

Corporate Social Responsibility Initiatives and Employee Organizational Citizenship behavior of the Motorcycle Industry

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ABSTRACT: *The purpose of this study was to evaluate the level of employee awareness and satisfaction with Corporate Social Responsibility (CSR) initiatives of the motorcycle companies in Region 2 and the extent do employees perform Organizational Citizenship Behavior. This study utilized a descriptive correlational approach and used an online modified questionnaire to collect the data from 114 respondents. The study revealed that the respondents were highly aware of and extremely satisfied with the company's CSR initiatives in terms of economic, legal, and ethical CSR. However, the respondents were not entirely satisfied with the head office's charitable initiatives, such as brigade eskwela, bloodletting activities, and charitable donations, nor were they fully informed about them. As a result, their knowledge and satisfaction with philanthropic CSR were restricted to the activities carried out in the branch level. The findings also revealed that the respondents consistently display organizational citizenship, particularly in the areas of conscientiousness and courtesy. On the other hand, the respondents described altruism, civic virtue, and sportsmanship as behaviors they frequently engaged in.*

KEYWORDS: *Awareness, Corporate Social Responsibility, Motorcycle Industry, Organizational Citizenship behavior, Satisfaction*

I. Introduction

Business has historically prioritized growing profits, but as public awareness of social issues has grown and has drawn attention on national and international level, there have been concerns that companies are not acting in accordance with law, moral principles, and environmental considerations (Ali, *et al.*, 2020). To show that firms care about more than just producing money, corporate social responsibility (CSR) was developed (Ali *et al.*, 2020).

To offer organizations social responsibility guidance and aid businesses in their implementation and link them to the broader goal of having sustainable operations the United Nations (UN) created the UN Global Compact in 2008, and the OECD guidelines for multinational corporations and the ISO 26000 signed a memorandum of understanding which is anchored on human rights, labor practices, environmental protection, economic viability, moral business behavior, customer interest, community involvement (ISO 2017, cited by Pascua, 2020).

Currently, there is an expanding body of research on corporate social responsibility (CSR) however, most of these studies are focused on a macro level (Aguinis and Glavas, 2012) and they are largely inconclusive when it comes to what specific CSR domains have a positive and negative impact on employee behavior (Paruzelet *al.*, 2021; Lacapet *al.*, 2021). In the Philippines, the idea of individual giving is not a new concept.

The 2011 Corporate Social Responsibility Act and the Securities and Exchange Commission's guidance, for example, were created to encourage national corporations to participate in and publish their CSR activities (Angoluan & Caballero, 2019). However, CSR is still understudied and needs further enhancement in terms of its impact on society (Pascua, 2020). To the best of the researcher's knowledge, no studies have been done on the motorcycle sector.

Studying employee awareness and satisfaction with the CSR initiatives of the motorcycle industry would be beneficial given the gap and limitations of previous studies and the status of CSR in Region 2. This will serve as a basis for program interventions. Presenting the findings of this study will encourage local governments to strengthen the CSR reporting standards that will lead private companies to engage in or strengthen their CSR activities.

Objectives of the Problem

This study aimed to determine the level of awareness and satisfaction of employees in the presence of Corporate Social Responsibility initiatives in terms of (1) economic responsibility; (2) legal responsibility; (3) ethical responsibility; and (4) philanthropic responsibility, and the extent of performing their Organizational Citizenship Behavior of Altruism, Courtesy, Conscientiousness, Civic Virtue; and Sportsmanship due to the presence of CSR activities.

II. Methodology

A descriptive correlational study design was adopted in this study. Region 2 in the Philippines served as the research site of the study. Using purposive sampling, 114 respondents who worked in the motorcycle industry were chosen to participate in the study. To collect the data, the researcher used an online modified questionnaire which was adopted from the study of Nyurret *et al.* (2021), Lee (2020), and Chen *et al.*, (2019) which was developed by Carroll (1979) and Danesh (2014). The questionnaire was modified to suit the locale and scope of the study and distributed to the respondents. Before the administration and collection, a pre-evaluation was conducted with academic experts to make remarks on the questionnaire's overall quality. To secure the anonymity of the respondents and the confidentiality of the data collected, the researcher furnished a copy of the consent form. To achieve the objective of this study statistical technique were used specifically mean.

