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## Research Article

### Awareness and Satisfaction of Employees on the Corporate Social Responsibility Services in Hanjin Heavy Industries and Construction Philippines

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#### ABSTRACT

Hanjin Heavy Industries Construction Philippines Inc. offers CSR services to motivate employees and ensure security. Employees receive free shuttle buses, food allowances, medical and dental missions, schools, and housing loans. However, the infrequent utilization of these services could potentially impact job performance. Employee satisfaction with these services may influence their satisfaction, leading to lower working conditions. This study aimed to assess employee awareness and satisfaction with Hanjin social responsibility services in 2019. The research involved 11 employees (85) and 25 department managers from the Hanjin Subic Shipyard. The study used questionnaires to gather data on employees' profiles and awareness of the company's benefits. The results were analyzed using descriptive statistical tools and gathered through a pilot data-gathering process. The survey shows that all respondents benefit from the company's annual physical examinations, which are both the company's and employees' responsibility. The services include free shuttles, food allowances, medical and dental assistance, housing, and educational assistance. Basic occupational safety and health training was taken by 41.82 percent of respondents. Management training and development was received by 0.91% of employees. Higher awareness contributes to employee satisfaction with Hanjin CSR services. The management of Hanjin raises employee awareness of CSR services by holding a symposium and disseminating various information, for example.

**Keywords:** *Corporate Social Responsibility, Community Involvement, Employee, Environmental Action, Economic Growth, Personnel Development*

#### Introduction

Hanjin Heavy Industries Construction Philippines Inc. (HHIC-PHIL) has corporate social responsibility (CSR) services meant to

motivate the performance of employees as well as provide them security at work and throughout their service in the company. Hanjin employees are accommodated with a free shuttle

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bus from the terminal to the Hanjin area and vice versa; they are also given food allowances during working hours. In the surrounding communities, Hanjin Company also provides medical and dental missions, establishes schools, and provides housing loans. However, there seems to be a low level of availment of these services, and the lowering conditions of the company employees may be affected by their satisfaction with the availed services. This will eventually affect their job performance. Through effective CSR practices, HHIC-PHIL is trying to achieve a balance between economic, environmental, and social imperatives, address stakeholders' expectations, demands, and influences, and sustain shareholder values. HHIC-PHIL CSR must be considered a core value of the company, and the expectations of all of the of the company's key stakeholders must be considered when making business decisions. It also requires a mindset that is in tune with the society and community in which the company lives and makes its living. From the numerous interests in building the said project, it was awarded to Fiesta Communities Inc., a reputed and awarded developer in the region, for the development of the tract of land, which started in the third quarter of 2012. To make the housing units more affordable to the employees of Hanjin, HHIC and Fiesta partnered with the PAG-IBIG Fund, which in turn extended the lowest interest rate possible at 4.5% per year for a maximum term of 30 years. On a "no-down payment scheme," Hanjin employee pays as little as P2,330 per month for acquiring a 20-square-meter Duplex unit on 55 sq. Lot over a thirty-year period. HHIC-Phil's Subic Shipyard launched the construction of a school in Castillejos, which is about 20 km away to the north from the shipyard, in February last year, and the construction was completed five months later. The ceremony for school donations was held at the end of the year. Since then, the Department of Education of the Philippines has installed various educational facilities, recruited school faculty, and handled administrative work. The school (site area: 3,31 m<sup>2</sup>, building area: 1,110 m<sup>2</sup>) consists of four (4) buildings and eight (8) classrooms, featuring a library, science lab, and faculty office. It can accommodate up to 500 students. This school will cover

the kindergarten, elementary, and middle school curriculums. Later, it will handle up-to-high school courses. HHIC-Phil's Subic Shipyard also provided school equipment and materials, such as chairs, desks, and cabinets, for school faculty and students. At the opening ceremony, it further donated school supplies, electric fans, and curtains.

