Corporate Social Responsibility, Organizational Culture and Business Ethics in Maritime Industry

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Abstract: This study aims to analyze the corporate social responsibility in relation to organizational culture and business ethics of selected Maritime Industry companies operating in region 4 that can be used to come up with corporate responsibility reinforcement model. Specifically, it aimed to determine the demographic profile of the respondents in terms of size of the company, number of years in operations, age of the respondents, sex, marital status, education, number of years in present organization, total number of years of work experience in maritime industry; determine the corporate social responsibility practices of the shipping companies in terms of stakeholder's value, implementation focus, describe the organizational culture in terms of ability utilization, growth and innovation, helping behavior, personalized relationship and bureaucracy and shared outlook; investigate on the business ethics employed by the companies in terms of attitude and practices; test the significant difference on responses when grouped according to demographic profile; test the significant relationship of corporate social responsibility practices to organizational culture and business ethics, and come up with a model that can be used in Maritime Industry to reinforce its corporate social responsibility practices.

It used descriptive method of research. This study revealed that the respondents have high regard of agreement on the corporate social responsibility in terms of stakeholder's value and implementation focus. In terms of organizational culture, the respondents have high regard also in all its dimensions such ability utilization, bureaucracy and shared value, personalized relationship, growth and innovation. As to business ethics, the respondent agrees on all the values and practices in their respective companies. Significant difference exists on the organizational culture in terms of helping behavior and personalized relationship and business ethics in terms of attitude and practices among male. There is significant difference exist on CSR particularly stakeholder value and implementation structure in terms of educational background especially those with master's degree, the same with organizational culture and business ethics. Significant difference exists on CSR in terms of stakeholder value and implementation structure when grouped according to monthly income especially those receiving P30,000 monthly income. There is highly significant relationship between CSR practices in terms of stakeholder value and implementation structure, organizational culture and business ethics. Predictors of CSR practices among shipping companies is determined by growth and innovation, helping behavior and bureaucracy and shared outlook, stakeholder value and attitude and behavior from business ethics.

Keywords – Corporate social responsibility, Business Ethics, Organizational Culture

INTRODUCTION

The maritime industry, by its very nature, is the most globalized and highly regulated industry of all. It is also one of the few business segments where reporting on Corporate Social Responsibility, has been significantly absent [1]. As a result, it is not surprising to find executive officer, middle and junior staffs of big companies in the shipping industry who do not know the social responsibility status of his/her company, and are thus unaware of its impact to the company [2]. This happens despite the fact that when it is compared to land-based industries, the shipping industry has a long list of stakeholders in its supply chain. Thus, this creates many difficulties for the shipping industry when attempting to satisfy the demands of all its stakeholders.

In the Philippine maritime industry, it has broad range of subsectors that require the integration of their corporate social responsibility (CSR) activities to ensure that they adhere to applicable laws, international conventions and standards. The Maritime Industry Authority (MARINA), is tasked to regulate and supervise the maritime industry's major sectors, and has to ensure the implementation of policies, codes, international standards and obligations among these sectors that include shipping lines, shipbuilding and ship repair, marine manpower management, and fishing. This comes out of the need to conform to good governance practices, uphold the rights and promote the welfare of maritime employees and workers, and contribute to the preservation and protection of the environment. CSR should be adopted by businesses, maritime-oriented or not. Once they do, their operators would show that they're not only profit-oriented, but also striving to achieve the "triple bottom line"—attaining financial sustainability, meeting social goals, and promoting ecological preservation and environmental sustainability.

However, though the thrust of CSR is for the benefit of its stakeholders, there are companies that "window dress" their activities and yet such actions resulted reputational risk which diminishes the value of a company and may put it in a bad light, which would then cause damage and unnecessary costs, lose the confidence of their clients and other stakeholders, including their employees.

