

Sustainable Community-Based Development Framework for Golf Courses and Country Clubs in the Philippines

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Abstract: Corporate Social Responsibility is a fundamental part of corporate tactics for the business of golf courses and country clubs. Sustainable development, fair work environment for staff and a contribution to the well-being of local people are top factors in tourism corporate strategies. Tourism companies have strong ties to the local communities in which they are operating the socio-economic development of these regions is therefore also strongly influenced. The study utilized quantitative descriptive data collection and analysis. The participants of the study were the people directly involved in the corporate social responsibility activities which include the top management (50), employees (100) and guests (150) of the 10 top golf courses and country clubs in the Philippines. Stratified random sampling was used to proportionately distribute the number of respondents in each golf courses and country clubs. As a result of this study, the researcher proposed framework for sustainable community-based advancement is for a comprehensive and continuous improvement of the country's Golf Courses and Country Clubs, CSR programs, projects, and activities. Based on the results of the study, the research recommends the following: Ensure that there is an existing CSR platform among the employees/staff and top management of the golf course and country clubs within the organization and to implement a system to review and evaluate so that there will be a room for improvement.

Keywords – sustainable development, social responsibility, tourism and hospitality management.

INTRODUCTION

The corporate social responsibility actions can build a tighter connection among employees and organization. It can be a boosting morale and support both employees and employers to feel more associated with their surroundings. In connection, aim of a company to be socially mindful, it should be responsible first to itself and its partners [1]. As mentioned by Hayes [2], embracing corporate social responsibility projects have developed businesses in a way they can return the favor to the society. The principal approach of huge companies is the more evident and effective an organization is, the greater duty it needs to set principles of moral conduct for its fellows, rivals, and industry. Corporate social responsibility is all about strengthening the capacity for sustainable occupations, courtesy for cultural diversity and getting opportunities in enhancing the capabilities of employees.

In the published article by Weller [3], she explained that companies seeking to effectively manage the ethical dimensions of their business have created formal and informal practices, which includes topics on ethics, regulatory compliance, and corporate social responsibility (CSR). Yet, there are no sufficient studies describing how practitioners, who created and implemented these practices, understand their meaning

and relationships. The business world and the golf industry should compel to take into account the interests of all stakeholders including consumers, employees, community and the environment in settling their income-directed to CSR programs and activities. The idea is that both golf industry and business influence on social trends must be studied carefully and considered. Likewise, there is a need to identify if the golf and country clubs can act as an instrument for deploying CSR, offers a link across social and economic disparities, and a chance to enhance the quality of living of every shareholder. In agreement to the World Business Council for Sustainable Development (WBCSD), Corporate Social Responsibility (CSR) could be a trade commitment and can contribute to feasible financial advancement, working with their families, the neighborhood community, and society at expansive to move forward their quality of life, in any case, the globalization, feasible improvement and competitiveness are the three major challenges and points of reference.

On the year 2018, the Golf Commerce International expressed that Corporate Social Responsibility (CSR) is the proceeding commitment by organizations to act morally and contribute to social and financial improvement additionally making strides the quality of

life of staff, volunteers, and the neighborhood community and society at expansive.

CSR pertains to the act of corporates giving back to society by conducting projects helping the less privileged citizens in the location of their business. A lot of company's programs are environmental and social in nature expressing their concern with issues regarding human rights and welfare of the employees. In such manner, businesses are encouraged to advocate socially conscious strategic approaches and give finance for its continuity [4]. Also, it turned into a major issue for studies, research, and organizations as it is a self-operating plan that enables a company to be socially responsible to itself, its shareholders, and the community. In addition, it is also known as corporate citizenship that the businesses should be cautious with its economic, social, and environmental impacts to the society. Corporate social responsibility is a wide conceptualization taking several structures upon the organization and industry. Businesses can benefit the society while enhancing their own brands with the help of corporate social responsibility's activities, generosity, and volunteerism. It is both significant for the betterment of the community and the company. CSR can help deal with a broad range of stakeholders in an ethical and honest way, as well as delivering financial and subject matter support to local communities. That CSR affects not only the environment, in which the golf course and country clubs operates, but also the golf course and country clubs itself. Some organizations engage in CSR on a non-profit basis, while others are encouraged mostly by the economic benefits of the concept.