HHIC-Phil's Subic Shipyard has promoted a variety of corporate social responsibility activities, such as school donations, the construction of 1,000 housing units for local employees, medical volunteer services, and health and quarantine services. It also plans to build and donate various public facilities, including a bus terminal, a multipurpose hall, a park, a park, and a basketball court. This is one of the CSR activities of Hanjin Subic Shipyard, and it was already planned and organized in Subic and Castillejos Zambales. Based on studies, corporate social responsibility (CSR) has become an extremely important subject not only for companies but also for communities and public policy.

In a globalized economy, CSR is often considered a very important premise for businesses to gain and sustain competitive advantages. Therefore, escalating the level of awareness and the status of implementation about corporate social responsibility (CSR) in Hanjin Subic Shipyard is a genuine to acquire information and data for both communities, as was already said. Corporate social responsibility (hereafter referred to as CSR) proponents see developing and implementing CSR strategies as a business opportunity. When viewed strategically, CSR stems from top management's vision and values and is not viewed as an expense but as a strategic initiative readily adopted by organizations to differentiate themselves from their competition (Beji et al., 2021; Serra-Cantalops et al., 2018). Extrinsic CSR practices, i.e., strategic CSR, are indicated by the organization's ulterior motive to receive something in exchange for going out of its way to do better for direct and indirect stakeholders. Currently, CSR is primarily viewed as a strategic issue (Zerbini, 2017), and scholars must address the strategic interest of organizations in CSR when we consider the significant

time and resources invested in strategically implementing CSR within the organization.

The main purpose of this research paper is to study the level of awareness and satisfaction of employees with the corporate social responsibility (CSR) of Heavy Hanjin Industries Construction Philippines, Inc. This company is

one of the biggest producers of container ships in the world. For HHIC-PHIL to serve its CSR services. It acquired a 30-hectare property in Nagbunga, Castillejos, and Zambales to provide the housing requirements of its more than 20,000 skilled workers.

**Framework**

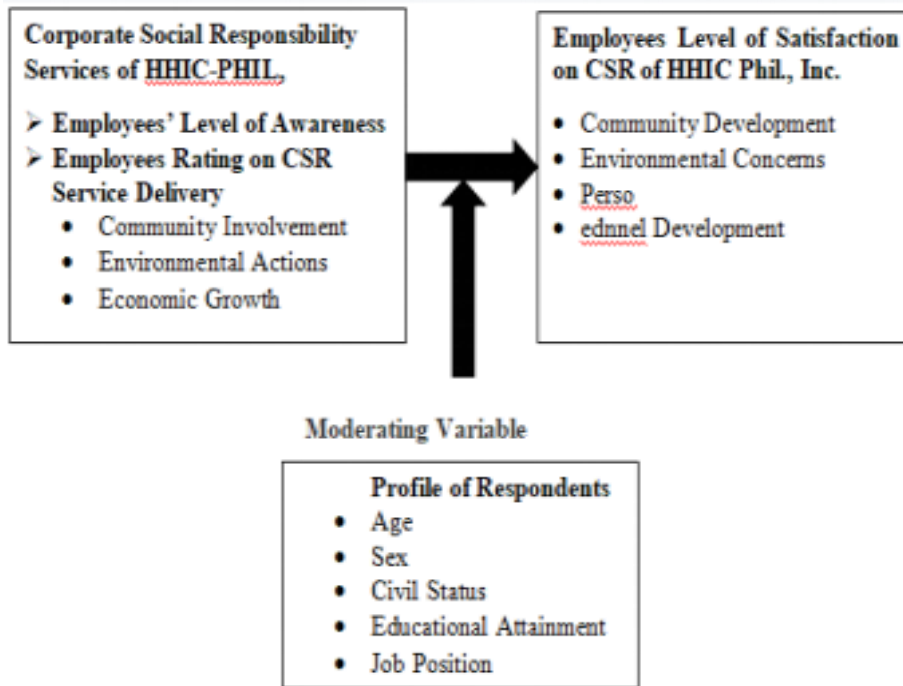


Figure 1.

ISO 26000 provides guidance on how businesses and organizations can operate in a socially responsible way. This means acting in an ethical and transparent way that contributes to the health and welfare of society; however, in some other ways, employees, sub-contractors, and the community tend to ignore the importance of corporate social responsibility.