As concerns about the broad impacts of business on society has increased, there has been discovery in the Corporate Social Responsibility practices in relation to social, environmental, cultural and ethical practices. It is believed that organizational culture influences the degree that a firm considers itself to be corporate social responsibility oriented. If the shared values and beliefs of the employees of the organization are orientated in such a way as to act and behave morally, as well as to consider the ethical demands of its stakeholders, then a firm should be better able to develop and implement socially responsible policies and philosophies [3].

Today the business success depends not only on quality or price or convenience alone but also other variables like ethical business practices, strong organizational culture, community engagement, the environmental concern and so on. Companies must also measure the broader impact of business on society and on the key stakeholders. Following the corporate social responsibility is not a statutory obligation to comply with legislation but seeing the organizations voluntarily taking steps to improve the quality of life for the local community and society at large.

Hence, no organization can achieve long-term success without fulfilling the responsibility towards the society. This means that companies do not function in isolation in the society around them. The literature review reveals that corporates are expected to operate in the interest of society and have a sense of obligation towards it to solve the problems they have caused. The organization should hold ethical standards and practice a strong organizational culture and social responsibility for the sustainability and success of the business. There is an obligation and responsibility from the part of the corporate to take action that protects and improves the welfare of the society as a whole along with their interest and culture of the organization.

The foregoing statement inspired the researcher who is currently working in government agency that supervises the maritime industry and who encounters such problems arising from shipping companies. It is her intention to have deeper understanding on the practices being done by shipping companies to see if the shipping industry's CSR requirements with regard to seafarers' welfare are met and how maritime security initiatives give seafarers a difficult time. As such rumor says that CSR schemes of many shipping companies are merely window-dressing. Seafarers, as a major stakeholder and an important working part of the shipping industry, are exposed to unnecessary risks and extra work for shareholders' financial benefit.

OBJECTIVES OF THE STUDY

This study aims to analyze the corporate social responsibility in relation to organizational culture and

business ethics of selected Maritime Industry companies operating in Region 4 that can be used to come up with corporate responsibility reinforcement model.

Specifically, it aimed to determine the demographic profile of the respondents in terms of size of the company, number of years in operations, age of the respondents, sex, marital status, education, number of years in present organization, total number of years of work experience in maritime industry; determine the corporate social responsibility practices of the shipping companies in terms of stakeholder's value, implementation focus; describe the organizational culture in terms of ability utilization, growth and innovation, helping behaviour and bureaucracy and shared outlook; investigate on the business ethics employed by the companies in terms of attitude and practices; test the significant difference on responses when grouped according to demographic profile; test the significant relationship of corporate social responsibility practices to organizational culture and business ethics, and come up with a model that can be used in maritime industry to reinforce its corporate social responsibility practices.

MATERIALS AND METHODS

Research Design

This study will employ a mixed method of research which combined both quantitative and qualitative research designs. The quantitative research design involved the application of descriptive-comparative methods while the main variable of the study was characterized by a descriptive approach to the research. Descriptive type was a scientific method that involves observing and describing the behavior of a subject without influencing it in any way. This study will also use correlational design to find the differences and relationships between and among variables of the study. Qualitative design was used to validate the responses of the participants.

Participants

The participants of the study are those employed in shipping companies operating in Region 4, which vessels are registered in MARINA Batangas namely: Montenegro Shipping Lines, Inc., Starlite Ferries, Inc., Navios Navigation, Inc., Starhorse Shipping Lines, Inc., and Kalayaan Shipping Lines. There were 1599 total population with computed sample size of 323. Raosoft Sample Size Calculator was used in determining the

sample size with 95% confidence level and 5% margin of error. There is 100% retrieval of the questionnaire.

The researcher used purposive sampling technique in data collection. The questionnaires were administered to those employees (officers and non-officers) who had a minimum of one year work experience in the company. This is done to avoid new employees who had no sufficient information about the organizational culture of the company.

Instrument

The questionnaire is the main data gathering tool used in the study. The researcher adopted questionnaires composed of 4 parts as follows: Part 1 is about the demographic variables of the respondents which composed of age, sex, marital status, educational background, number of years in present company, number of years in shipping company, position, and monthly income. Part 2 is about corporate social responsibility using share value and implementation focus as its dimensions.