OBJECTIVES OF THE STUDY

This study aimed to propose a framework for Golf Courses and Country Clubs in the Philippines. More specifically this study aims to describe the profile of the respondents in terms of location, category, sex, age, income of employees, income of guest, guest's occupations and employees' position, and top management position; to determine the extent of awareness of the guest and employees on the CSR obligation idea of the golf course; to identify the significant relationship among CSR practices, involvement and challenges encountered. Finally, to propose a framework based on the result of the study.

METHODS

Research Design

This study utilized quantitative descriptive data collection and analysis. To find how the top golf courses and country club in the Philippines perform

their corporate social responsibility, the researchers used quantitative descriptive data collection and analysis. This research method is appropriate to the study to utilize the community-based participatory approach which is an example of a multiphase design and one way of involving directly in corporate social responsibility the top management, employees and guests of the top golf course and country clubs in the Philippines.

Participant of the Study

The participants of the study are the people directly involved in the corporate social responsibility activities which include the top management (50), employees (100) and guests (150) of the 10 top golf courses and country clubs in the Philippines. Stratified random sampling was used to proportionately distribute the number of respondents in each golf course and country club.

Data Gathering Instrument

The researcher adapts an instrument that undergone a content validated by the experts in the field of tourism and hospitality as well as experts in research and statistics. The instrument was pilot tested to 20 respondents who are not part of the final and actual respondents of the study. The reliability test result of the instruments obtained a Cronbach's alpha value of 0.90 which indicate that the questionnaire has an excellent internal consistency and considered valid and reliable for use. Part I covers the profile of the respondents. Part II of the questionnaire on CSR practices is based on the pyramid of corporate social responsibility which are the economic, legal, ethical and philanthropic responsibilities. Part III measures the level of Involvement on Corporate Social Responsibility that focuses on three (3) areas: maintaining safe and healthy environment (environmental effort), employees' volunteerism (volunteering), and character build up (goodwill). Part IV measures the internal and external challenges on the implementation CSR in the Golf Course.

Data Analysis

Frequency Count and Percentage were used to present the profiles of the employees. Since the type of the date is not distributed normally, the researchers used a Non-parametric test. On the other hand, Mann Whitney U-test was used to test the dissimilarities of the respondents with two groups, while Kruskal Wallis was used to differentiate three groups or more.

Lastly, to examine the connection between the CSR practices and the level of involvement Spearman was utilized.

Ethical Consideration

The personal and private data of the respondents were confidentially treated and will not be revealed in any part of the study. All of them had been knowledgeable about the main purpose of this research. Only those respondents who showed willingness to participate were given the survey. They were also informed that they have the right to stop participating even in the middle of answering the questionnaire if they do not feel like doing it or completing the survey.

RESULTS AND DISCUSSION

Table 1. Profile of the Respondents

Profile		Frequency	Percent
Location	Metro Manila	120	40.3
	Cavite	118	39.6
	Batangas	30	10.1
	Laguna	30	10.1
Category	Guest	148	49.7
	Employee/Staff	100	33.6
	Top Management	50	16.8
Sex	Male	177	59.4
	Female	121	40.6
Age	18-30 years old	73	24.5
	31-40 years old	70	23.5
	41-50 years old	93	31.2
	51 and above	62	20.8
Income (employees)	20,000 & below	49	16.4
	21,000-25,000	31	10.4
	26,000-30,000	14	4.7
	31,000-35,000	11	3.7
	36,000-40,000	6	2.0
Income (Guests)	41,000-50,000	33	11.1
	51,000-100,000	55	18.5
	101,000-150,000	51	17.1
Guest Occupation	151,000 & above	48	16.1
	Employee-Public/Private	57	19.1
	Business Owner	62	20.8
Employee Position	Others	29	9.7
	Office Staff	42	42.0
	Clerk	10	10.0
	Cost Controller	8	8.0
	Locker Attendant	8	8.0
Top Mgmt. Position	Others	32	32
	SDO/Supervisor	4	8.0
	Manager	37	74.0
HR	HR	9	18.0