The study will utilize the IV-DV design, focusing on the awareness and satisfaction of employees with the corporate social responsibility services of Hanjin Heavy Industries Construction Philippines Inc. The level of awareness is the independent variable (left box), the dependent variable signifies the level of satisfaction of employees with the CSR services (right box), and the moderating variable is all about the profile respondents.

**Methods**

**Research Design**

The quantitative research design is used in this study through a survey questionnaire. Via the data generated from the close-ended questions, a conclusion can be drawn from the profile of the employees under Hanjin Heavy Industries Construction Philippines Inc. at SBMA, Subic Zambales, under the level of awareness and satisfaction of the employees with their benefits. Through the quantitative design, it will use a descriptive-correlational design to describe and correlate the variables to each other. The stratified simple random sampling used in the study involved subdividing the population into subgroups or strata and drawing members at random from each subgroup or stratum in the same proportion as they exist in the population.

### Respondents and Locale of the study

The locale of the study is Hanjin Heavy Industries Construction Philippines Inc. at SBMA; this company is located between the two municipalities of Zambales Province, Subic, and Castillejos municipalities. The respondents of this study consist of 110 employees from company workers (85) and department managers (25) of the HHIC-PHIL Subic Hanjin Shipyard after the retrenchment program in 2019.

### Validity and Reliability of the Instrument

The survey questionnaire used is a self-made questionnaire for research studies. The researcher, through the validations of the instruments, who are experts in the field of administrative officers and human resource officers, and for the educational background, holds a degree of Master in Business Administration, Doctor in Business Administration, and is an expert in the field of research. While the adopted research instrument sought permission from the authors to use the validated research instrument via electronic mail with the condition of using the surveys only for the research study and not to sell or use them for any compensated or curriculum development activities. This self-made research instrument has undergone pilot testing to test its reliability. The said questionnaire undergoes a reliability

test, and the result shows that 15 items can be considered reliable out of 25 questions.

The reliability test creates a value of Cronbach's  $\alpha$  around 0.7 to 0.84. A generally accepted rule is that  $\alpha$  of 0.6–0.7 indicates an acceptable level of reliability, and 0.8 or greater indicates a very good level. These results suggest that the proposed questionnaire has adequate indicators. The 4-point Likert-type scale end points ranging from 1 being the lowest score to 4 being 'the highest score' are used in the questionnaire.

### Data Gathering Procedure

Researchers addressed a letter to HHIC-Phil. The Main Office is asking for permission to pilot data gathering for the study. Once a permit was accepted, the questionnaires were sent to the respondents along with the consent letter for the study. A survey questionnaire is composed of complete information on the respondents' profile, about their awareness of the benefits, their satisfaction with the benefits received by the company, and their practice or exercise of the position through the availability of trainings and seminars. Filled-up questionnaires were accumulated, and responses to the questions in each category were tabulated and subjected to the descriptive statistical tools of frequency, percentage, and weighted mean.

## Result and Discussion

Table1. Frequency and Percentage Distribution of Respondents' Profile

Variable	Categories	Frequency	%
Age (Mean = 36.32 y.o.)	22 – 27 year old	17	15.45
	28 – 33	27	24.55
	34 – 39	32	29.09
	40 – 45	17	15.45
	46 – 51	11	10.00
	52 – 57	5	4.55
	58 – 63	1	0.91
Sex	Male	81	73.64
	Female	29	26.36
Civil Status	Single	54	49.09
	Married	56	50.91
Educational Attainment	Elementary	1	0.91
	High School	7	6.36
	Vocational	5	4.55
	College Degree	97	88.18
Job Position	Security/Utility/Driver	11	10.00
	Worker/Technical	28	25.45
	Administration	21	19.09
	Accounting	10	9.09
	Engineering	15	13.64
	Supervisor	9	8.18
	Manager	16	14.55

