

Planet, People, Prosperity: The Level of Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility (CSR) and Employee Performance

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Abstract- This study determined the relationships of Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility, Employee Performance, and Demographics in food manufacturing companies in General Santos City and South Cotabato, including significant effects. A descriptive survey and a correlational design were used using a quantitative approach. Two hundred seventy-five individuals (275) completed a questionnaire that was used to collect the data. Frequency, percentage, weighted mean, Pearson correlation, and chi-square test were undertaken to examine the data collected. The study findings revealed that Environmental, Social, Governance Criteria of Corporate Social Responsibility are highly extensive. Furthermore, both Contextual and Task Performance were highly extensive as well, while Normative Performance was revealed as very highly extensive. In addition, there is a significant correlation between ESG criteria of corporate social responsibility and employee performance (Ho1). While there is no association between ESG criteria of corporate social responsibility and the respondents' demographic profile (Ho2). There is also no correlation between employee performance and the respondents' demographic profile (Ho3). The study recommends that food manufacturing companies in South Cotabato and General Santos City to utilize ESG Criteria in the implementation of corporate social responsibility initiatives to have a quantifiable metrics on determining its impact to the organization. The food manufacturing companies are advised to implement corporate social responsibility programs based on ESG criteria to improve contextual, normative, and task performance based on the study's findings.

Index Terms- Corporate Social Responsibility, Employee Performance, Environmental, Social, Governance (ESG), General Santos City, South Cotabato, Philippines

I. INTRODUCTION

In today's rapidly changing environment, where the whole world is confronted with several issues covering people, planet,

prosperity – the greenhouse gas (GHG)/ carbon dioxide (CO₂) emissions worsen, the risk of severe droughts, intense storms, and floods resulting from climate change increases. With 94% of disaster-related deaths occurring in developing countries, such as the Philippines, the poor condition of the marginalized communities is aggravated (Venton, P. & La Trob, S., 2008). Additionally, several social and governance issues have been cited in the Philippines by the International Human Rights Watch. The organization has enumerated key subjects covering the drug war, political killings, harassment, COVID-19, children's rights, and key international actors.

The United Nations acknowledges the urgency to provide viable solutions to these challenges, thus these have been part of their motivation in developing its 17 Sustainable Development Goals (SDGs). SDGs aim to transform the world – these goals are a call to action to protect the planet, end poverty and inequality, and ensure that all people enjoy health, justice, and prosperity. Given these, businesses are encouraged or even obliged to take in and implement initiatives to address these challenges. SDGs have served as a reference to provide businesses with a roadmap towards achieving sustainability in its operations.

With the concept of sustainability being a trend to individuals causing the rise of purpose-driven employees, businesses are expected to sell not only their employer brand but their values as well – brands, nowadays are evaluated based on their impact towards the community and their valuable contribution geared towards achieving a sustainable world. Employees place a high value on sustainability, which is a key indicator of employee engagement, retention, performance, and well-being. Companies that include sustainability in their company strategy attract employees because it gives their work purpose (Tenney, M., 2021).

With these, businesses include corporate social responsibility in their strategy to include sustainability in their operations. Corporate Social Responsibility (CSR) refers to a business practice that involves participating in initiatives that

benefit society (Fallon, 2015). Nowadays, employees are pleased with **CSR** in companies. Many would like to invest more in the positive steps of their company, to improve their environmental, social, or economic impact (Fournier, 2017). The implementation of corporate social responsibility initiatives in a firm that heavily relies on human resources. HR specialists may play a big part in helping companies that consider successful corporate social responsibility (CSR) as a main driver of their financial performance (Standberg, 2009).

Nowadays, corporate social responsibility is an inherent part of most business activities. Customers are likely to develop associations with any brand, and one of the most important factors in this is the company's CSR initiatives. As a result, it is crucial to create a CSR-driven culture, and the HR team should take the initiative in doing so. If HR professionals actively support CSR within the organization, staff members will volunteer to do so. Consequently, this will result in an atmosphere that follows the company objective automatically (Chimney, 2017).

One of the challenges with the implementation of CSR initiatives in businesses is the monitoring and provision of quantifiable data. As a result, Environmental, Social, and Governance (ESG) Reporting has recently gained popularity on a global scale, particularly in terms of providing quantifiable sustainability assessment. Combining the three ESG criteria Creates a framework to assess a company's performance in terms of long-term sustainability. ESG performance is typically rounded up by ratings agencies into a score based on data. That is how it is like CSR but more quantifiable (Polley, 2022).