This Table 1 shows that most of the respondents are from Metro Manila with regards to the location. It also presents that majority of the respondents are male business owners; second are the employees from public and private sector and lastly are guest from the different fields and other professions. With regards to the age, respondents from the age bracket of 42-50 years old ranked first.

In relation to the result of the employees, majority of them are office staff. Next belongs to other position in the golf course, next is clerk, lastly are cost controller and locker attendants with same frequency of 8 and a percentage of 8.0. For the top management position, majority of the respondents are managers of the different departments in the golf course, next is from the human resource department (HR), and lastly are the respondents holding a position as SDO/Supervisor. This table reveals that most of the employees are coming from the golf course and country clubs that are in Metro Manila followed by Cavite, while in the same position in the third rank are located from Batangas and Laguna. Most of the respondents are guest, employees/staff and from the top management of the golf course and country clubs. As for the income, respondents who are the employees of golf course received salary 20,000.00 and below. Meanwhile, for the responses from the guests it is shows that most of the guests received and income range from 51,000.00-100,000.00.

Table 2. Awareness on the CSR Concept

		Guest		Employee		Top Management		Total	
		f	%	f	%	f	%	f	%
Awareness	No	52	35.1	22	22	6	12	80	26.8
	Yes	96	64.9	78	78	44	88	218	73.2
Total		148	100	100	100	50	100	298	100

Table 2 indicates the extent of awareness of the guest and employees on the CSR obligation idea of the golf course. From the guest responses 96 of them are aware about the corporate social obligation idea of golf course with a percentage of 64.9 and 52 guests answered no with a percentage of 35.1 that they are not aware about the corporate social obligation concept of the golf course. In terms of the employees 78 of them are aware about corporate social obligation idea of the golf course with a percentage of 78 and 22 employees are not aware about the corporate social obligation idea of golf course with a

percentage of 22. Meanwhile, from the top management, 44 of them answered that they are mindful about the corporate social obligation idea of the golf course with a frequency of 88 and 6 from the top management are not familiar about the corporate social obligation concept of golf course.

With a total of 298 respondents, with an equal percentage of 100%, there are a total of 218 respondents with a percentage of 73.2 who are aware with the corporate social obligation idea of golf course. But there are respondents with a frequency of 80 and a percentage of 26.8 who are not aware about the corporate social obligation idea of golf course.

CSR has become unavoidable, as society demands more from companies. Organizations in the leisure industry are no exception. Events' organizations have to make many important decisions and set goals regarding their priorities on social responsibility [5]. It is significant to consider the expectations of a set of stakeholders, of which the audience and sponsors are of key importance.

As corporate social responsibility became a real concern for academic research and companies. It is a self-regulating enterprise version that facilitates a company be socially responsible to itself, stakeholders, and the public. Moreover, it is usually called corporate citizenship that the companies may be aware of the type of impact they're having on all factors of society along with economic, social, and environmental [6].

Many companies choose to involve the employees in the corporate social responsibility projects. For example, aside from allotting a substantial budget for a CSR project, a company provides incentives for its workforce to participate in the project, encouraging them to join say, a community outreach mission. In the process, employees learn to appreciate the company for its service to the people, and eventually gains the employees' loyalty. Moreover, the experience gave the employees a sense of purpose not to mention pride and joy in being of service to one's fellowmen. However, the economic responsibility initiatives taken by a firm involves improving the firm's business operation while participating in sustainable practices. For example, using a new manufacturing process to minimize wastage [7].