III. Results and Discussions

The statistical facts pertaining to the issues raised were presented in this chapter. This section of the study includes the corresponding data analysis and interpretation.

Level of awareness and satisfaction of the employees regarding CSR initiatives

The result on the degree of employee awareness and satisfaction on each of the CSR domains are presented in the corresponding tables.

Table 1: Level of Awareness of the Employees regarding the CSR initiatives of the Motorcycle Industry in terms of Economic Responsibility

ECONOMIC RESPONSIBILITY	Mean	DE
1. The company has been successful at maximizing profits and is committed to generating economic value for its clients, business communities, and society.	3.90	Fully Aware
2. The company tries to lower its operating expenses by streamlining and investing in automated processes	3.89	Fully Aware
3. The company's top management sets long-term strategies	3.85	Fully Aware
4. The company provides "TODA salakay" program and gives special program for tricycle drivers and food riders.	3.91	Fully Aware

5. The company do not practice deceptive, misleading, unconscionable, or fraudulent sales acts and practices.	3.90	Fully Aware
6. The company uses customer satisfaction (CSAT) as an indicator of our business performance.	3.67	Fully Aware
7. The company gives opportunities to utilize employee’s skills and abilities by giving time-off from their job to attend training programs that are conducted outside of the organization	3.27	Aware
8. The company conducts the “MALASAKIT training program” and sales rally training program to provide employees the right working etiquette.	3.74	Fully Aware
GRAND MEAN	3.77	Fully Aware

Legend: 2.50-3.49 = Aware; 3.50-4.00 = Fully Aware

The level of awareness in terms of economic responsibility is presented in Table 1. With a grand mean of 3.77 with a verbal interpretation of fully aware demonstrates that the respondents are fully aware of the economic activities done by their company. It can also be noted as presented in Table 1 that the majority of the items listed in the economic section garnered a verbal interpretation of fully aware which has a mean score ranging from 3.67 to 3.91 except for statement number 7 which states that “giving employees time off to attend a seminar” which has a mean score of 3.27 with a verbal interpretation of aware and also garnered the lowest mean score among the questions listed in the economic responsibility section. On the other hand, description number 4 or “providing a special program to tricycle drivers and food riders” gained the highest mean score of 3.91 which was verbally interpreted as very aware followed by “activities such as maximizing profits and do not practice deceptive, misleading, unconscionable, or fraudulent sales acts and practices.”

Regarding the level of employee awareness of Legal responsibility, table 2 presents the result of the analysis. A grand mean of 3.88 implies that the respondents were extremely aware of the legal responsibility or activities done by their organization. The table also shows that among all the facets of CSR, legal responsibility garnered the highest grand mean. Moreover, it can also be noted that all items that are included in the legal responsibility section obtained a verbal interpretation of fully aware with a mean score ranging from 3.83 to 3.94 signifies that all these activities were observed by the respondents. In a more specific way, item number 1 or “being compliant with legal laws and regulations” obtained the highest mean score which is 3.94 with a verbal interpretation of fully aware.

Table 2: Level of Awareness of the Employees regarding the CSR initiatives of the Motorcycle Industry in terms of Legal Responsibility

LEGAL RESPONSIBILITY	Mean	DE
1. The company complies with all laws and regulations on hiring and employee benefits (Payment of SSS, PhilHealth, 13th-month pay, etc.)	3.94	Fully Aware
2. The company has a program that encourages the diversity of the workforce.	3.88	Fully Aware
3. The company has internal policies that prevent discrimination in employees’ compensation and promotion.	3.83	Fully Aware
4. Our contractual obligations are always honored	3.86	Fully Aware
5. All our products meet legal standards, provide warranties (if applicable) and at reasonable prices based on SRP.	3.91	Fully Aware
6. The company complies with legal regulations completely and promptly	3.89	Fully Aware
7. I am aware that my company always pays its taxes on a regular and continuing basis	3.88	Fully Aware
8. The company respects consumer rights beyond the legal requirement	3.90	Fully Aware
9. The company has no pending case for violation of any trade laws from	3.86	Fully Aware

DTI and other regulatory government offices		
GRAND MEAN	3.88	Fully Aware

Legend: 3.50-4.00 = Fully Aware

The descriptive analysis for ethical responsibility is shown in Table 3.

