

3. THE PERCEIVED IMPACT OF THE COMMUNITY WELFARE PROGRAMS ON COMMUNITY ENHANCEMENT

Tables 3 and 4 present the weighted means relative to the perceived impact of the community welfare programs on community enhancement in terms of social and economic upliftment.

TABLE 3: THE PERCEIVED IMPACT OF THE COMMUNITY WELFARE PROGRAMS ON COMMUNITY ENHANCEMENT IN TERMS OF SOCIAL UPLIFTMENT

Statements	Weighted Means	Description	Ranking
a. Deterrence of criminal offenses	2.966	High	4
b. Availability of venue for recreational activities	3.028	High	2
c. Restoration and preservation of culture	3.056	High	1
d. Enabling the community to sustain the practice of "Bayanihan"	2.871	High	6
e. Enhancement of their talents and expressing gratitude for the bountiful blessings	2.955	High	5
f. Nurturing one's spiritual commitment or growth	3.017	High	3
Grand Mean	2.982	High	

Numerical Ranges	Descriptions
3.51-4.00	Very High
2.51- 3.50	High
1.51- 2.50	Low
1.00- 1.50	Very Low

As shown in table 3, the respondents agreed that the impact of the community welfare programs in terms of social upliftment was "high" with a grand mean of 2.982. Business organizations have the crucial role of restoring and preserving the culture of the community, and of helping nurture the spiritual growth of the community residents.

TABLE 4: THE PERCEIVED IMPACT OF THE COMMUNITY WELFARE PROGRAMS ON COMMUNITY ENHANCEMENT IN TERMS OF ECONOMIC UPLIFTMENT

Statements	Weighted Means	Description	Ranking
a. Empowered to avail of needed health services	3.180	High	1
b. Enables the community to successfully implement its development programs	3.112	High	2
c. Given the chance to start anew	2.893	High	6
d. Economic survival through employment	3.017	High	4
e. Raises the buying capacity of the community residents	2.949	High	5
f. More job opportunities leading to community economic growth	3.090	High	3
Grand Mean	3.040	High	

Numerical Ranges	Descriptions
3.51-4.00	Very High
2.51- 3.50	High
1.51- 2.50	Low
1.00- 1.50	Very Low

As shown in table 4, the impact of the community welfare programs on community enhancement in terms of economic upliftment was described by the respondents of the study as “high” with the grand mean of 3.040. With the implementation of community welfare programs by business organizations, the community residents’ health conditions would be taken care of.

The findings on the impact of the community welfare programs on community enhancement in terms of social and economic upliftment are supported by the accepted principles of corporate social responsibility. Leveriza (2001) stated that business, as a social institution, has a responsibility to the society. The ethical dimension of business is inherent to the social responsibility that it bears in society. It should welcome the opportunity to share in such responsibility. According to J. Clifton Williams (2001:415), business must abide by the obligations of his organization to its employees, customers, business associates and the communities in which it does business. Otherwise it will fail to attain its organizational goals. Furthermore, Murray and Montanari (2001) posited that nature of a socially responsible business organization as one which is seen to accomplish “the desired ends of society in terms of moral, economic, legal, ethical and discretionary expectations.” For some writers, however, such a definition would be too broad in that it goes beyond the economic and legal limits which were often held to mark the boundaries of the firm’s responsibility.

Finally, Friedman (2001) claimed that the only social responsibility of a company was to maximize profits and that it had no further obligation to the community, to company employees, or to customers. However, others argued that business decision makers are obliged to take actions that protect and enhance society’s interests. Companies vary in their level of social responsibility, ranging from the lowest level, known as social obligation, to the highest, known as social responsive.

4. THE PERCEIVED LEVEL OF IMPLEMENTATION OF COMMUNITY WELFARE PROGRAMS VIS-À-VIS THEIR PERCEIVED IMPACT ON COMMUNITY ENHANCEMENT

Table 5 shows the relationship between the perceived level of implementation of community welfare programs and their perceived impact on community enhancement in terms of social and economic upliftment as described by a computed correlation coefficient of 0.61 and 0.69 respectively. This signifies that the greater the implementation of community welfare programs by business organizations is, the higher is their impact on community enhancement.

The relationship was significant at the 0.05 significance level. The amount of variations noted in the impact on community enhancement due to implementation of community welfare programs reached 37.21 percent for social upliftment and 47.61 percent for economic upliftment, which was quite large. Hence, the level of implementation is a strong predictor of social and economic upliftment.