This was adopted from Corporate Social responsibility by Lina Jane (2010) with minor modifications. Part 3 is about Organization Culture which used the following dimensions: ability utilization, growth, and innovation, helping behavior, and beau racy and shared outlook. It used the Organizational Culture Scale by Priya Nair and C.N. Daftuar adapted and standardized by Sabapathy [4]. Part 4 is about Business Ethics which uses attitude and practices as its dimensions. the Business Ethics Scale by Kamashi [5]. A reliability test was conducted to test its reliability based on the current situation with the following results.

Indicators	Cronbach Alpha	Remarks
Stakeholder Value	0.899	Good
Implementation Structure	0.949	Excellent
Ability Utilization	0.895	Good
Growth and Innovation	0.926	Excellent
Helping Behavior	0.951	Excellent
Bureaucracy & Shared Outlook	0.930	Excellent
ATTITUDE	0.903	Excellent
PRACTICES	0.808	Good

George and Mallery (2003) provide the following rules of thumb:
"_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable"

Data Analysis

The data collected were computed, classified, tabulated, analyzed, and interpreted. The following statistical techniques were used to analyze and interpret

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the tabulated data like mean percentage, standard deviation, F test, z test, chi-square test, correlation analysis, regression analysis, and one-way ANOVA. Frequency and percentage were used to work out for all the profile variables of the respondents from the companies.

Mean and standard deviation was used for dimension wise and overall, for the variables of corporate social responsibility, organizational culture, and business ethics. Correlation was used to measure the relationship between two variables considering corporate social responsibility, organizational culture, and business ethics between the companies. o measures the extent of contribution of independent variables (organizational culture and business ethics) with the dependent variable corporate social responsibility.

The z test was employed to measure the mean performance or response between the companies with respect to socio demographic variables. Oneway ANOVA using F-test administered to know the statistical significance on the response between companies based on the dimensions of corporate social responsibility, organizational culture, and business ethics.

Ethical Considerations

In the conduct of the study, the researcher took into consideration the number of ethical measures. First is the compliance with the instructions given by his institution through his Dissertation Writing adviser and the Dean of the Graduate School. The company manager or his authorized representatives will be asked for approval and kept informed of the purpose of the study. More so, in the conduct of the survey, the personal welfare and interests of participants who are all professionals will be protected. This is secured through the research's participants' consent for their involvement in the study. The information about the participants remained anonymous and confidential.

RESULTS AND DISCUSSION

Table 1 presents the profile variable of the respondents as to age, sex, marital status, educational background, number of years in present company, number of years in shipping company, position and monthly income.

As to age, it can be seen in the table that the majority of the respondent's seaman is below 25 years of age, representing 44.90%, these group of employees can be said are those who are new in this field of industry, they are fresh graduates and mostly first-time workers.

Table 1
Demographic Profile of the Respondents

Profile	Category	f	%
Age	<25	145	44.9
	26-35	106	32.8
	36-45	46	14.2
	46-60	26	8.0
Sex	Male	221	68.4
	Female	102	31.6
Civil Status	Single	201	62.2
	Married	122	37.8
Educational Background	Undergrad	29	9.0
	College	266	82.4
	Master	18	5.6
	Basic Seamanship	10	3.1
No. of years in present company	1-3	157	48.6
	4-6	92	28.5
	7-10	39	12.1
	>10	35	10.8
Year of Experience	1-3	146	45.2
	4-6	83	25.7
	7-10	44	13.6
	>10	50	15.5
Monthly Income	<20k	202	62.5
	20-30k	99	30.7
	30,001-40k	22	6.8
Position	Officer	106	32.8
	Non-Officer	217	67.2

This is followed by those belonging to 26 to 36 years old who can still be considered are young however may have longer period of work experience. Next in the rank are those belonging to 36 to 45 years old representing 14.2%. This group relatively few because as these seamen earned experience they become interested to work in international vessels or chose to work abroad. The last in the group are those belonging to 46 to 60 years old or around 8%. They are the old group of individuals who prefer to stay in local companies instead of working in international vessels.