**Table 1.** Age. A greater proportion (29.09%, or 32 out of 110 respondents) belong to the age band 34–39, while there was one (0.91%) respondent who falls under the 58–63-year-old category. The mean age of 36.32 indicates that the respondents are in the mid-adulthood stage. This implies that the HHIC employees of Hanjin acquire and develop new skills while in the workplace. It implies that the company provides learning opportunities for its employees. Sex. The majority (73.64%, or 48 out of 110 respondents), were male, and there were 29 (26.36%) females. This indicates that the roster of employees in Hanjin is mostly male. This statistic is consistent with Jobs Fit (2019), who reported that male employed persons are dominant in both the agriculture and industry sectors. Civil Status. The majority (50.91%, or 56 out of 110 respondents), were married, and the rest of the respondents were single. Married individuals are seen as typically responsible for the well-being of their families. They show dedication to their job despite their hectic schedules to balance their time for the family and sustain their financial

needs. This supports L. Ross (2017), who stated that for many working parents, balancing their jobs and their family obligations can be a challenge. It’s difficult for them to balance work and family, and this is particularly the case for mothers who work full-time. Educational Attainment. The majority (88.18% of the 110 respondents) had finished a college degree, while there was one (0.91%) employee who had graduated from elementary school. This indicates that the Hanjin Company hires college degree holders. This contradicts the report of PSA (2019) that 16.64% of the workforce in Region III is college graduates. Job Position. A greater proportion (25.45% of the 110 respondents) are workers or hold positions in the technical group of Hanjin, and nine (8.18%) supervisors participated in this study. This statistic does not conform to the report of PSA (2019), which states that 43.8% of the workforce in Region III consists of technicians and associate professionals, clerical support workers, craft and related trades workers, and plant and machine operators and assemblers.

*Table 2. Level of Awareness of Hanjin Heavy Industries Employees on CSR Services*

Indicators		Wt. Mean	Qualitative Interpretation
1	Hanjin company participates in the professional organizational program, and different approaches to professional development growth.	3.58	Fully Aware
2	Hanjin company conducts trainings and symposium for the community and workers regarding organizational development.	3.57	Fully Aware
3	Hanjin shipyard has a composting chemical program like oil spill, and safety program to control and to eliminate the hazardous chemical.	3.53	Fully Aware
4	The company needs more improvement regarding the company services.	3.53	Fully Aware
5	Hanjin Village is just one of the services provided by the Hanjin company.	3.61	Fully Aware
6	Hanjin Shipyard constructed, and provided educational facilities and equipment.	3.54	Fully Aware
7	The company has a corporate social responsibility services not only for the company but also for the community privileges.	3.56	Fully Aware

8	The company encourages their employee to pursue continuing/ advance educational opportunity by giving special case program.	3.51	Fully Aware
9	HHIC-PHIL measure, record, and report all the following material consumption such as waste, and emission to air and water.	3.65	Fully Aware
10	The organization has flexible policies to provide a good work and life balances to all employees.	3.52	Fully Aware
Composite		3.56	Fully Aware

**Table 2.** Through conducting a performance survey, the level of certain knowledge of Hanjin employees was measured in terms of benefits, certain policies, situations, documents, or any other information, because the higher employee awareness, the better the competitiveness of the company. It presents the survey results on the level of awareness of the CSR services of HHIC-Phil., Inc. The employees are fully aware (3.65) that Hanjin measures, records, and reports all material consumption, such as waste and emissions to air and water. This practice of the company is in adherence to their environmental concerns. They garnered the lowest rating (3.51, Fully

Aware) on the company's encouragement of employees to pursue continuing or advanced education opportunities by giving special case programs. This implies that the company gives importance to their employees' professional development, both for the benefit of the employees and the company. The composite value of 3.56 indicates that the employees are fully aware of the CSR services provided by Hanjin for the benefit of the employees and the community. It implies that there is transparency about the available benefits provided by Hanjin. The full awareness of the employees implies good CSR management at Hanjin.