This study examines the extent of Environmental, Social, Governance (ESG) Criteria of corporate social responsibility of food manufacturing companies in General Santos City and how these variables may affect employee performance as the bases of a corporate social responsibility program that can improve the business sustainability of the organizations.

II. OBJECTIVES

Research Objectives

To make recommendations for a corporate social responsibility program, the study's main objective was to evaluate Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility and its link to employee performance among management employees of four food manufacturing companies in South Cotabato and General Santos City, the Philippines. Along with this, the study also aims to (1) Identify the extent of Environmental, Social, Governance (ESG) Criteria of corporate social responsibility and its indicators (2) Identify the extend of employee performance based on contextual, normative, and task performance (3) determine the relationship between ESG Criteria of corporate social responsibility and employee performance (4) determine the relationship between ESG Criteria of corporate social responsibility, employee performance, and demographic profile.

III. METHODOLOGY

Research Design

Both correlational research and the descriptive survey approach were employed in the study's execution. This study used a quantitative approach to provide depth in the treatment of the variables. A survey questionnaire was used as the quantitative instrument.

Research Respondents

This study surveyed 275 management employees (supervisors, specialists, managers, and top executives) of four food manufacturing companies in South Cotabato and General Santos City. The number of respondents was determined using the Slovin's formula. While, stratified random sampling technique was used to determine the number of respondents needed per company. Management employees were chosen to be the respondents of this study because they are presumed to be more exposed to their respective company's CSR initiatives.

Research Site

General Santos City and the Province of South Cotabato is part of the SOCCSKSARGEN Region (Region XII) in Mindanao, Philippines with more than one million four hundred thousand residents. The study was conducted among four food manufacturing companies in located in General Santos City and South Cotabato, namely Dole Philippines, Inc., Dole Upper Valley Operations, Dole Stanfilco Operations, and JEBO Corporation. These food manufacturing companies were chosen to ensure homogeneous data gathered for analysis as there are pieces of literature that increased corporate social responsibility programs can positively affect employee performance.

Instrumentation

This study used a Survey Questionnaire (SQ) to gather data from management employees of selected food manufacturing companies in General Santos City and the Province of South Cotabato.

The survey questionnaire included three variables: demographics, ESG Criteria of corporate social responsibility, and employee performance. The ESG Criteria section of the questionnaire was based on the Kinder, Lydenberg, and Domini (KLD) rating for Corporate Social Responsibility and was used to determine the level of corporate social responsibility through environmental, social, and governance criteria. While the employee performance questions were focused on three parameters: contextual, normative, and task and was adopted from the list of behavior descriptions for skill development and a checklist of specific conduct required for performance management by Sanghi (2016). The dependent variable of the study was employee performance.

The instrument was a modified survey questionnaire based on the KLD rating for corporate social responsibility and list of behavior descriptions for skill development and a checklist of specific conduct required for performance management by Sanghi (2016). The panel members made suggestions and comments to receive feedback on the quality of the research instrument. Furthermore, the instrument was validated and reviewed by a corporate social responsibility and human resources practitioner, a PhD in business management, and a registered psychometrician.

The survey questionnaire was given to the sample size of food manufacturing companies in General Santos City and South Cotabato through an online platform.

The test findings' data were statistically processed using Pearson Correlation and Chi-Square Test for independence for an appropriate inferential statistic of an ordinal data. The reliability of the survey was examined using SPSS. The analysis revealed a positive correlation between Environmental, Social, Governance (ESG) Criteria of corporate social responsibility and employee performance. At 95% level of confidence and 5% margin of error, the relationship between ESG Criteria of CSR and Employee Performance is statistically significant and shows a strong positive correlation; $r = 0.793$ (79.3%), $p\text{-value} < 0.05$.

Box 1

Data Interpretation on the Level of ESG Criteria of Corporate Social Responsibility and Employee Performance

Scale	Range	Description	Interpretation
5	4.21 – 5.00	Very Highly Extensive	This indicates that the extent of ESG Criteria of CSR and Employee Performance is 81% to 100%.
4	3.41 – 4.20	Highly Extensive	This indicates that the extent of ESG Criteria of CSR and Employee Performance is 61% to 80%.
3	2.61 – 3.40	Extensive	This indicates that the extent of ESG Criteria of CSR and Employee Performance is 41% to 60%.
2	1.81 – 2.60	Moderately Extensive	This indicates that the extent of ESG Criteria of CSR and Employee Performance is 21% to 40%.
1	1.00 – 1.80	Low Extensive	This indicates that the extent of ESG Criteria of CSR and Employee Performance is 0% to 20%.

