



Assessment of Social Responsibilities of the Brown Group of Companies: A Review of Related Literature

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Abstract:

Social responsibility is viewed by the Brown Group of Companies as an obligation of the organization's management towards the welfare and interests not only of the people directly involved in its economic operations but to the community in which it operates. As such, the Brown Group of Companies believe that social responsibility is an integral part of its business operations and will strive to produce an overall positive impact to the society as a whole. Its social responsibilities are somewhat integrated with its business operations and promote active compliance with the laws operating in the locale, ethical standards, and international norms. Some of its Corporate Social Responsibility activities are not directly incorporated in its business operations such as the Campaign for Character Education Tenacity (CaChet) but the management strongly believed that the leadership and decision-making program for the youth and educators will help revive the high moral and cultural values of the Filipino people. In the conduct of the assessment of the Social Responsibilities of the Brown Group of Companies, this review of related literature aims to present various literature and studies that will help the researcher analyze the problem and its variables.

Index Terms: Assessment, Brown Group of Companies, Corporate Social Responsibility, Social responsibility.

I. INTRODUCTION

The Brown Group of Companies is composed of corporations with major interests in the manufacture and/or distribution of wide array of consumer products, property development, restaurants, agri-business and investments in listed companies in the Philippines. It is committed to the responsible and creative utilization and management of resources for the development of products, services and properties that contribute to the common good. The researcher was led to investigate the problem to assess the effectiveness of the corporate social responsibilities being implemented by the Brown Group of Companies. The result of my study will be used as a basis to decide whether to continue or not such practices and activities and to improve said practices and activities to fully utilize the expected benefits for the current and targeted beneficiaries.

II. REVIEW OF LITERATURE

History of Corporate Social Responsibility in the Global Setting

As discussed by Latapi Agudelo et al (2019) in A Literature Review of the History and Evolution of Corporate Social Responsibility, it stated that the development of the understanding of Corporate Social Responsibility as a concept is long and varied and can be traced as far back to the 1930's when the debate around social responsibilities of the private sector begun. However, it was in the 1950's when Bowen (1953) defined what those responsibilities were by explaining that the social responsibility of business executives was to make decisions according to the values of society and provide what was perhaps the first academic

definition of CSR. During the 1960's, the academic literature brought forward a new understanding of the concept in which it acknowledged the relevance of the relationship between corporations and society (see: Davis 1960; Frederick 1960; Walton 1967), yet this perspective remained limited to concerns of employee satisfaction, management and the social welfare of the community and focused mainly on the generation of economic profit. The 1970's were influenced by the social momentum of the time in which there was a growing sense of awareness with regards to the environment and human and labor rights which led to higher social expectations of company behavior. The first unified definition of CSR was presented in 1979 by Carroll (1979), who placed a specific responsibilities and expectations (economic, legal, ethical and discretionary) upon corporations and who understood the economic and social objectives of firms as an integral part of a business framework and not as incompatible aspects. This gave way to the debate around the operationalization of CSR during the 1980's and into the early 1990's which brought forward a new understanding of the concept as a decision making process (see: Jones 1980) and was accompanied by the proposal of models and frameworks for its implementation (see Cochran and Wood 1985; Strand 1983; Tuzzolino and Armandi 1981) In 1991, Carroll (1991) presented the "Pyramid of Corporate Social Responsibility" to represent what he defined as the four main responsibilities of any company: 1.) the economic responsibilities which are the basic ground for the other levels of the pyramid; 2.) the legal responsibilities of the firm; 3.) the ethical responsibilities that shape the company's behavior beyond the law-abiding duties, and; 4.) the philanthropic responsibilities of the