*Table 3. Corporate Social Responsibility Services Availed by Hanjin Heavy Industries and Construction Philippines*

Services	Availed		Did Not Avail	
	F	%	f	%
Free Shuttle	46	41.82	64	58.18
Food Allowance	42	38.18	68	61.82
Annual Physical Exam	110	100.00	0	0.00
Medical and Dental Assistance	21	19.09	89	80.91
Educational Assistance	2	1.82	108	98.18
Housing	7	6.36	103	93.64
<b>Total</b>	<b>2.07</b>	<b>1.89</b>	<b>3.93</b>	<b>3.57</b>
<b>Provided Trainings</b>				
	F	%	f	%
<i>Basic Occupational Safety and Health (BOSH)</i>	46	41.82	64	58.18
<i>Safety Training for Ship Passengers</i>	2	1.82	108	98.18
<i>Health Safety and Environment Management</i>	7	6.36	103	93.64
<i>Food Handling Process &amp; Safety</i>	5	4.55	105	95.45
<i>First Aid</i>	10	9.09	100	90.91
<i>Sanitation &amp; Hygiene</i>	8	7.27	102	92.73
<i>Leadership</i>	4	3.64	106	96.36
<i>Security</i>	11	10.00	99	90.00

Services	Availed		Did Not Avail	
	F	%	f	%
International Safety Management	2	1.82	108	98.18
Management Training and Development	1	0.91	109	99.09
Transportation	2	1.82	108	98.18
Trainlaw 1 & 2, AMLA	3	2.73	107	97.27

**Table 3.** Hanjin provides CSR services to the employees and the community in as much as this is in accordance with the social and environmental obligations of the company. The employees may or may not opt to avail of these services. Table 5 presents the CSR services availed of by Hanjin employees. It can be seen that 100% of the respondents avail of the annual physical examinations offered by the company. It is an obligation for both the company and the employees to conduct the annual physical examination to ensure the health and safety of the workers. The employees' avail of other services such as free shuttle (41.82%), food allowances (38.18%), medical and dental assistance (19.09%), housing (6.36%), and educational assistance with the lowest percentage (1.82%). The company also provided training

on Basic Occupational Safety and Health (BOSH), which was availed of by 41.82% of the 110 respondents. It could be noted that only one (.91%) employee was given management training and development. However, it could also be a great indication of the training provisions that the company conducts for employee education, such as safety training for ship passengers (1.82%), health safety and environment management (6.36%), food handling processes and safety (4.55%), first aid (9.09%), sanitation and hygiene (7.27%), leadership training (3.64%), security (10%), international safety management (1.82%), transportation (1.82), and Train Laws 1 and 2 (AMLA). This implies that hanjin takes a serious responsibility for providing the employees with benefits as a part of their CSR service delivery.

Table 4. Employees' Rating of CSR Service Delivery of Hanjin Heavy Industries and Construction Philippines

Aspects	Wt. Mean	Qualitative Interpretation
Community Involvement	3.54	Outstanding
Environmental Actions	3.41	Very Satisfactory
Economic Growth	3.51	Outstanding
<b>Overall Weighted Mean</b>	<b>3.49</b>	<b>Very Satisfactory</b>

**Table 4.** Employees of rated Hanjin CSR services in accordance with the performance of the delivery. Table 4 presents the rating of employees regarding the CSR service delivery of HHIC-Phil., Inc. in terms of community involvement, environmental actions, and economic growth. **Community Involvement.** Some businesses choose to support a local charity with financial contributions, sponsor a local event, organize clean-up events, and volunteer in local schools or community projects as a part of their involvement in the community. The employees rated the CSR delivery of Hanjin **outstanding (3.54)** in terms of **community involvement**. This implies that HHIC-Phil builds its reputation as a business through community activity

engagements, such as sponsoring events and providing financial aid for community projects. NiBusinessInfo.Co.UK (n.d.) stated that for most businesses, it makes commercial sense to get involved in community-based CSR related to their product or service. It lets the company use their expertise and show the human face of their business at the same time. As well as improving community relations, involving your staff in CSR can help motivate them and encourage their personal and professional development. Working with your local community can bring a wide range of benefits. For example, for many businesses, local customers are an important source of sales. Demonstrating commitment to the community can also improve