In Table 3 presents that there is an extensive relationship among the degree of CSR practices and their involvement as denoted through the computed p-values which might be much less than 0.01 alpha level. This means that those respondents with better response on the level of CSR practices of the Golf Course are also the ones respondents with better stage of CSR involvement.

In present day socially aware environment, staff, and client's vicinity a premium on working for and spending their cash with organizations that formulate corporate social responsibility.

Table 3. Relationship between CSR Practices and Involvement

CSR Practices	Involvement					
	Environmental		Volunteering		Goodwill	
	r-value	p-value	r-value	p-value	r-value	p-value
Economic	.769	.000	.736	.000	.761	.000
Legal	.781	.000	.713	.000	.751	.000
Ethical	.722	.000	.641	.000	.676	.000
Philanthropic	.822	.000	.799	.000	.834	.000

*Significant at $p\text{-value} < 0.05$; **Significant at $p\text{-value} < 0.01$

Focusing on Corporate Social Responsibility (CSR) and significant stories within verbal exchange of CSR. The 1953 dawn into consideration elected a leap forward year, while it became first stated of social responsibility. CSR is a trend that appeals to alternate of enterprise orientation from short-time period to long-time period desires and from most to foremost profit. CSR reviews, respectively triple-bottom-line reviews have turn out elected device of communication for Corporate Social Responsibility. Those are a voluntary complete report involving not only financial data, but also data from environmental and social field. These reports advice about the employer coverage in relationship to the environment, sustainability, or at once centered on satisfying the commitments established through the employer inside the idea of social responsibility. Corporate Social Responsibility record can aid to convey a scientific method into the control of socially accountable activities, discover future dangers and possibilities and thereby need contribution to growing the competitiveness of enterprise and keep the opportunity for long-time period enterprise venture. Information is not most effective for the employer, however on the premise of them enterprise can partially create decision-making method of various kinds of stakeholders. This article points out how the CSR document is use by businesses and the way socially responsible activities via Corporate Social Responsibility reviews are perceive through customer [8].

The earlier studies on company community involvement (CCI) tasks suggests that such conduct is essential for constructing community relationships and extending company have an effect on withinside the

community, however there's little theoretical work that gives a clear photo of dealing with the character of the tasks from exclusive stakeholder management strategies. Drawing from theoretical insights of stakeholder principle and the idea of social capital, this text proposes nine strategic instructions for Corporate Social Responsibility tasks and concludes through discussing the control implications of the proposed strategic guidelines. The proposed strategies capacity is to enhance current information and practice of businesses and their Corporate Social Responsibility projects [9].

As a result of this study, figure 1 presents the proposed framework for sustainable community-based advancement is for a comprehensive and continuous improvement of the country's Golf Courses and Country Clubs, CSR programs, projects, and activities. Like all business sectors, golf courses and country clubs have an opportunity to strengthen their image as part of the modern sustainability movement. Golf can illustrate leadership qualities through sport delivering the maximum social and environmental value.

Unlike many other sectors, golf has the advantage to improve the standard of living and enrich the protection of the natural landscape at the same time. Corporate Social Responsibility Awareness (CSR) measures the responsiveness of tourism industry, which involves the accountable use of natural and cultural practices; minimizing pollution and waste; conserving landscapes, biological diversity and cultural heritage; treating employees, suppliers and guests fairly and responsibly; using local products and services fairly; and engaging and cooperating with local communities to improve the quality of life of local people.



Figure 1. Proposed Framework: Vizconde Sustainable Community-based Development Framework

The CSR concept was already a fundamental part of corporate tactics for the business of golf courses and country clubs. Sustainable development, fair work environment for staff and a contribution to the well-being

of local people are top factors in tourism corporate strategies. Tourism companies have strong ties to the local communities in which they operate the socio-economic development of these regions is therefore also strongly influenced.