corporation with regards to its contribution to improve the quality of life of the society. It was also during this period when the adoption of international agreements on sustainable development reflected a growing sense of awareness with respect to the impact of corporate behavior on the environment. This represented a change in the understanding of CSR and as a result, international organizations and companies alike saw CSR as a way to balance the challenges and opportunities of the time and its institutionalization begun spreading globally. In 1996, Burke and Logsdon (1996) argued that the strategic use of CSR can result in identifiable and measurable value creation in the form of economic benefits for the firm and presented an innovative perspective that gave way to the debate around the strategic implementation of CSR during the late 1990's. It was also during this period that alternative subjects gained attention such as stakeholder theory, corporate social performance, and corporate citizenship, and even when they were consistent with the prevailing CSR understanding, their use created an uncertainty with regards to the definition and unclear boundaries (as explained by Lantos 2001). In the Year 2000, the adoption of the Millennium Development Goals (MDG) and the creation of the United Nations Global Compact(UNGC) gave a new dimension to the understanding of social responsibility in which broader responsibilities were placed on corporations mainly in terms of human and labor rights, environment, anti-corruption and sustainable development, As a result, international institutions saw in CSR, a pathway for addressing the new corporate challenges, which translated into a wider recognition of the concept during the first decade of the twenty-first century. The definitions of CSR of the 2000's reflected the belief that corporations had a new role in society in which they need to be responsive to social expectations and should be motivated by the search for sustainability which meant they would have to make strategic decisions to do so (see: Husted and Allen 2007; Porter and Kramer 2006; Werther and Chandler 2005). This opened the discussion around the benefits of strategic CSR and by the early 2010's it was believed that companies can generate shared value while improving the firm's competitiveness through a holistic implementation of CSR. In the decade of 2010's, the Paris Agreement and the Sustainable Development Goals adopted in 2015, reflected a new social contract in which corporations are expected to play a relevant role in the global efforts to achieve the Sustainable Development Goals. Since then, the literature around CSR has focused on its implementation and its impact on specific areas of performance which can be linked to a certain extent to the Sustainable Development Goals while the understanding of CSR has remained centered on its potential to generate shared value.

Corporate Social Responsibility Evolution in the Philippines

Calingo and Delos Reyes (2011, 48-52) distinguish three major periods in the evolution of CSR in the Philippines: unorganized CSR (from 1960s to 1970s), organized philanthropy (from 1980s to 1990s) and organized movement (from 2000 until present). "Unorganized CSR "(1960s to 1970s), during this period, the Philippines were still under the effects of US colonization and the business sector was mainly involved in charity and donations. Marcos administration was characterized by severe economic crisis and the declaration of the Martial Law in 1972.

In this context of political turmoil and societal disorder, the survival of the business itself was threatened. As a result, business associations and organizations decided to coordinate and share their efforts through CSR programs. In 1971 they organized Philippine Business for Social Progress (PBSP), comprised of companies such as San Miguel Corporation, Shell Companies in the Philippines, United Laboratories, SGV and Company, Soriano Group and others. It was a period marked by restrictions and lack of know-how but the CSR managed to evolve. Other non-profit organizations that took birth during this period are the Association of Foundations (1971) and the Bishops-Businessmen's Conference (1972). During the period of "organized philanthropy" (1980s to 1990s) the Filipino government adopted many policies of deregulation, decentralization and liberalization which increased the foreign investment and influenced the existing private sector. The number of foundations started to increase, favoured by the new democratic system: SM Foundation (1983), Coca-Cola Foundation Philippines (1986), Roxas Foundation (1987), Sarmiento Foundation (1988) etc. Other companies chose to implement their CSR programs through Community Relations or human resources departments. In the 1990s, PBSP aimed to create a more organized CSR strategy and developed Area Resource Management (ARM). ARM focused on providing capacity building and facilitated the connection with other partners among the NGOs or the private sector. Investment in CSR tends to become strategic and strengthens the relations between the participants. In the third stage, the "organized movement" started around the year 2000 and continues until present. It was greatly influenced by globalization and by the flourishing of CSR worldwide. The notion of "shared value" (Porter and Kramer 2006, 1-14) became very popular in the field of CSR. Porter and Kramer explain "shared value "by pointing out that the competitiveness of the company and the health of the community are interdependent. The League of Corporate Foundation endorsed this movement in the Philippines by getting involved in educational projects and other collaborative initiatives performed through their committees on Arts & Culture, Education, Enterprise Development, Environment and Health. (Georgescu 2016)