As to sex, majority of those who are working in maritime industry are male which represents 68.4% or 221 respondents. The prime reason here is that, this type of work is really for men, however, because of equal opportunities given to women to work abroad, the industry has been open to these new changes. Now both men and women are given opportunity to be in maritime industry. In this study, 31.6% represents the women

group which is closely equivalent to 1/3 of the workforce.

As to civil status, majority of the respondents are single which represents, 62.2%, the primary reason here has relation to the age of the respondents, relatively more percentage belong to young age, thus marrying is not yet their priority. They are still on the stage of establishing themselves, to earn and to save in preparation of getting married and having a family in the future. However, 122 or 37.8% represents married employees, this can be said as those respondents who are in ages 26 to 36 which really the marrying age.

As to educational background, majority of the respondents are college graduate representing 82.4% as it is the major requirements in getting a job. A graduate of baccalaureate can be considered of good opportunity to have job than those who are under graduate. This group is followed by 9.0% who are undergraduate from college. If it will be evaluated, this percentage is really very far from the college graduate rating. To be promoted in the position continuous learning is necessary, this to be updated on the current trends and training for higher position level such as supervisory and managerial positions. At the least, are those who took Basic Seamanship, which represents 10 respondents or 3.1%. this course is given as a training course to equip the candidates on the basic requirements for being a seafarer. Those who acquired this, or using this as their qualifications may be attributed to those who old and this course is gate pass to be employed in shipping companies.

As to the number of years in the present company, majority are those that are about 1-3 years, again these can be referred to those employees who are still young and this is their first job, can be newly graduate who are yet earning experiences in preparation to international employment. This group is followed by those belonging to 4to 6 years old, also in relation to its age, they are those who are enjoying their work in the local employment, then next are those belonging to 7 to 10 years old representing 12.1%. and the last group are those that are more than 10 years in work which represents 10.8%, this can be as these seafarers that no longer planned to join abroad for better employment. They are already enjoying on the current employment they have and those who are satisfied with their work and compensation.

As to years of experience of being a seafarer, majority of the respondents just have 1 to 3 years of experience. This result is consistent as to their number of years in the current company and other dimensions like and their age. This group of respondents represents 45.2% which is close to half of the respondents and probably the whole work.

As to monthly income, mostly are receiving less than P20,000 pesos and 62.50% are claiming on this. It can be computed only as minimum wage earners. It is followed by P20-30K salary which is received by 30.70% of the respondents, this can be attributed to those who are already old in the company. There are also those who are receiving around P30 -40k monthly income. It can be said that they are those group who are officers of the company or having the rank of 3rd and 2nd Mate, Chief Mate of Captain for those who in the deck and 3rd and 2nd Engineer and Chief Engineer in the case of those who are working in the engine side of the vessel.

Finally, as to position, majority are non-officer which constitute 67.2% of the respondents, this mix is just true because in every organization, a greater number of the work force are those who are in staff or non-officer level. As the Officer is the one who supervises already people in the work, it is just proper that more employees are staff and less in the number of officers that mainly in-charged in supervision and managerial functions. This number of participants is deemed good as there is wide range in the validation of the understanding between offices and non-officers employees of the company. This validated where it says that the observed differences in perceptions amongst the different ranks or position using logistic regression showed that the greatest differences in perception as to whether a type of incident was likely (i.e. posed a 'low/medium/ high' risk) were between ratings and all other ranks. In general, ratings and junior officers had similar perceptions of the likelihood of incidents occurring, holding different views in relation to managers and senior officer.