The research of Borbon [10], corporate social responsibility is evolving within the four key and primary responsibilities. Economic describes the capacity of the corporation to be financially viable, lawful, concerned primarily with obeying the law; ethical is concerned with knowing what reasonable and proper and philanthropic portrayals is being a responsible corporate citizen [11]. In pyramid, these four duties can be seen to see the multiple aspects of Corporate Social Responsibility. This basic frame of Carroll has many options that enable audiences to understand the fundamental idea of Corporate Social Responsibility. One characteristic is that revenue should come initially, as the economic responsibility lies at the bottom of most of the hierarchy that serves as the firm 's major foundation. The enterprise would not be able to obtain the other three responsibilities without being financially beneficial. Once the company is liquidated, it ensures that the business complies with the rules and regulations, as it is the second responsibility to fill in. The third accountability is to behave morally by measuring the standards and values of the business, on the other hand, the central feature of the pyramid is to give back to the community, which is marked as the finest level of CSR, this responsibility is contractual but important and thus encourages the industry to practice.

According to an article by Murphy [12], Awareness of CSR companies are increasingly focusing on social responsibility, whether it is promoting rights of women, environmental protection or trying to eradicate poverty, at local, national or global stages. From the perspective of optics, socially responsible firms are projecting more popular products for consumers and shareholders equally, which will have a positive effect on their profit margins. Becoming a responsible corporate citizen can strengthen the image of a business and construct its product line. Social accountability allows employers to maximize the resources available to them to do excellent. Structured corporate social responsibility projects can increase the performance of employees and contribute to enhanced workforce productivity. That businesses are increasingly focusing on social accountability, whether it is supporting rights for women, preserving the environment, or trying to eradicate economic inequality, on local, national or global level. From the perspective of optics, socially responsible businesses design more high

- quality images for customers and investors alike, which will have a positive impact on their bottom lines. In addition to simply collecting a paycheck, socially responsible companies aim to encourage employees who are able to make a change in the world. There is certainly room for improvement for huge corporations, where combined actions by workers can produce excellent outcomes, which increases employees' morale and increase productivity. Largely owing the superior brand imagery, community-oriented firms often enjoy a significant advantage on their competitors.

Furthermore, according to Collier [13], CSR is when a company works in ethics and long-lasting manner and addresses its environmental and social issues. This indicates thorough monitoring of the civil rights, the public, the surroundings, and the society it operates within. This only demonstrates that social responsibility and ethical standards are essential to a company's or any agency's victories. The advantages of CSR raise concerns about how vital it is in your business and why you should try to adopt it. Some clear advantages of CSR include enhanced brand persona, increased brand awareness and acknowledgement, cost savings, benefit over competing companies, improved customer commitment, expanded employee retention and more employee compensation.

This just authenticates the prime motivation behind CSR in corporate business is to make the corporate business exercises just as the corporate culture both feasible in three different ways: financial, social and ecological. Giving equivalent measure of consideration to all the three measurements, however numerous organizations believe that corporate social duty is a much outside aspect of their business, while most believe it to be an unessential issue for their business as fulfilling their clients/customers is more significant for them. It is additionally felt that consumer loyalty is just about cost and administration, however focusing on just these parts of business makes them dazzle collapsed towards other significant changes occurring worldwide that could destroy the business. The change is named as social obligation which is an open door in itself for the business.

In the article by Bu [14], corporate social responsibility (CSR) includes the willful act of social and condition exercises to fulfill firms' partners, with the goal of producing benefits. Organizations regularly face difficulties while actualizing key CSR. In view of the outcomes, it shows that variables identifying with absence of assets, absence of key vision, absence of estimation framework, high administrative guidelines, and low ability to pay for CSR are critical obstructions to actualizing key CSR. The discoveries infer that the act of

key CSR is dependent upon both the company's full-scale condition and micro condition, yet less significantly. Understanding these potential obstructions can assist organizations with keeping away from or conquer these hindrances and improve their odds of effectively executing vital CSR.