Hanjin's business reputation and, in turn, make it easier for them to recruit or retain employees. **Environmental Actions.** This is the company's commitment to environmental management and aims for sustainable corporate development while striving to combine the goals of ecology and economy. The employees rated Hanjin as having very **satisfactory (3.41)** CSR delivery in terms of **environmental actions**. This implies that Hanjin accepts responsibility for the negative environmental impact of their business operations, so they try to change business activities in order to mitigate environmental damage. This would support Woźniak (2020). The role of CSR is highlighted by the Regulation of the Minister of Investments and Development dated May 10, 2018 on Appointing the Team on Sustainable Development and Social Responsibility of Business, an amended version of the Minister of Development dated September 21, 2016. **Economic Growth.** This refers to generating profits; corporations

create value that can be re-invested to create economic development that can positively influence society. The employees rated Hanjin CSR delivery **outstanding (3.51)** in terms of **economic growth**. This implies that Hanjin's corporate social responsibility is not simply limited to charitable donations but is closely related to corporate values, employment mechanisms, and business models. They integrate CSR into the company's core values and business models. CSR has implications for the economy, particularly sustainable development in line with the direction of national development. Besides that, it provides input to decision-makers and management. Businesses use CSR as a corporate strategy. **Summary.** Overall, the employees rated Hanjin CSR delivery very satisfactory (3.49), which indicates the company fulfills its obligations to employees and the community towards development and business growth at the same time.

Table 5. Employees' Level of Satisfaction on CSR Services of Hanjin Heavy Industries and Construction Philippines

Aspect	Wt. Mean	Qualitative Interpretation
Community Development	3.42	Satisfied
Environmental Concerns	3.47	Satisfied
Personnel Development	3.41	Satisfied
<b>Overall Weighted Mean</b>	<b>3.43</b>	<b>Satisfied</b>

**Table 5.** By assessing the average level of satisfaction of Hanjin employees, we can recognize how satisfied or dissatisfied those workers are with the benefits that they will receive. It presents the employees' level of satisfaction with the CSR services of Heavy Hanjin Industries in terms of community development, environmental concerns, and personnel development. **Community Development.** It is a process where community members come together to take collective action and generate solutions to common problems. It is a broad concept applied to the practices of civic leaders, activists, involved citizens, and professionals to improve various aspects of communities, typically aiming to build stronger and more resilient local communities. The employees garnered a mean rating of **3.42 (satisfied)** in

terms of the CSR aspect of community development. This implies that the employees are satisfied with the increased corporate community development being addressed through Hanjin's CSR service deliveries. This supports McLennan and Banks (2018), who stated that a broader view of the corporate community relationship, which takes account of the wide range of individuals and groups that form the community, also highlights the way in which community development activities are always embedded in power relationships. These power relationships extend beyond the dualistic relationship between the company and community and include a diverse range of political, cultural, and social power relationships within communities. **Environmental Concerns.** This refers to the company's increase in environ-



mental concern and knowledge about the effects and consequences of the on-going environmental deterioration for future generations. It can be seen in Table 7 that the employees are **satisfied (3.47)** with the CSR service delivery of Hanjin in terms of **environmental concerns**. This is in accordance with Business World (2018), which states that an organization considers the impact of its business decisions and operations on communities, society, and the environment and takes positive action to improve them. **Personnel Development**. Refers to employees' demand that their workplaces not only provide opportunities for them to develop within the business but outside of it too. The employees garnered a mean rating of **3.41**, which indicates that they are **satisfied** with the CSR service delivery of Hanjin in terms of **personnel development**. Because employee behavior influences organizational

outcomes and higher job satisfaction may lead to greater employee commitment to organizational goals and values, understanding the impact of CSR on employee satisfaction is relevant to corporate performance. Business World stated that providing employees with the opportunity to be involved in a company's socially responsible activities can have the benefit of teaching new skills to staff, which can in turn be applied in the workplace. This encourages a completely new form of professional development among employees. By undertaking activities outside of their usual work responsibilities, employees have the chance to contribute to work and causes that they might feel passionate about or learn something entirely new, which can help enrich their own perspectives. By supporting these activities, organizations encourage growth and support for employees.