This table 2 presents the summary of dimensions used in the Corporate Social Responsibility practices of the maritime industry under study. It can be seen here that the weighted mean of the two indicators have almost equal responses from the participants of the study. It can be seen here also that there are only two indicators used as the maritime industry see itself to be exempted from doing this based on the old understanding that their operations are fully governed already with laws and policies covering the protection of their employees. There are trainings conducted before a particular seaman can join the vessel. The license is being regulated by Maritime Industry Administration

Table 2
CSR Practices in Maritime Industry

Dimension	WM	SD	VI	Rank
1. Stakeholders Value	3.30	0.48	A	2
2. Implementation Structure and Focus	3.31	0.50	A	1
Composite Mean	**3.31**	**0.49**		

Scale: 1.00-1.49: Strongly Disagree (SD); 1.50-2.49: Disagree (D); 2.50-3.49: Agree (A); 3.50-4.00: Strongly Agree (SA)

The maritime industry now is becoming enlightened and now gives interest on this as they found out that CSR can still help their operations as the reputation of the company or organization increases, since the major portion of employers in shipping are seafarers, they become more loyal to the company and get back to the company after finishing the contract. Also better working environment to shore and sea-based association improves work efficiency of the whole organization, it will save the future of humankind as to environmental protection and more importantly the reputational risk of organization increases which in turn provides a clear strategy to perform business activities in ethical manners.

Table 3
Organizational Culture in Maritime Industry

Dimensions	WM	SD	VI	Rank
1. Ability Utilization	3.43	0.45	A	1
2. Growth and Innovation	3.36	0.46	A	3
3. Helping Behavior	3.34	0.51	A	4
4. Bureaucracy and Shared Outlook	3.38	0.50	A	2
Composite Mean	3.38	0.48	A	

Scale: 1.00-1.49: Strongly Disagree (SD); 1.50-2.49: Disagree (D); 2.50-3.49: Agree (A); 3.50-4.00: Strongly Agree (SA)

Table 3 presents the summary of the organizational culture in the Maritime Industry. It can be seen here that there are four dimensions used particularly ability utilization which ranked 1st from all the dimensions which means that the respondents believed that among its indicators it was shown by the companies that priority focus is on it. It is followed by bureaucracy and shared outlook, then growth and innovation, which means that the maritime company now has the shift in their paradigm and imbeds the culture of innovation.

According to Lyndon [6], although very accustomed to its traditional practices, the shipping industry is now entering a new era with digital innovations has researched and discovered the latest digital trends of the maritime industry providing an update in this evolving business sector. The last is the helping behavior which ranked 4th among the dimensions. In here leaders act with the express intent of helping other people wherein good works manifest themselves as pro social behaviors intended to benefit another or others.

Table 4
Business Ethics Practices in Maritime Industry

Dimensions	WM	SD	VI	Rank
1. Attitude	3.43	0.44	A	1
2. Practices	3.23	0.51	A	2
Composite Mean	3.33	0.48	A	

Scale: 1.00-1.49: Strongly Disagree (SD); 1.50-2.49: Disagree (D); 2.50-3.49: Agree (A); 3.50-4.00: Strongly Agree (SA)

Table 4 presents the summary of Business Ethics practices in Maritime industry, as can be seen there are two dimensions included particularly attitude and practices, where the respondents demonstrate moderate level of agreement. Attitude in business ethics can be attributed in questioning decisions, being respectful of the views of others, and doing no harm to others. On the other hand, Ethical practice is about building trust by role-modelling ethical behaviour and applying principles and values consistently in decision-making. Ethical practice is about building trust by role-modelling ethical behaviour and applying principles and values consistently in decision-making.

Table 5
Relationship of CSR Practices with Organizational Culture and Business Ethics

	CSR Practices			
	Stakeholder Value		Implementation Structure	
Organizational Culture	r-value	p-value	r-value	p-value
Ability Utilization	.663(**)	.000	.723(**)	.000
Growth and Innovation	.710(**)	.000	.815(**)	.000
Helping behavior	.700(**)	.000	.812(**)	.000
Bureaucracy and Shared Outlook	.664(**)	.000	.725(**)	.000
Business Ethics				
Attitude	.702(**)	.000	.740(**)	.000
Practices	.615(**)	.000	.639(**)	.000

*Significant at $p<0.05$; **Significant at $p<.01$*

Table 5 presents the Relationship of CSR Practices with Organizational Culture and Business Ethic. It can be seen from the table that there is highly significant positive relationship exists between the CSR Practices in terms of Stakeholder value and implementation structure and the organizational culture and business ethics as denoted by the computed p-values of less than 0.01 alpha level. Results showed that those respondents with high level of assessment on the CSR Practices of shipping companies are also those respondents with high level of assessment on the organizational culture and business ethics.