The CSR is that the framework within which companies can develop and improve sustainable business practices. By incorporating these practices, a corporation can become a sustainable and inclusive business. within the article of Cecilia Lu, she presented the seven best CSR practices such as: setting measurable goals, stakeholder engagement, sustainability issues mapping, sustainability management systems (SMS), lifecycle assessment, sustainability/CSR reporting, and sustainability branding.

CSR Involvement implies that an organization takes steps to make sure there are positive social and environmental effects related to the way the business operates. Businesses that engage in active CSR efforts examine of the way they operate within the world to include addressing cultural and social issues, with the aim of benefiting both within the process. Not only can CSR models increase business and revenue, but they also promote change and progress throughout the globe, which regularly involves helping people with few or no resources. Community engagement is one in every of the key pillars of CSR, alongside the priority with the workplace, the marketplace and therefore the environment. The community involvement can take many forms. as an example, some businesses choose to: support a neighborhood charity with financial contributions, sponsor a neighborhood event organize clean-up events, and volunteer in local schools or community projects.

In many businesses, it makes commercial sense to urge involved in community-based Corporate Social Responsibility associated with the products or services. The volunteers can use their expertise and show the external body part of their business at the identical time. For example, some restaurants provide food to local homeless groups, while some builders give free labor and materials to community projects. The links and country clubs should seek for opportunities that may mutually benefit them and therefore the community by generating publicity or improving the neighborhood round the premises itself.

With regards to community and employee engagement through environmental, goodwill and volunteering. Many businesses should include their employees in decisions about CSR program and

activities, for example: support charities chosen by their staff, encourage staff to volunteer for community activities, give staff paid day without work for volunteering, help employees to create tax-free donations to charity through 'payroll giving' and moreover as improving community relations, involving your staff in CSR can help to motivate and encourage their personal and professional development.

Furthermore, there are advantages of community involvement for business such as: working with the local people can bring a good range of advantages. for instance, for several businesses, local customers are a crucial source of sales. If the golf courses and country clubs demonstrating commitment to the community it also can improve their business reputation and, in turn, make it easier for them to recruit or retain employees. a decent relationship with local authorities also can help the golf courses and country clubs. as an example, some local authorities favor to award contracts to golf courses and country clubs with a record of community involvement.

Incorporating social responsibility together with sustainable practices will make sure that golf courses and country clubs remains competitive in today's consumer-savvy market. within the article of Peterson and Merrill [15], in step with Harvard Business Review, the aim of CSR is to align a company's social and environmental activities with its business purpose and value. The term generally applies to efforts that transcend what is also required by regulators or environmental protection groups. To understand the best practices related to CSR will ensure golf courses and country clubs are effectively addressing their part in environmental and social well-being.

CONCLUSION AND RECOMMENDATION

Golf Course and Country Clubs were in Metro Manila, Cavite, Batangas and Laguna. Most of the respondents were male from the guest, employees/staff, and top management with the age bracket from 41 to 50 years old. Age of the respondents is one of the most important characteristics in understanding their views about the problems; by and large age indicates level of maturity of individuals in that sense age becomes more important to examine the response. This means that those respondents with better response on the level of CSR practices of the Golf Course are also the ones respondents with better stage of CSR involvement as a result of this study, this proposed framework for sustainable community-based advancement is for a comprehensive and continuous improvement of the

country's Golf Courses and Country Clubs, CSR programs, projects, and activities.

Based on the results of the study, it is recommended to ensure that there is an existing CSR platform among the employees/staff and top management of the golf course and country clubs within the organization and to implement a system to review and evaluate so that there will be a room for improvement. There should be a great scope for LGU's NGO's, Stakeholders and Community to tap this sector of Golf Industry for creating a better impact of social projects and for better utilization of resources for the social cause. Develop holistic and comprehensive sustainable community-based development plan and strategies for the CSR projects, activities and practices of golf course and country clubs in the Philippines in partnership for the benefit of the society. The study is limited only on the CSR practices and involvement among golf course and country clubs, future researchers may conduct related study gearing towards the green practices and innovation.

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