Table 3: Level of Awareness of the Employees regarding the CSR Initiatives of the Motorcycle Industry in terms of Ethical Responsibility

ETHICAL RESPONSIBILITY	Mean	DE
1. The company has a comprehensive code of conduct.	3.94	Fully Aware
2. The company shows fairness toward co-workers and/or business partners is an integral part of the employee evaluation process.	3.88	Fully Aware
3. The salespersons and employees of the company are required to provide full and accurate information to all customers.	3.91	Fully Aware
4. The company has a confidential procedure in place for employees to report any misconduct at work.	3.86	Fully Aware
5. Top managers monitor the potential negative impact of our activities in our community.	3.58	Fully Aware
6. Each member of the organization follows professional standards and ethical standards.	3.88	Fully Aware
GRAND MEAN	3.84	Fully Aware

Legend: 3.50-4.00 = Fully Aware

With a grand mean of 3.84 with a verbal interpretation of fully aware, the respondents had a strong understanding that their company as well as their employees adheres to ethical standards set forth for the organizations to follow. Ethical responsibility also garnered the second highest grand mean score out of the four domains of corporate social responsibility and all the items that are included in these sections garnered a verbal interpretation of fully aware with a mean score ranging from 3.58 to 3.94. Statement number 1 or “having a comprehensive code of conduct” gained the highest mean score of 3.94 with a verbal interpretation of very aware implies that the respondents are conscious that their organization has a comprehensive code of conduct that must be followed.

The summary of the analysis for awareness of philanthropic responsibility is shown in Table 4. With a grand mean of 3.39 with a verbal interpretation of “aware” signifies that as per the respondents, philanthropic activities done by their company were not entirely sensible. Moreover, it can also be noted that among the domains of corporate social responsibility in terms of awareness, philanthropic responsibility garnered the lowest grand mean score. Specifically, activities that are centered on branch level such as providing work opportunities for Isabelinos, employee bonding activity (EBA), and “OBOK man” program or “one Barangay one key man” program were the top activities that garnered the highest scores among the listed philanthropic activities done by the company. While activities such as making donations to charitable organizations, brigadaeskwela, flexible policies to enable employees to better coordinate work and life among employees, scholarship initiatives, and bloodletting campaigns which are directly related to the company's headquarters gained a qualitative description of “aware”, which means that the respondents are not highly aware of this programs, this is because these are directly formulated and implemented by the head office of the company and employees in branches were not directly associated with this programs. This explains why they garnered the lowest scores among other lines in Philanthropic activities of the company.

Table 4: Level of Awareness of the Employees regarding the CSR initiatives of the Motorcycles Industry in terms of Philanthropic Responsibility

PHILANTHROPIC RESPONSIBILITY	Mean	DE
1. The company tries to contribute toward bettering the local community	3.66	Fully Aware