The scoring guide on Box 1 was used to measure the extent of Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility and Employee Performance.

Data Gathering procedure

The researcher wrote a letter to the HR department of the identified food manufacturing companies requesting for data of the population of their respective management employees to determine the needed sample size of the study. Furthermore, another letter was sent requesting permission to administer a survey questionnaire to the management employees. The six factors considered were voluntary participation, informed consent,

anonymity, confidentiality, and harm-causing potential means. Participants were assured of their moral and legal rights and observed ethics protocol. The study studied stress to ensure that all risks of harm were handled and the findings were free of plagiarism or research misconduct.

Data Analysis

The researcher employed various techniques to interpret the data, such as frequency and percentage, mean, descriptive statistics, Pearson correlation, and Chi-Square Test. Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility and Employee Performance were examined using Pearson correlation, and ESG criteria of corporate social responsibility, employee performance, and demographics were examined using chi-square test.

IV. RESULTS AND DISCUSSION

Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility

The extent of corporate social responsibility of food manufacturing companies in General Santos City and South Cotabato was measured using three criteria: Environmental, Social, and Governance, as shown in Table 1.

Table 1. Extent of Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility

Criteria	Mean Value	Description
Environmental	4.05	Highly Extensive
Social	4.03	Highly Extensive
Governance	4.10	Highly Extensive
<i>Legends: 4.21 – 5.00</i>		<i>n = 275</i>
<i>Very Extensive</i>	<i>3.41 – 4.20</i>	<i>Highly Extensive</i>
<i>Extensive</i>	<i>2.61 – 3.40</i>	<i>Extensive</i>
<i>Moderately Extensive</i>	<i>1.81 – 2.60</i>	<i>Moderately Extensive</i>
<i>Low Extensive</i>	<i>1.00 – 1.80</i>	<i>Low Extensive</i>

The statistical mean of Environmental criteria is 4.05, which indicates that the food manufacturing companies' corporate social responsibility initiatives strengths covered pollution prevention, recycling, clean energy, property, plant, and equipment. Social is 4.03, which suggests that management employees are able to see human rights, labor laws, health, safety, stakeholder partnership and equal participation in their respective companies' corporate social responsibility initiatives. Governance has a statistical mean value of 4.10, which indicates that the companies' CSR initiatives show good governance embodying transparency, code of conduct, compliance to data privacy and security, anti-corruption, and gender equality.

Employee Performance

This section summarizes the extent of employee performance in terms of contextual, normative, and task factors. The findings for each employee performance indicator are provided in Table 2, which presents the mean value for each extent and its description based on the specified weighted mean scale.

Table 2. Extent of Employee Performance

Parameter	Mean Value	Description
Contextual	3.79	Highly Extensive
Normative	4.21	Very Highly Extensive
Task	4.02	Highly Extensive

Contextual performance has a mean value of 3.79, categorized as “Highly Extensive”. Management employees’ competencies showcased developing people and commitment – as a result, they were able to assemble strong teams, communicate effectively, demonstrate, and stimulate passion and commitment, and receive rewards, feedback, and recognition.

Normative performance has a mean value of 4.21, which indicates “Very Highly Extensive”. Respondents had a very high regard for values, ethics, vision, and purpose – they ensure their adherence to the code of conduct and that laws are obeyed, safety procedures are in place, and environmental protection is practiced.

Task performance is "Highly Extensive" according to its mean value of 4.02. The median result suggests that task performance among the management employees of the four food manufacturing companies was well-practiced or obvious. Employees sets and achieves ambitious goals, listens, and responds, drives for continuous improvement, and measures the rights things.

Employee performance refers to the quality, quantity, expertise, or innovation of an individual’s contribution to completing work responsibly over a specific period (Muda, Rafiki, & Harahap, 2014). One measurable component of an organization’s performance in meeting its goals is employee performance, which is measurable based on their level of productivity. Employees play a key role in determining organizational success and failure (Harun, Isa, and Arjuna, 2014 as cited by Noh, 2021). According to a study by Krijgsheld, Tummers, and Scheepers from the year 2022, three types of work behavior can be categorized as task-related, contextual, and normative. The quantity of research done on these three aspects varies, nevertheless. The authors of this paper advise more significant investigation into these topics in the future.