III. VARIOUS RELATED STUDIES

The Concept of Shared Value

In the study of Bala (2013), entitled Social Responsibility Initiatives and Practices Among Selected Indian Companies, the researcher concluded that most of the companies have started to understand that they can use CSR as a method so as to achieve an edge and to gain advantages and to make the community more liveable place for all people. In the future, the firms that are socially accountable are productive and helpful. Basically had same result as with the study of Sridhar (2015) and Tandon (2017). In the study of Rangan et al (2012) entitled Why Every Company Needs a CSR Strategy and How to Build It, the study offered a pragmatic alternative framework for CSR with a look towards developing its application in a practical & useful way. The authors' in depth expertise operating with CSR practitioners convinces them that exhorting firms to hone their CSR follow beneath a shared behavior framework does not mirror the truth for a majority of businesses. CSR executives superintend a range

of social initiatives that will or might not directly contribute to a company's business goals. The role of an administrator is to attain the troublesome task of conforming the various programs, quantifying their benefits, or at least sketching a logical connection to the business, and securing the support of his or her business venture line counterparts. This role, once when performed well, would result in an effective CSR strategy for the company. In the study conducted by Bhattacharya et al (2009), entitled *Strengthening Stakeholder-Company Relationships Through Mutually Beneficial Corporate Social Responsibility Initiatives*. Corporate social responsibility (CSR) continues to gain attention as a corporate agenda and is by now an important part of the dialogue between companies and their stakeholders. But, there is still little guidance as to how companies can implement CSR activity in order to maximize gains to CSR investment. Researchers have identified many company CSR outcomes favoring the company; but there is a scarce of research on the psychological mechanisms that move stakeholder responses to CSR activity. Using the available literatures on means-end chains and relationship marketing, we propose a model that explains how CSR will give individual stakeholders with more advantages (functional, psycho-social, and values) and how the type and extent to which a stakeholder benefits from CSR initiatives influence the quality of the relationship between the stakeholder and the company. The paper discusses the implications of these insights and highlights a number of areas for future research. In the study conducted by Strugatch (2011) entitled *Turning Values into Valuation During Hard Times and Emerge Intact*, findings showed that CSR is a wide-ranging global movement advocating good corporate citizenship by values such as sustainability, corporate transparency, business ethics, workforce diversity, philanthropy, quality, service to community and workforce education. Even as corporations disburse money by the billions, CSR programs are flourishing. The reasons are varied, but involve the fusion of CSR with environmentalism, and the apparent genuineness of corporate executives' commitment to its principles. Research limitations/implications Research found fewer in-depth articles on the topic than might be expected, particularly articles providing or examining hard data.

The Role of Communication in CSR

In the study conducted by Amaladoss & Manohar (2013) entitled *Communicating Corporate Social Responsibility - A Case of CSR Communication in Emerging Economies*, the study found out that the company does not have an inclusive and strategic approach to CSR communication. The result showed that there's a need to develop a 'top-down' and 'inside-out' participatory approach to management of CSR communication by corporates in emerging economies in Asia. Despite some limitations, this study is expected to serve as a pointer to the effectiveness of CSR communication by the Indian corporate sector in particular and Asian companies in general. In the study conducted by Igwe (2015) entitled *Effectiveness of Corporate Social Responsibility (CSR) Reporting in Enhancing Corporate Image*, the paper concludes that corporate social responsibility reporting has the capacity of collecting improved organisational image, magnetize positive media attention with the host community, civil society organizations and key decision makers. However, deciding when to act, how to act and reporting such acts to the relevant stakeholders can make a difference in enhancing the corporate