through its “PARTAKAN” or “drive for a cause” project held every summer (usually March or April)		
2. The company gives adequate contribution to charities and by donating medical supplies to public hospitals during pandemic	3.04	Aware
3. The company supports private and/or public schools through donations drive and Brigada Eskwela	3.00	Aware
4. The company participates in activities that aim to protect and/or improve the quality of natural environment through its “PARTAKAN” which aims to reunite and empower the relation between motorcycle enthusiasts and environmental rivals and tree planting activities held in the 3 rd quarter of the year.	3.60	Fully Aware
5. The company encourages partnership with local businesses through its “OBOK man” program or “one Barangay one key man” and tricycle operators and drivers’ association to ease the process in acquiring motorcycle.	3.90	Fully Aware
6. Flexible policies in my company enable employees to better coordinate work and personal life	2.88	Aware
7. The company supports employees who acquire additional education and give scholarship to deserving students and employees.	2.88	Aware
8. The company has an employee bonding activity (EBA) to foster camaraderie and teamwork among its employees.	3.93	Fully Aware
9. The company conducts bloodletting activities in Metro Manila and Cauayan City Isabela every 3 rd quarter of the year.	3.09	Aware
10. The company provide work opportunities for Isabelinos and prioritize hiring employees in Isabela.	3.96	Fully Aware
GRAND MEAN	3.39	Aware

Legend: 2.50-3.49 = Aware; 3.50-4.00 = Fully Aware

The corresponding tables present in-depth information about respondents' satisfaction levels in each of the CSR domains, which offer a thorough overview of the data gathered.

In terms of employee satisfaction with economic responsibility, a grand mean of 3.51 with a verbal interpretation of very satisfied represents that the activities done by their company were seen by the respondents as satisfactory. In a more specific sense, statement number 5, or item relating to not practicing deceptive, misleading, and unconscionable practice gained the highest mean level of 3.85 with a verbal interpretation of very satisfied. However, statement number 7 “giving employees the opportunity to utilize their skills and giving time-off to attend training programs” garnered the lowest mean score which is 2.52. This depicts that while a good program is evident, it is not very satisfactory in the perception of the respondents. Improvements can be made in the impact, implementation, and how the programs benefit all employees or all stakeholders and not only concentrated on one department.

Table 5: Level of Satisfaction of Employees regarding the CSR initiatives of the Motorcycle Industry in terms of Economic Responsibility

ECONOMIC RESPONSIBILITY	Mean	DE
1. How satisfied are you that the company has been successful at maximizing profits and is committed to generating economic value for its clients, business communities, and society?	3.84	Very Satisfied
2. How satisfied are you that the company tries to lower its operating expenses by streamlining and investing in automated processes?	3.58	Very Satisfied
3. The company’s top management sets long-term strategies	3.66	Very Satisfied

4. How satisfied are you that the company provides “TODA salakay” program and gives special program for tricycle drivers and food riders?	3.81	Very Satisfied
5. How satisfied are you that the company do not practice deceptive, misleading, and unconscionable, fraudulent, misleading sales act and practice?	3.85	Very Satisfied
6. How satisfied are you that the company uses customer satisfaction (CSAT) as an indicator of our business performance?	3.27	Satisfied
7. How satisfied are you that the company gives opportunities to utilize employee’s skills and abilities by giving time-off from their job to attend training programs that are conducted outside of the organization?	2.52	Satisfied
8. How satisfied are you that the company conducts the “MALASAKIT training program” and sales rally training program to provide employees the right working etiquette?	3.53	Very Satisfied
GRAND MEAN	3.51	Very Satisfied

Legend: 2.50-3.49 = Satisfied; 3.50-4.00 = Very Satisfied

With regard to employee satisfaction on legal responsibility, Table 6 shows the result of the analysis carried out. It can be seen that the respondents have a high level of satisfaction with the legal corporate social responsibility of their company, as indicated by the mean scores garnered by all questions which range from 3.79 to 3.94 with a verbal interpretation of very satisfied. With a grand mean of 3.88 with verbal interpretation of very satisfied, legal responsibility ranks as the highest of all the domains of corporate social responsibility with regards to satisfaction. This implies that in the perspective of respondents, the company is adhering promptly to laws, rules, and regulations that encompass the business sector, they promptly give the right benefits to their employees, pay their taxes on a regular basis, and respect the rights of their customers and employees. In a more concise way, the statement “complies with all laws and regulations on hiring and employee benefits (Payment of SSS, Philhealth, 13th month pay, etc.)” was the one that received the highest mean score.