Relationship of Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility to Employee Performance

The results showed a positive strong correlation ($r=0.793$) between Environmental, Social, Governance (ESG) Criteria of corporate social responsibility and employee performance. This research backs up Marra (2021) that corporate social responsibility influences employee decision-making significantly, which leads

to increased productivity and less attrition. People choose to work for companies that support their interests and social well-being.

Relationship of Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility, Employee Performance, and Demographics

Table 3. Chi-Square Test on the Level of Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility on the Respondents’ Demographic Profile

Pearson Chi-Square	Value	Df	Asymp. Sig. (2-sided)
Sex	40.245 ^a	39	.415
Age	98.506 ^a	117	.892
Position	79.229 ^a	78	.440
Tenure	141.896 ^a	156	.784
Ethnicity	701.410 ^a	741	.848

Table 3 shows the level of Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility on the respondents’ demographic profile. For the employee’s sex the results show a p-value of $40.245 > 0.05$. Thus, there is no significant relationship between an employee’s sex to the level of ESG Criteria of Corporate Social Responsibility. With this, it can be interpreted, that employees participate to CSR initiatives regardless of sex. This is important for social responsibility policies state that business organizations should not be gender biased. Organizations now take into themselves are gender-neutral, meaning they don’t differentiate between genders (Kelan, 2009 as cited by Fogelstrom, A & Onoyiwe-Baradlai, 2021). In addition to being a fundamental human right, the United Nations highlights that gender equality is also a precondition for a world that is stable, affluent, and sustainable.

For the respondents’ age, the results show a p-value of $98.506 > 0.05$. Thus, there is no significant relationship between an employee’s age to the level of ESG Criteria of Corporate Social Responsibility. With this, it can be interpreted that employees participate in CSR initiatives regardless of age. This implies that all employees are welcome to participate and engage with their respective companies’ CSR initiatives – these initiatives are designed where all age brackets can actively participate. This result has also supported the study of Liu, P. & Zeng, R. in 2017 that states that, “age diversity has a negative relationship with CSR performance, which is consistent with the social psychology-based study”.

The respondents’ position shows a p-value of $79.229 > 0.05$. Thus, there is no significant relationship between an employee’s position to the level of ESG Criteria of Corporate Social Responsibility. With this, it can be interpreted that an employees’ position does not affect their engagement to their company’s CSR initiatives in reference to ESG Criteria. This implies that the company’s CSR initiatives provide equal opportunities and perception to their employees regardless of their position. It can also be implied that CSR initiatives are well supported from the top management and well cascaded and implemented by middle management to all employees. These results have also supported the study conducted by Tarigan, J. et.

al. in 2020 that employees are more likely to accept a job offer from an organization with advanced CSR procedures and retain in that organization regardless of position, their study covered interns, employees, and managers of 42 Indonesian companies in contentious areas that are publicly traded.

Additionally, the respondents' tenure/ length of service shows a p-value of 141.896 > 0.05. Thus, there is no significant relationship between an employee's tenure/ length of service to the level of ESG Criteria of Corporate Social Responsibility. With this, it can be interpreted, that there is a consistency with the companies' implementation of CSR initiatives in their respective organizations in which despite the differences of the employees' length of service, there are similarities regarding the employee's level of environmental, social, governance criteria. These results have also concurred with Chen, L., Liao, C., & Tsang, A., 2017, in which they determined a negative correlation between CSR reporting and tenure. CEOs with shorter tenures tend to implement CSR programs, as opposed to CEOs with longer tenures.

Lastly, the results show a p-value of 701.410 > 0.05 for ethnicity. Thus, there is no significant relationship between an employee's ethnicity to the level of ESG Criteria of Corporate Social Responsibility. With this, it can be interpreted that employees participate in CSR initiatives regardless of ethnicity. This is important for diversity policies that state that business organizations should not discriminate and provide equal opportunities regardless of ethnic origin or race. A common misconception is that having a diverse workforce inherently gives firms a competitive edge. In turn, this means that if employees' interests contribute to corporate outcomes, they are a topic of attention in mainstream literature. It is important to stress that this point of view can be applied to all socially responsible management techniques, but managing human resources in a variety of ways satisfies the criteria of the modern enterprise resource management method. Dealing with scarce and precious resources, such as a company's people resources, requires careful management of diversity (Starostka-Patyk, M., Tomski, P., & Zawada, M., 2015).