image. The development of an appropriate innovative standard reporting technique is recommended and to be backed by enforceable legislation. In the study conducted by Mahmood et al (2013) entitled *Effectiveness of Corporate Social Responsibility and Information Communication Technology in Organizational Change Management* Kinnaird College for Women, Pakistan, this paper explained the concept of corporate social responsibility and examined the use of corporate social responsibility in organizational change management. The concept of CSR is well researched and studied but implementation of CSR is not well performed. The study examined the role of ICT and scrutinized how it affects CSR. In this paper we see how ICT and CSR facilitate the implementation of change in organization along with the issues which an organization faces in the processes of managing change. In the study of Del Mar et al (2017) entitled *The Effectiveness of CSR Advertising: The Role of Reputation, Consumer Attributions, and Emotions*, it was observed that the advertisement generated a mix of intrinsic and extrinsic attributions and a mix of emotions that can be classified as positive or negative, and the prior ethical reputation of the company was a key antecedent of the effectiveness of the communication. Also, a good perception about an advertisement can gain rewards, in terms of improvement of attitudes towards the brand and good buying behavioural intentions. In the study of Du et al, (2010) entitled *Maximizing Business Returns to Corporate Social Responsibility (CSR): The Role of CSR Communication - CSR can not only generate favorable stakeholder attitudes and better support attitudes and behaviors but also build good corporate image, to make stronger the stakeholder-company relationships, and enhance stakeholders' advocacy behaviors*. But low awareness remains critical & a need for companies to communicate CSR more effectively to stakeholders. In connection with these challenges, a conceptual framework of CSR in the aspect of communication is presented and its different facade are analyzed, from message content and communication channels from company to stakeholder and vice versa specific factors that influence the effectiveness of CSR communication. In a study conducted by Costa & Menichini (2013) entitled *A Multidimensional Approach for CSR Assessment: The Importance of the Stakeholder Perception*, in this paper the analysis of CSR activities, in the awareness of stakeholders, is achieved by utilizing global reporting initiative (GRI) indicators structured under balanced scorecard (BSC) perspectives and sustainability dimensions. A multi-criteria approach is utilized combined with not so clear linguistic variables, in the variation of the 2-tuple, creating a hierarchy of CSR components with the purpose of integrating financial and non-financial sustainability dimensions and strategic perspectives. The different levels provide a multidimensional model that allows to evaluate the multifaceted social behavior of a company: the same company can be perceived simultaneously as responsible or irresponsible depending on the considered dimension and perspective. In the study of Swaen et al (2017) entitled *On the Effectiveness of CSR Communication: The Roles of Ethical Labels, Prior CSR Record, and Consumer Skepticism*, the study showed that companies communicate more and more to an increasing degree about their corporate social responsibility (CSR) activities. The reason why they are motivated for such increase communication efforts is that consumers demand to know more about companies' CSR activities. Reciprocally,

consumers tend to be expressing doubt toward companies' CSR claims. Many consumers perceived that companies engage in CSR communication mainly to create a good image management—a practice referred to as green washing. So, it is of critical importance in the broad context of consumer scepticism to find ways to enhance the credibility of CSR communication. In the study conducted by Nielsen and Thomsen (2017) entitled Corporate Social Responsibility (CSR) Management and Marketing Communication: Research Streams and Themes, the review answers the call for CSR communication research to create and demonstrate outcomes that may better explain or inform CSR communication strategies and practices. A number of classification of outcomes are found within existing testing and verification studies, and an agenda for building upon this evidence is advanced to allow greater consistency and mutual understanding among CSR communication researchers. In the study conducted by Raub & Blunschi (2013) entitled The Power of Meaningful Work: How Awareness of CSR Initiatives Fosters Task Significance and Positive Work Outcomes in Service Employees, it was found out that employees' awareness of CSR activities is completely certain of its relation to job satisfaction, engagement in helping and voice behavior, and personal initiative, and CSR awareness is negatively related to emotional exhaustion. These relationships are partly or fully mediated by perceived task significance. We discuss implications of this research for theory and practice, and provide several recommendations for how managers in the hospitality industry can increase employees' awareness for corporate engagement in CSR initiatives. In the study conducted by Mandina S. P., et al (2014) entitled Effectiveness of Corporate Social Responsibility in Enhancing Company Image, the research findings showed that Philanthropic activities do enhance company image as well as relations between an organization and the community surrounding it. This paper recommends that UM may place a lot of investment on the opposite dimensions of CSR such as moral responsibility, accountability and economic responsibility.