Table 6. Level of Satisfaction of Employees regarding the CSR initiatives of the Motorcycle Industry in terms of Legal Responsibility

LEGAL RESPONSIBILITY	Mean	DE
1. How satisfied are you that the company complies with all laws and regulations on hiring and employee benefits (Payment of SSS, Philhealth, MDF, 13th month pay, etc. to employees)	3.94	Very Satisfied
2. How satisfied are you that the company has a program that encourage the diversity of our work force?	3.86	Very Satisfied
3. How satisfied are you that the company has internal policies that prevent discrimination in employees’ compensation and promotion?	3.79	Very Satisfied
4. How satisfied are you that the company always honor your contractual obligations?	3.84	Very Satisfied
5. How satisfied are you that all the products of the company meet legal standards, provides warranties (if applicable), and at a reasonable prices based on SRP?	3.88	Very Satisfied
6. How satisfied are you that the company complies with legal regulations completely and promptly?	3.89	Very Satisfied
7. How satisfied are you that the company always pays its taxes on a regular and continuing basis?	3.91	Very Satisfied
8. How satisfied are you that the company respects consumer rights beyond the legal requirement?	3.89	Very Satisfied
9. How satisfied are you that the company has no pending case for	3.89	Very Satisfied

violation of any trade laws from DTI and other regulatory government?	3.88	Very Satisfied
GRAND MEAN	3.88	Very Satisfied

Legend: 3.50-4.00 = Very Satisfied

With respect to the satisfaction of employees with ethical responsibility, Table 7 summarizes the result of the descriptive analysis. The result shows that the respondents were satisfied with how the motorcycle industry adheres to the ethical standards specifically on the existence of a comprehensive code of conduct which has a mean score of 3.92 being the highest among the ethical activities listed in the table. This amplifies that the code of conduct in the company does not only exist for the sake of existence rather it is strictly implemented as per the results gained from the respondents. It is also worth noting that although the respondents were satisfied with how the company monitors their negative impact on society it received the lowest satisfaction mean score which is 3.34 which was verbally interpreted as satisfied. This implies that the respondents need more abrupt and intense responses on the side of their company about issues concerning motorcycles.

Table 7. Level of Satisfaction of Employees regarding the CSR initiatives of the Motorcycle Industry in terms of Ethical Responsibility

ETHICAL RESPONSIBILITY	Mean	DE
1. How satisfied are you that the company has a comprehensive code of conduct?	3.92	Very Satisfied
2. How satisfied are you that the company promotes fairness toward co-workers and/or business partners as an integral part of the employee evaluation process?	3.83	Very Satisfied
3. How satisfied are you that the salesperson and employees of the company are required to provide full and accurate information to all customers?	3.87	Very Satisfied
4. How satisfied are you that the company has a confidential procedure in place for employees to report any misconduct at work?	3.78	Very Satisfied
5. How satisfied are you that top managers of the company monitor the potential negative impact of our activities in our community?	3.34	Satisfied
6. How satisfied are you that each member of your organization follows professional and ethical standards?	3.84	Very Satisfied
GRAND MEAN	3.76	Very Satisfied

Legend: 2.50-3.49 = Satisfied; 3.50-4.00 = Very Satisfied

Lastly, the descriptive analysis for philanthropic responsibility that was presented in Table 8 shows that the respondents were not fully contented with philanthropic activities carried out by their company. Most importantly, among the domains of CSR in terms of satisfaction, philanthropic responsibility gained the lowest grand mean score which is 3.07 with a verbal interpretation of satisfied. On a per-item basis, the highest level of satisfaction was achieved by statement number 10 or activities that prioritize Isabelinos in hiring which garnered a mean score of 3.85 with a verbal interpretation of very satisfied. On the other hand, the respondents were dissatisfied with the activities such as enabling employees to better coordinate work and personal life (item number 6) and giving scholarships (item number 7) which was supported by the mean scores of 2.28 and 2.31 with a verbal interpretation of dissatisfied.