Table 4. Chi-Square Test on the Level of Employee Performance on the Respondents' Demographic Profile

Pearson Chi-Square	Chi-Value	Df	Asymp. Sig. (2-sided)
Sex	27.643 ^a	37	.868
Age	99.918 ^a	111	.766
Position	80.666 ^a	74	.279
Tenure	133.798 ^a	148	.792
Ethnicity	712.466 ^a	703	.394

Table 4 shows the level of employee performance on the respondents' demographic profile. For the respondents' sex, the results show a p-value of 27.643 > 0.05. Thus, there is no significant relationship between an employee's sex to their employee performance. This has supported an established claim in 1976 by Brief, A. & Wallace, M., that employee performance would be affected only by variations in real performance and not by the employee's sex in a position with a neutral sex-type.

For the respondents' age, the results show a p-value of 99.918 > 0.05. Thus, there is no significant relationship between an employee's age to their employee performance. This implies that age is not a key indicator to an employee's performance. Employees perform based on the actual tasks needed to be delivered and based on their current workload and not based on their age. These results have concurred with Guzzo, R., Nalbantian, H., & Anderson, N., 2022, in which they have stated that numerous studies in the empirical literature of psychology and economics have investigated the relationship between age and work performance, with little convergence found. While economics research examines individuals as well as other levels of analysis, such as organizational and national, psychological research findings largely focus on age-performance links at the individual level of analysis. The patterns of findings in the two bodies of literature also largely differ. While in psychological research relatively weak age-performance relationships are reported at the individual level, with some exceptions related to the type of task and aspect of performance, negative relationships between age and performance, manifested as an inverted U-Shape, predominate at all levels of analysis. The age of work unit leaders was shown not to have a favorable impact on unit performance.

The results show a p-value of 80.666 > 0.05 for the respondents' position. Thus, there is no significant relationship between an employee's position to their employee performance. Article 291, of the Labor Code of the Philippines state that Managerial employees are those vested with powers or prerogatives to lay down and execute management policies and/ or hire, transfer, suspend, lay-off, recall, discharge, assign, or discipline employees. The managerial status of an employee is determined not by the nomenclature or title of the job but by the nature of the employee's functions (Ungos, P. & Ungos, P., 2020). Organizational trust is influenced by CSR practices including social and economic sustainability, legal accountability, ethical duty, and economic responsibility. The performance of all operations is improved when organizational management fulfills its CSR economic duties; as a result, it is recommended that the company invest in improving labor force capabilities to win over its workforce. Like this, the findings indicate that upholding responsibilities and successfully implementing CSR legal responsibility for stakeholders lead to increased employee trust (Tai, T.D., 2022). Given this literature, it is inherent that the results signify that management employees must be able to work their functions and deliver regardless of their position level.

Additionally, the results have shown a p-value of 133.798 > 0.05 for the respondents' tenure/ length of service. Thus, there is no significant relationship between an employee's tenure/ length of service to their employee performance. Although several studies have argued a relationship between employee performance and tenure/length of service, in 2022, Gagliardi, N., Grinza, E., & Rycx, F., discovered that tenure exhibits a curvilinear connection with respect to productivity, which is consistent with current theoretical frameworks. Their research of the workforce's tenure mix reveals diminishing marginal impacts related to tenure. Overall, tenure has a beneficial effect on productivity. However, tenure-driven gains from highly acquired (firm-specific) human

capital and tacit knowledge, as well as employee fit and higher organizational embedding, appear to be fading over time.