Employee Perception and Engagement on CSR

In the study that was conducted by Slack et al (2015) entitled Exploring Employee Engagement with (Corporate) Social Responsibility: A Social Exchange Perspective on Organisational Participation, this exploratory case study-based research addresses the significance of employees in relations to CSR, drawing on one to one interviews and observation in a large UK energy company. A diversity of engagement was found, ranging from employees who exhibited detachment from the CSR activities within the company, to those who were fully engaged with the CSR activities, and to some others who were contented with their own personal, but not organisational, engagement with CSR. Poor communication, a perceived weak and low visibility of CSR culture, and lack of strategic alignment of CSR to business and personal motives, are a number of organizational situation difficulties that served to explain the diversity of employee engagement. Social exchange theory is implemented and applied to help explore the power to make choices that individual employees have towards their engagement with CSR activities, and to consider the implications of an implicit social, rather than clearly and completely economic, contract between an organisation and its employees in their engagement with CSR. In the study

conducted by Miman & Kucuk (2014), entitled A Research on Corporate Social Responsibility Perceptions: Atako Example, this study investigates the corporate social responsibility perception of employees in a logistics firm, ATAKO, specialized in transportation and shipping. It is found that, employees find their company honest and reliable but for customers they perceive that the company will unlikely support developing/poor countries. Their salary and education are the most influential factors to select their jobs and factors to change their job mostly are found to be significant on their perception. The findings can be of great help to companies in the logistics sector to improve their image, productivities and competitiveness. In the study conducted by Andersen et al (2009) entitled Corporate Social Responsibility in Global Supply Chains, the findings -- Practising CSR in supply chains requires that CSR is embedded in the organisation as a whole, including subsidiaries abroad and offshore suppliers. It includes the training and development of employees and sharing of employees' experiences, training of key personnel at the supplier level, positive incentives for suppliers in the form of long-term and continuing contracts and enlarged purchasing orders of customers, and regular auditing of suppliers' performance. In the study conducted by Fonceca (2017) entitled Effectiveness of CSR Programmes (Employees vs. Beneficiaries Perspectives) – An IT Sector Undertaking, the present study clearly highlights how employees view the CSR Programmes administered by the organization. It also reveals the extent to which the beneficiaries of the community view these programmes. The findings presented denote a difference of opinions with regard to the employees and the beneficiary's perspective with regard to the CSR Activities of the organization. In the study of Kim et al (2010) Corporate social responsibility and employee-company identification - The results reveal that a firm's CSR initiatives increase employee-company identification (E-C identification). Employee-Company identification, in turn and in the long run, influences employees' commitment and loyalty to their company. CSR associations do not directly influence or has bearing with employees' identification with a firm, but rather influence their identification through perceived external prestige (PEP) by customers and other outside stakeholders. Compared to CSR associations, CSR participation has a direct influence on E-C identification, because of participation the employee, understanding of the CSR activities is easier. On the basis of these findings, it is argued that CSR performance and success can be an effective way for companies to maintain a positive relationship with their employees.

Consumer/Customer Perception

In the study conducted by Bolton & Mattila (2015) entitled How Does Corporate Social Responsibility Affect Consumer Response to Service Failure in Buyer-Seller Relationships? The results showed that a series of three experiments demonstrate that CSR is more effective under communal (vs. exchange) relationship norms, in keeping consistent with the alignment of CSR with the communal norm of concern for the requirements of others. The effectiveness of CSR is additionally shown to vary in the operation of company motives and CSR framing of activities, serving as theoretically and managerially relevant boundary conditions. Together, these findings increase our understanding of however and once CSR can have a positive impact on buyers and consumers and, in turn, firms via client