Table 8: Level of Satisfaction of Employees regarding the CSR initiatives of the Motorcycle Industry in terms of Philanthropic Responsibility

PHILANTHROPIC RESPONSIBILITY	Mean	DE
1. How satisfied are you that the company tries to contribute toward	3.44	Satisfied

bettering the local community through its “PARTAKAN” or “drive for a cause” project held every summer (usually March or April)?		
2. How satisfied are you that the company gives adequate contributions to charities and by donating medical supplies to public hospitals during the pandemic?	2.52	Satisfied
3. How satisfied are you that the company supports private and/or public schools through donations drive and Brigada Eskwela?	2.52	Satisfied
4. How satisfied are you that the company participates in activities that aim to protect and/or improve the quality of the natural environment through its “PARTAKAN” which aims to reunite and empower the relation between motorcycle enthusiasts and environmental rivals and tree planting activities held in the 3 rd quarter of the year?	3.40	Satisfied
5. How satisfied are you that the company encourages partnership with local businesses through its “OBOK man” program or “one Barangay one key man” and tricycle operators and drivers’ association to ease the process of acquiring motorcycles?	3.76	Very Satisfied
6. How satisfied are you that the company has flexible policies that enable employees to better coordinate work and personal life?	2.28	Dissatisfied
7. How satisfied are you that the company supports employees who acquire additional education and give scholarships to deserving students and employees?	2.31	Dissatisfied
8. How satisfied are you that the company has an employee bonding activity (EBA) to foster camaraderie and teamwork among its employees?	3.72	Very Satisfied
9. How satisfied are you that the company conducts bloodletting activities every 3 rd quarter of the year?	2.92	Satisfied
10. How satisfied are you that the company provides work opportunities for Isabelinos and prioritizes hiring employees in Isabela?	3.85	Very Satisfied
GRAND MEAN	3.07	Satisfied

Legend: 1.50-2.49 = Dissatisfied; 2.50-3.49 = Satisfied; 3.50-4.00 = Very Satisfied

In summary, the result of the analysis in terms of the level of awareness and satisfaction shows that the respondents, or employees of the motorcycle industry were fully aware and very satisfied with the Economic, Legal, and Ethical responsibility of their company. However, the respondents' level of awareness and satisfaction with their company's CSR endeavors were limited to the Philanthropic responsibilities, where their grand mean score was only 3.39 for the level of awareness and 3.07 for the degree of satisfaction which was the lowest score among all the CSR facets with a qualitative description of aware and satisfied. Out of all the CSR domains, Legal Responsibility received the highest grand mean score (3.88) for both awareness and satisfaction, meaning they were fully aware and very satisfied with how their organization adheres to and implements legal laws that govern the corporate world.

The findings simply imply that respondents had a thorough understanding of and high levels of satisfaction with the company's corporate social responsibility (CSR) initiatives, particularly concerning economic, legal, and ethical aspects. Since these actions are prerequisites and are essential for firms to start and maintain operations, positive outcomes are anticipated in these areas. Furthermore, it can also be noted that the motorcycle industry has demonstrated a strong dedication to abiding by the rules that protect their workers' legal rights and the regulations that govern the business industry. Since non-adherence carries consequences, it is natural for businesses to follow and implement these laws. This helps to explain why the outcome has been favorable. Out of all the CSR domains, respondents perceived those charitable endeavors obtained the lowest

mean score for awareness and satisfaction. The findings were elucidated by Pascua (2020) indicating that philanthropic activities were the least viable and least commonly implemented CSR activities of businesses among all the CSR domains. Moreover, findings also showed that other CSR responsibilities (Economic, Legal, and Ethical) were mandated while philanthropic endeavors were voluntary.

Extent of the employees’ Organizational Citizenship Behavior because of the presence of CSR activities

A thorough analysis of the extent to which employees regarded organizational citizenship behavior is shown in Table 9.