Lastly, the respondents' ethnicity shows a p-value of $712.466 > 0.05$. Thus, there is no significant relationship between an employee's position to their employee performance. This implies that an employee's performance is not affected by their ethnicity. This is a good implication for the identified companies provide equal opportunities to employees regardless of their race and ethnic origin. It is an indicator of a company's strong diversity and inclusion culture. This result is like Ahmad, S. & Rahman, F., 2019 study that revealed no relationship between employee performance and ethnicity. The study looked at many characteristics of diversity and found performance, such as age, gender, and cultural variety has detrimental effects, whereas experience has beneficial effects on employees' performance. These results are consistent with the research by Eugene et al. Elsaid (2012) in Egypt, Kyalo (2013) in Kenya, and Malaysia in 2011 & Zhuwao (2017) in a South African higher education facility. Like this, I. Gallego, I. M. Garcia, & L. (2010) carried out a survey, which identified the organizations that promoted higher gender and ethnic diversity, however, does not outperform groups with reduced levels of gender and racial diversity.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

According to the findings, Environmental, Social, Governance (ESG) Criteria of Corporate Social Responsibility (CSR) and Employee Performance were highly evident in food manufacturing companies. The CSR initiatives of the food manufacturing companies exhibit the three criteria of ESG contributing to the three parameters of employee performance comprising contextual performance, normative performance, and task performance.

The statistical mean value of Environmental Criteria of the CSR initiatives was ($x = 4.05$) and interpreted as highly extensive meaning the companies' CSR initiatives' strengths covered pollution prevention, recycling, clean energy, property, plant, and equipment. With a statistical mean value of ($x = 4.03$), the Social Criteria of CSR initiatives was interpreted as highly extensive as well – the companies' CSR initiatives covered human rights, labor laws, health, safety, stakeholder partnership and equal participation. Lastly, the statistical mean value of Governance Criteria of CSR initiatives was ($x = 4.10$) and interpreted as highly extensive, this implies that the companies' CSR initiatives embodied transparency, code of conduct, compliance to data privacy and security, anti-corruption, and gender equality.

Contextual Performance of the respondents was highly extensive, with a statistical mean value of ($x = 3.79$). Their competency showcased developing people and commitment – as a result, they were able to assemble strong teams, communicate effectively, demonstrate, and stimulate passion and commitment, and receive rewards, feedback, and recognition. Normative Performance of the respondents had a statistical mean value of ($x = 4.21$) and interpreted as very highly extensive. Respondents had a very high regard for values, ethics, vision, and purpose – they

ensure their adherence to the code of conduct and that laws are obeyed, safety procedures are in place, and environmental protection is practiced. Lastly, Task Performance was highly extensive to the respondents as well with a statistical mean value of ($x = 4.02$) – the respondents' sets and achieves ambitious goals, listens, and responds, drives for continuous improvement, and measures the right things.

With a correlation value of $r = 0.793$ ($\text{sig.} = 0.000$), the correlation test results have revealed a positive relationship between ESG Criteria of CSR and employee performance, thus rejecting the hypothesis – meaning when ESG Criteria of CSR increases, employee performance increases as well. On the other hand, all the respondents' demographic profiles' – sex, age, tenure/ length of service, position, and ethnicity had p-values > 0.05 . This revealed no significant association between the respondents' demographic profiles to both ESG Criteria of CSR and employee performance. Thus, accepting both hypotheses.

Recommendations

The recommendations comprise that food manufacturing companies can improve employee performance (contextual, normative, and task performance) through the implementation of Corporate Social Responsibility initiatives while inculcating Environmental, Social, Governance (ESG) Criteria.

It is recommended that CSR Practitioners and business organizations utilize Environmental, Social, Governance (ESG) Criteria in the implementation of their respective CSR initiatives to have a quantifiable metrics regarding measuring the impact of their respective CSR initiatives in their organizations.

Human Resource (HR) practitioners are also encouraged to utilize the three parameters – contextual, normative, and task to provide a comprehensive understanding and review in measuring the level of employee performance. Additionally, HR practitioners are advised to lead the implementation of CSR initiatives in business organizations considering the huge role they play for the success of project implementation and employee performance.

Future researchers are also encouraged to continue this study on a larger scale to cover a bigger population of the research locale or other institutions around by use of different values, a different medium, or different sets of respondents. Their future findings may lead to further development of the study and benefit organizations.

VI. TRANSLATIONAL RESEARCH

This study would provide a fresh perspective on the implementation of corporate social responsibility programs to management employees of food manufacturing companies while utilizing Environmental, Social, Governance (ESG) Criteria. This research may provide information on elements to consider while creating future corporate social responsibility programs to improve employee performance based on contextual, normative, and task performance. This research will motivate business organizations to support any initiatives that modifies or establishes the benefits of corporate social responsibility for management employees. As this research would offer a foundation and point of reference for planning and decision making of top executives.

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