Table 6

Model Summary for the Predictor of CSR Practices of Maritime Industry

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810(a)	.656	.655	.26978
2	.843(b)	.710	.708	.24824
3	.852(c)	.725	.723	.24200
4	.857(d)	.734	.731	.23845
5	.859(e)	.737	.733	.23731

a Predictors: (Constant), GIave
b Predictors: (Constant), GIave, Aave
c Predictors: (Constant), GIave, Aave, HBave
d Predictors: (Constant), GIave, Aave, HBave, BSave
e Predictors: (Constant), GIave, Aave, HBave, BSave, Pave

Table 6 presents the Model Summary for the Predictor of CSR Practices of Shipping companies. It can be seen here that Model 5 shows the best model fit for the CSR Practices of Maritime Industry as denoted by the computed r-value of 0.8590(e) which is considered very high positive correlation with computed r-square of 0..737 which means that the CSR Practices can be explained by the 73.7 percent combined scores of growth and innovation, helping behavior, and Bureaucracy and Shared Outlook from the stakeholder value as well as the Attitude and Behavior from Business Ethics

Based on the results of the study, in terms of corporate social responsibility practices composing of stakeholder's value and implementation structure, it is the stakeholders' value that can be used as basis on the reinforcement of the current practices done. As to organizational culture, there are three (3) dimensions that will be used as basis such as growth and innovation, helping behavior and bureaucracy and shared outlook. And finally, concerning Business ethics, both dimensions such as attitude and practices will be used as basis in the reinforcement of the corporate social responsibility particularly in maritime industry.

Fig.1 *Proposed Model for Corporate Social Responsibility Reinforcement in Maritime Industry*

Proposed Model for Corporate Social Responsibility Reinforcement for Maritime Industry
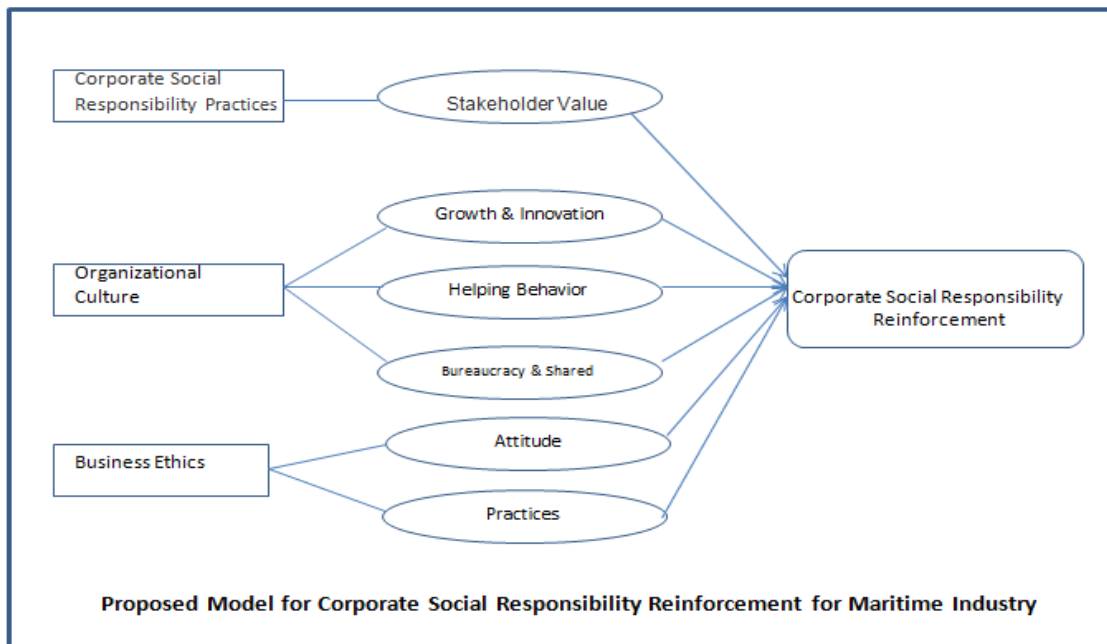
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Figure 1 presents the proposed model for Corporate Social Responsibility Reinforcement in Maritime Industry. Using the model summary of predictors, it was able to identify the dimension that forecasts the components of corporate social responsibility reinforcement that may be adopted by the maritime industry.