Table 9. Extent of the Employees’ Organizational Citizenship Behavior as Perceived by the Respondents

Statements	Mean	DE
2.1 Altruism		
1. I give my time to help colleagues who have work-related problems	3.64	Very Frequently
2. I am willing to take time out of my own busy schedule to help new colleagues	3.24	Frequently
3. I help others who have heavy workloads	3.46	Frequently
4. I help orient new people even though it is not required	3.47	Frequently
GRAND MEAN	3.45	Frequently
2.2 Courtesy		
1. I take steps to try to prevent problems with others	3.56	Very Frequently
2. I act as a peacemaker when others in the company have disagreements	3.59	Very Frequently
3. I am stabilizing influence in the company when dissension occurs	3.57	Very Frequently
4. I touch base with others before initiating actions that might affect them	3.59	Very Frequently
GRAND MEAN	3.58	Very Frequently
2.3 Conscientiousness		
1. I often arrive early and start to work immediately	3.71	Very Frequently
2. I conscientiously follow company regulations and procedures	3.75	Very Frequently
3. I don’t take extra break	3.38	Frequently
GRAND MEAN	3.61	Very Frequently
2.4 Civic Virtue	2.67	Frequently
1. I really feel as if this company’s problems are my own problems	2.30	Rarely
2. I attend functions that are not required but help the company image	2.41	Rarely
3. I attend information session that employee are encourages but not required to attend	2.62	Frequently
4. When working in my organization I attend and actively participate in organizational activities positively	3.33	Frequently
GRAND MEAN	2.67	Frequently
2.5 Sportsmanship		
1. I consume a lot of time complaining about trivial matters	1.41	Never
2. I tend to make mountains out of the molehills	1.36	Never
3. I always focus on what is wrong with my situation rather than positive side of it	1.46	Never
4. I always treat my co-employees with respect and never tease or bully	3.82	Very Frequently
GRAND MEAN	2.01	Frequently

Legend: 1.00-1.49 = Never; 1.50-2.49 = Rarely; 2.50-3.49 = Frequently; 3.50-4.00 = Very Frequently

Based on the analysis of the data gathered in terms of Organizational Citizenship Behavior in the domains of Altruism, the result denotes that the respondents consistently exhibited helping behavior represented

by the grand mean score of 3.45 which is verbally interpreted as “frequently”. Description number 1 or giving time to help colleagues gained the highest mean score which is 3.64 which is verbally interpreted very frequently. Although the mean score of statement number 2 or the willingness of the respondents to take extra time out of their busy schedule just to help their colleagues gained the lowest mean score out of the questions under the altruism section which is 3.24 this can also imply that the respondents were constantly exhibit this behavior.

In terms of courtesy, the grand mean of 3.58 which is verbally interpreted as “very frequently” shows that the respondents were exceeding the minimal requirements in displaying courtesy or giving advance notice and communicating appropriate information. It can also be noted that all the items listed in the courtesy section received a mean score ranging from 3.56 to 3.59 which is verbally interpreted as “very frequently”. Out of all the questions under the courtesy section, statement number 2 (I act as a peacemaker when others in the company have disagreements) and statement number 4 (I touch base with others before initiating actions that might affect them) received the highest mean score of 3.59 which is verbally interpreted as “very frequently”.

The grand mean of 3.61 with a verbal interpretation of “very frequently” shows that respondents efficiently used their time and were going beyond minimum expectations or consistently exhibited conscientiousness. Out of all the items in this section, following company regulations and procedures obtained the highest mean score which is 3.75 with a verbal interpretation of “very frequently”. It can also be noted that conscientiousness garnered the highest grand mean score out of the domain of organizational citizenship behavior.

Although civic virtue or the initiatives of an employee to improve the well-being of the organization are being practiced by the respondents represented by the grand mean score of 2.67 which is verbally interpreted as frequently, two statements obtained a verbal interpretation of rarely which are statement number 1 and statement number 2 which has a mean score of 2.30 and 2.41 respectively, these two statements were also garnered the top lowest mean score among all the questions listed in the organizational citizenship behavior. The reason for this is that, because every organization has a structure with defined key performance areas for each position, employees are prohibited from performing tasks outside of their job descriptions because doing so would violate established organizational rules.