TABLE 5: RELATIONSHIP BETWEEN THE PERCEIVED LEVEL OF IMPLEMENTATION OF COMMUNITY WELFARE PROGRAMS AND THEIR PERCEIVED IMPACT ON COMMUNITY ENHANCEMENT

Indicators	Pearson r	t – value	r ² (%)	Interpretation
Community Welfare Programs vs. Social Upliftment	0.61 Moderate	10.21 Reject Ho p < 0.05	37.21 Large	Strong Predictor Significant
Community Welfare Programs vs. Economic Upliftment	0.69 Moderate	12.65 Reject Ho p < 0.05	47.61 Large	Strong Predictor Significant

The findings on the relationship between the perceived level of implementation of community welfare programs and their perceived impact on community enhancement in terms of social and economic upliftment are supported by Roxas (2003), and Boone and Kurtz (2001). The former pointed out that community relations did not only address industrial place, but more importantly, “it was to foster the overall development of the community. In terms of broad goals, the company was in a position to act as catalyst, liaison and development coordinator via the community”.

Boone and Kurtz (2001), on the other hand, affirmed from the historical view that social responsibility performance was usually evaluated by the firm’s contribution to national output and provision of employment opportunities. Items such as weekly wage payments were often used as measures of social performance.

5. CONSTRAINTS ENCOUNTERED IN THE IMPLEMENTATION OF COMMUNITY WELFARE PROGRAMS

As shown in table 6, LIP business organizations “agreed” that they encountered constraints in the implementation of community welfare programs to the community of the respondents of the study as evidenced by the grand mean of 2.840.

TABLE 6: THE CONSTRAINTS BEING ENCOUNTERED IN THE IMPLEMENTATION OF COMMUNITY WELFARE PROGRAMS

Constraints	Weighted Means	Description	Ranking
a. The policies used in the implementation of community welfare programs to the target beneficiaries are poor.	2.960	Agree	2
b. There is lack of proper supervision and monitoring among business organizations when implementing community welfare programs to the target beneficiaries.	2.810	Agree	6
c. The representatives of the implementing organizations do not have ample technical know-how in the conduct of community welfare programs to the target beneficiaries.	2.900	Agree	3
d. There is inadequate experience and expertise in human resource management among the representatives of the implementing business organizations.	2.770	Agree	9
e. There is inappropriate number of representatives from the implementing business organizations to carry out fully the community welfare programs to the target beneficiaries.	2.800	Agree	7.5
f. There are problems in the means of transportation usually encountered by the implementing business organizations when delivering the needed materials to carry through the community welfare programs to the target beneficiaries.	2.680	Agree	10
g. The community welfare programs being conducted by the implementing organizations do not match to the needs or demands of the target beneficiaries.	2.800	Agree	7.5
h. There are not enough funds intended for the conduct of community welfare programs among the implementing business organizations.	2.840	Agree	4
i. There are not enough volunteers to assist the representatives of the implementing business organizations in the conduct of community welfare programs to the target beneficiaries.	2.830	Agree	5
j. There is the big number of community residents in the areas that cannot be hired by business organizations due to global financial crisis leading to retrenchment that most of the corporations are currently experiencing.	3.010	Agree	1
Grand Mean	2.840	Agree	

Numerical Ranges**Descriptions**

3.51- 4.00

Strongly Agree

2.51- 3.50

Agree

1.51- 2.50

Disagree

1.00- 1.50

Strongly Disagree

Constraints are restraining factors that deter the successful implementation of any program. However, these restraints could be converted into facilitating factors to avoid possible problems that disrupt the smooth implementation of the program. Madamba (1999) claimed that corporation has the collective responsibility to its members. Today, societal consensus demands that managers assume responsibilities beyond the profit realm. The socially responsible manager, if he is to survive, must assume a much more significant role, one that is deeply involved in the solution of society's major problems. Since business exists because of an unwritten mandate from society and since society's values are changing and creating new and different expectations from business, business must respond to these changes if it is to keep its mandate in full force.

Noda (1998) reiterated that in a free enterprise, private property system, a corporate executive is an employee of the owners of business. He has direct responsibility to his employers. That responsibility is to conduct the business according to their desires, which generally will be to make as much money as possible while conforming to the basic rules of society. In the conventional wisdom, a socially responsible businessman is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities, government and the nation.

According to Santamaria (2002), in meeting its obligations to the society, business has areas of concern today. First, people are entitled to job opportunities without regard to non-performance related factors as race, religion, color, political beliefs, or sex. Second, they are entitled to salaries equal to those of others doing the same work under the same conditions. The third area of concern is to uplift of the condition of the community where business operates. Business can provide employment to the people in the community. It can also help artistically inclined persons use their talent through art competitions and scholarships.

Finally, according to Donaldson (1989) as cited by Koontz, the most serious barriers to corporate social responsibility are not in the nature of people or business and industry, but are attitudinal. There is therefore a need to change attitude via a change in the culture of an organization.

6. PROPOSED STRATEGIES TO EFFICIENTLY AND EFFECTIVELY MANAGE THE IMPLEMENTATION OF COMMUNITY WELFARE PROGRAMS

Business organizations are conscious of their social responsibilities to the community where they operate. Community welfare programs undertaken by them must therefore be implemented efficiently and effectively to uplift the social and economic conditions of the members of the community. In this regard, this study proposes strategies for efficient and effective management of the implementation of the different community welfare programs. The proposal is presented in table 7.