As seen in the figure 1, there are three variables used particularly the corporates social responsibility, organizational culture, and business ethics. A line from corporate social responsibility practices gives emphasis on stakeholder value as an indicator to be used in the reinforcement. This affirms that business corporations are "morally" responsible to look after the concerns of a larger group of stakeholders, which could include owners, customers, vendors, employees, and community rather than its stockholders [7].

The second box represents organizational culture with lines going to the three dimensions particularly growth and innovation, helping behavior and bureaucracy and shared outlook. The arrows from the constructs signify the influence of organizational culture on the adoption of CSR practices.

The third box represents the business ethics. The line going to attitude, and practices means that those are the two dimensions that are identified as predictors in reinforcement process guide behavior. The arrow from these constructs going to reinforcement shows its influence on corporate social responsibility. This shows relation of business ethics to CSR, it is not just social obligations, but also, it has obligations to employees, customers, suppliers and competitors or the so-called stakeholders. In the study conducted by Adda [8] it showed that business ethics and social responsibility are important for organizational growth and success. The rectangular box then represents the relationships of the three variables, showing that business ethics and organizational culture has the moderating effects to corporate social responsibility. Hence in the study of Borbon [9] it was stated that commitment is crucial to any business, Corporate Social Responsibility is also essential because it is the heart and soul and is an important standard of modern corporations. Hence it is essential for CSR to be the foundation of the industry which shall be as strong as rock, making it as everyone's commitment to strive continuously and it shall be demonstrated from the top management creates power to lead the people in developing the sense of social responsibility [10].

CONCLUSION AND RECOMMENDATION

Based on the findings of most of the respondents in maritime industry are in aged below 25 years old, male, college graduate, with the number of years in present company for 1 to 3 years, also 1 to 3 years of experience, with the monthly income of less than Php 20K with the position of non-officer. The respondents agree on the corporate social responsibility in terms of stakeholder's value and implementation focus. In terms of organizational culture, agree also in all its dimensions such ability utilization, personalized relationship, growth and innovation and beau racy and shared value has the highest mean score. As to business ethics, the respondents agree on all the values and practices in their respective companies, and strongly agrees that moral values are the foundation of success and has long term vision. Significant difference exists on the organizational culture in terms of helping behavior and personalized relationship and business ethics in terms of attitude and practices among male. There is significant difference exist on CSR particularly stakeholder value and implementation structure in terms of educational background especially those with master's degree, the same with organizational culture and business ethics. Significant difference exists on CSR in terms of stakeholder value and implementation structure when grouped according to monthly income especially those receiving P30,000 monthly income. There is highly significant relationship between CSR practices in terms of stakeholder value and implementation structure, organizational culture, and business ethics. Predictors of CSR practices among shipping companies is determined by growth and innovation, helping behavior and bureaucracy and shared outlook, stakeholder value and attitude and behavior from business ethics which served as basis for proposed Model for Corporate Social Responsibility Practices in Maritime Companies.

The researchers recommend that the shipping companies may consider enrichments of sports activities among employees when on board and engaged more in doing technical and scientific researches in improving the implementation of their CSR activities. The company may consider provision on employee potential development like rich job experience, best idea solicitation and employee hour to establish relation with one another. The proposed model may be considered in reinforcing the corporate social responsibility practices. To expand the CSR literature, future research on CSR may look at the effects of different types and sizes of organizations in future studies

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