satisfaction and loyalty. In the study conducted by Homburg et al (2013) entitled Corporate Social Responsibility in Business-to-Business Markets: How Organizational Customers Account for Supplier Corporate Social Responsibility Engagement, the findings from an examination of 200 cross-industry supplier–customer dyads reveal positive effects of two facets of a supplier CSR efforts on customer loyalty through distinct mechanisms. Business follows certain practice CSR fosters customers trust, whereas philanthropic CSR strengthens customer–company identification. The authors distinguish a supplier’s actual CSR engagement and customers’ perception of those CSR activities. In addition, they take into account central contingency factors reflective uncertainty and dependence in business-to-business relationships that confirm the effectiveness of CSR. In the study of Martinez & Bosque (2013) entitled CSR and Customer Loyalty: The Roles of Trust, Customer Identification with the Company and Satisfaction revealed that Corporate social responsibility (CSR) has become a crucial construct in hospitality companies. One of the main reasons is due to the idea that CSR influence consumer loyalty. This paper presents a model of influence of CSR on hotel/lessee client loyalty by at the same time together with trust, client identification with the corporate and satisfaction as mediators by showing the effects among these constructs whether direct and indirect. In the study by Sen et al (2015) entitled Corporate Social Responsibility: A Consumer Psychology Perspective, this paper reviews the substantial body of work on corporate social responsibility (CSR), including the synonymous domains of cause-related selling and moral consumption, to synthesize the various findings on client responses to CSR. CSR is very dynamic and is capable of developing a range or variety of company-favoring perceptions and behaviors, driven by each consumers’ CSR-related motivations (e.g., consumer-company identification, affectional motives) and their CSR-guided product perceptions. As well, the paper documents the superfluity or excess of way over unnecessary CSR initiative-specific, company-specific, and consumer-specific factors that modulate consumers’ reactions to CSR initiatives, and ends with a discussion of some key future research directions. In the study conducted by Curras-Perez (2009) entitled The Role of Self-definitional Principles in Consumer Identification with a Socially Responsible Company, the results offer empirical evidence that CSR generates more CC identification because it improves brand prestige and distinctiveness; brand coherence is also a powerful antecedent of brand attractiveness in the context of CSR communication. Finally, CSR-based C identification is able to generate directly better attitude towards the brand and greater purchase intention. In the study conducted by Lii et al (2018) entitled Doing Good Does Good? Sustainable Marketing of CSR and Consumer Evaluations, the study found out that philanthropy was found to have a stronger effect on consumer evaluations, followed by sponsorship and cause-related marketing. However, the relationship between CSR initiatives and consumer evaluations was significantly stronger when consumers perceived the focal brand with low social distance as well as the cause with low spatial distance. The findings thus provide support for the importance of psychological distance in moderating CSR initiatives. In the study of Marin et al (2009) entitled The Role of Identity Salience in the Effects of Corporate Social Responsibility on Consumer Behavior, results demonstrated that CSR initiatives are linked to stronger loyalty each as a result of

the patron develops a lot of positive company analysis, and because one identifies more strongly with the company. Moreover, identity prominence is shown to play an important role within the influence of CSR initiatives on customer or shopper loyalty once this influence happens through consumer-company identification. A strong symbol is not essentially in an exceedingly constant state of prominence, however activating identity prominence of a specific customer/shopper social identity (a company) can have an effect on the customer/shopper reactions to product stimuli, increasing consumer loyalty.

IV. METHODS

This study can use the descriptive technique of analysis. The method will be concerned with the description of the gathered data and the characteristics of the sample population. Stratified Sampling Method will also be used by the researcher by dividing the population into separate groups, called strata. The strata may include the employees, the beneficiaries, the public, the customers, etc. Then, a probability sample will be drawn from each group. The study will use the quantitative research with regards to the data that will be generated through the use of a survey questionnaire that will be given to the respondents from which responses will be drawn.

V. SUMMARY

To have a clear view of my study of assessing the social responsibilities of the Brown Group of Companies, I have presented in this review of related literature the history of Corporate Social Responsibility in the Global Setting, the History of CSR in the Philippines and the various related studies with various concepts as Shared Value, Role of Communication in CSR, Employee Perception and Engagement on CSR and the Consumer/Customer Perception. In my study I will include in my assessment the perception and engagement of the direct beneficiaries of CSR activities of the Brown Group of Companies like those who are engaged in the Campaign for Character Education Tenacity: A Leadership and Decision-Making Program for the Youth and their Educators in the National Capital Region of the Philippines.

VI. CONCLUSION

Based on the review of the related literature and studies presented, the researcher’s study on the assessment of the social responsibilities of the Brown Group of Companies will be anchored on Archie Carroll’s “Pyramid of Corporate Social Responsibility”. Wherein the four main responsibilities of the group of companies will be assessed: economic, legal, ethical, and philanthropic. Also, the following concepts of CSR will be considered in identifying variables of the study like Shared Value, the role of communication in CSR implementations, the employee perception and engagement, consumer and customer perception and most especially the perception of the direct beneficiaries of CSR activities not directly integrated in its business operations. There has been no study on the assessment of the social responsibilities of the Brown Group of Companies to-date. This study will be beneficial to the management of the group of companies and to other researchers who will undergo similar studies.

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