TABLE 7: PROPOSED STRATEGIES FOR THE IMPLEMENTATION OF COMMUNITY WELFARE PROGRAMS

Community Welfare Programs	Objectives	Strategies
Infrastructure Development Programs	To efficiently and effectively manage the implementation of infrastructure development programs.	a. Clear policies when implementing community welfare programs to the target beneficiaries.
Social Welfare Programs	To efficiently and effectively manage the implementation of social welfare programs.	b. Proper supervision and monitoring of community welfare programs should be strictly done by the implementing business organizations.
Cultural Development Programs	To efficiently and effectively manage the implementation of cultural development programs.	c. Strengthen the technical-know how of the representatives of the implementing organizations before conducting community welfare programs to the target beneficiaries.
Community Economic Programs	To efficiently and effectively manage the implementation of community economic programs.	d. Hone up the human resource management skills of the representatives of the implementing business organizations.
		e. Designate enough number of representatives to carry out fully the community welfare programs to the target beneficiaries.
		f. Upgrade the technology and related equipment used to facilitate well the implementation of the community welfare program to the target beneficiaries.
		g. Identify the needs or demands of the target beneficiaries before implementing the conceptualized community welfare programs so as to avoid the occurrence of undesirable incidents during the implementation.
		h. Allocate enough funds for the realization of the conceptualized community welfare programs of the implementing business organizations.
		i. Encourage more volunteers to be part of the implementation of community welfare programs to the target beneficiaries.
		j. Prioritize community residents when hiring employees to work in various business organizations in the area.

The formulation of the proposed strategies to efficiently and effectively manage the implementation of community welfare programs was supported and strengthened by the concept of corporate social responsibility. Bowen (2006) posited that public responsibility, social obligations and business ethics are synonyms to social responsibility. Social responsibility, then, “refers to the obligation of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of objectives and values of our society.”

Margaret Stroup and Ralph Neubert of Monsanto (2006) believed that the evolution of social responsibility has been from voluntary (“doing good”, at reduced business profits by consuming resources) to mandatory (pressure from stake holders to force certain desired social responses and actions, again at a cost to the business) and to investments in the future (social responsibility becomes an investment that improves the long-term performance of a business). As a result of this evolution, “Corporations are beginning to realize that, for their survival and competitive advantage, they must evolve from doing good to doing better. Only slowly is recognition growing that long-term value to the corporation of conducting its business in a socially responsible manner far outweighs short – term costs.”

Mintzberg (2001) agreed that the issue on corporate social responsibility is not how corporations should respond to social pressures, but what should be their long-term role in the dynamic social systems. In other words, business organizations should take account of the societal demands when formulating their strategies and re-order their priorities as a consequence.

Lydia Sarmiento-Enrile, president of the League of Corporate Foundations (LF) pointed out those community relations, which used to be a peripheral activity of the company, to be a critical business strategy. She said that communities impact greatly on the ability of the business to operate properly. To be the “neighbor of choice”, the LFC president underscored that a company must build a legacy of trust by building positive and sustainable relationship in the community with key individuals, groups and organizations. A company must demonstrate sensitivity to issues and concerns of the community. It must be able to design programs that improve the quality of community life and that promote the company’s long goals and strategies (Membership and Corporate Involvement Unit, PBSP, 2004).

Finally, Mintzberg (2001) argued that social responsibility is manifested in a number of ways: responsibility for its own sake, enlightened self-interest, sound investment theory and the circumvention of outside influence. There is a little evidence to suggest that firms have adopted a strategy of corporate responsibility for its own sake, particularly in the area of environmental impact. However, where it does occur, the basis for this approach entails corporations anticipating and responding to future environmental pressures arising from industrial activities and taking the necessary preventative measures to ensure compliance. While such a socially responsive approach is indeed rare, there are cases of social responsibility which is driven by notions of self-interest (in its various guises), and this is typified by the remaining elements of Mintzberg’s driving forces.

CONCLUSION

This descriptive-correlational study was an attempt to determine the community welfare programs being implemented by select business organizations situated and operated in Laguna International Industrial Park (LIIP) Biñan, Laguna. The business organizations in the export processing area were performing their social responsibility as evidenced by the various community welfare programs implemented in their area of operation. Moreover, the business organizations have implemented various community welfare programs on infrastructure development, social welfare, cultural development, and community economic development. The implementation of the community welfare programs was perceived to have high impact on the social and economic upliftment of the community residents. The greater the level of implementation of community welfare programs is, the higher was their impact on the community enhancement as perceived by the respondents. However, in any endeavor such as the implementation of community welfare programs, constraints were bound to be encountered by the implementers. Strategies, therefore, have been proposed as a response to the constraints encountered in the implementation of the community welfare programs.

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