Lastly, sportsmanship, or treating coworkers fairly and with respect, has the lowest overall mean score (2.01) out of all the OCB domains, with a verbal interpretation of frequently. Despite being the lowest, the mean score suggests that the respondents continued to engage in the said behavior. Statement number 1 (I spend a lot of time complaining about little things), statement number 2 (I tend to make mountains out of molehills), and statement number 3 (I always focus on what is wrong with my situation rather than the positive side of it) may also imply that the respondents were not practicing these behaviors represented by the mean scores between 1.36 to 1.41 with a verbal interpretation of never.

In conclusion, the findings demonstrate that motorcycle industry employees consistently exhibit organizational citizenship behavior in all of its manifestations, particularly in the areas of conscientiousness and courtesy. On the other hand, the respondents verbally interpreted altruism, civic virtue, and sportsmanship as behaviors they frequently engaged in. Conscientiousness has the highest mean score followed by courtesy and altruism. Among the domains of Organizational Citizenship Behavior, sportsmanship or treating co-employees with fairness and respect gained the lowest mean score. Although it is the lowest, the mean score also implies that motorcycle industry employees were still performing the said behavior. This is crucial since every job in an organization is related to each other, a delay in one department can also cause a delay in other departments, thus, it is necessary that all employees exhibit organizational citizenship behavior, especially in mentoring newbies and helping them acquire the necessary knowledge for them to carry their task efficiently as noted by Chen *et al.* (2023). He emphasized that employers need to mentor new talent, especially from the millennial age, which values professional development more than earlier generations of workers. They also need to give them real-time feedback and training to help them hone their abilities. Most especially in the motorcycle industry where they are anchored in the service sector where customer pleasure is an indispensable requirement (Yildiz & Amin, 2020), they must treat customers as an asset and provide exceptional and high-quality service (Lacap *et al.* 2021).

Most importantly, exhibiting Organizational Citizenship Behavior will uplift the morale and satisfaction of their employees as demonstrated by the study of Hernandez, et al. (2020) that when their labor and efforts have a positive impact on society, they feel satisfied and accomplished. The respondents also emphasize that they take satisfaction in looking after people in addition to themselves.

IV. Conclusion

In terms of the level of employee awareness and satisfaction with CSR initiatives, the findings demonstrate that the respondents believe their company follows the rules and conventions that control the business environment in a standard and advised way. However, the organization as perceived by the respondents was constrained in its ability to notify and cascade information about its corporate social responsibility (CSR) initiatives to its staff, particularly when it came to head office-initiated activities which had an impact on staff awareness and satisfaction. Moreover, the analysis shows that employees go beyond what is required of them in terms of Organizational Citizenship Behavior. Examples of these behaviors include helping one another and participating in voluntary yet helpful business training. Nonetheless, the respondents felt that they hardly ever engaged in this behavior when it came to the company's issues and going to events that are optional but enhance the company's reputation.

Thus, the following recommendations were identified: the Board of Directors, or the management of the company should conduct a thorough and constant assessment of their CSR endeavors, particularly on their philanthropic activities, since respondents were only satisfied and only fully aware of the branch-based philanthropic activities of their company. A simple way of assessing the effectiveness of their CSR efforts was to compare it with their own corporate values, mission statement, or CSR objectives. Furthermore, the use bottom-up approach in conceptualizing CSR programs and increasing two-way communication is recommended, in this manner, it will create a liberal environment that will help employees express their opinions freely. The use of workshops and training or integrating the CSR topics in new employee onboarding orientation can also be useful in spreading awareness and aligning CSR programs to the needs of its employees. Training will be conducted for the CSR management committee and other CSR-related staff with the goal of equipping the necessary knowledge to analyze and assess current CSR and sustainability strengths, developing a standard CSR report, and realizing the drivers of CSR. Also, a similar study should be conducted by future researchers and should target other industries that have well-established CSR activity.

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