Table 6. ANOVA on Employees' Level of Awareness on CSR Services of Hanjin Heavy Industries and Construction Philippines

Profile	Source of Variance	Sum of Squares	Df	Mean Square	P-Value	Sig.	Interpretation
Age	Between Groups	.521	6	.087	.642	.697	Not Significant
	Within Groups	13.935	103	.135			
	Total	14.456	109				
Sex	Between Groups	.452	1	.452	3.483	.065	Not Significant
	Within Groups	14.004	108	.130			
	Total	14.456	109				
Civil Status	Between Groups	.252	1	.252	1.912	.170	Not Significant
	Within Groups	14.205	108	.132			
	Total	14.456	109				
Educational Attainment	Between Groups	.209	3	.070	.518	.671	Not Significant
	Within Groups	14.247	106	.134			
	Total	14.456	109				
Job Position	Between Groups	4.463	6	.744	7.666	.000	Significant
	Within Groups	9.993	103	.097			
	Total	14.456	109				

**Table 6.** The research hypothesized the influence of the profile variables on the employees' level of awareness of CSR services at HHIC-Phil, Inc. Table 6 presents the analysis of variance on employees' level of awareness of CSR services when they are grouped according to age, sex, civil status, educational attainment, and job position. It can be seen that Job Position

( $F = 7.666$ ,  $Sig. = .000$ ) has a significant value that is less than the set alpha level ( $\alpha = .05$ ). This signifies rejection of the null hypothesis. Hence, there is a significant difference in employees's level of awareness of the CSR services of HHIC-Phil, Inc., grouped according to job position. This finding adheres to the findings of Reinhardt, I. C., Oliveira, J. C., & Ring, D. T. (2020).

Significant differences in awareness were discovered among respondents based on managerial position. This implies that employees holding different positions and job assignments acquire different levels of awareness of the

services offered by Hanjin with regards to their corporate social responsibility. Other profile variables showed no influence on employees' level of awareness.

Table 7. ANOVA on Employees' Level of Satisfaction on CSR Delivery of HHIC

Profile	Source of Variance	Sum of Squares	Df	Mean Square	P-Value	Sig.	Interpretation
Age	Between Groups	1.192	6	.199	2.834	.014	Significant
	Within Groups	7.222	103	.070			
	Total	8.414	109				
Sex	Between Groups	.017	1	.017	.213	.645	Not Significant
	Within Groups	8.398	108	.078			
	Total	8.414	109				
Civil Status	Between Groups	.004	1	.004	.051	.822	Not Significant
	Within Groups	8.410	108	.078			
	Total	8.414	109				
Educational Attainment	Between Groups	.457	3	.152	2.030	.114	Not Significant
	Within Groups	.957	106	.075			
	Total	8.414	109				
Job Position	Between Groups	1.808	6	.301	4.697	.000	Significant
	Within Groups	6.06	103	.064			
	Total	8.414	109				

**Table 7.** The level of satisfaction of employees with the CSR services offered by HHIC-Phil, Inc. is hypothesized by the researcher to be influenced by their age, sex, civil status, educational attainment, and job position. Table 9 shows the analysis of variance on employees' levels of satisfaction when grouped according to profile variables.

Profile variables Age (F = 2.834, Sig. =.014) and Job Position (F = 4.697, Sig. =.000) have significant values less than the set alpha level ( $\alpha = .05$ ).

This prompts rejection of the null hypothesis. Hence, there is a significant difference in

employees' level of satisfaction with the CSR services of Hanjin when they are grouped according to age and job position. This indicates that employees of different ages and with different job tasks display different levels of satisfaction. The notion that age heightens the emphasis placed on emotionally meaningful goals, such as the need to belong in the social environment, the need to feel safe and secure in one's environment, and generative concerns to guide the next generation, suggests that employees may become more responsive to CSR practices as they get older.

Table 8. Correlation between Level of Awareness and Level of Satisfaction on CSR Services

*\*\*Correlation is significant at the 0.01 level (2-tailed)*

Level of Satisfaction	Coefficients	Level of Awareness
Community Development	Pearson Correlation	.284**
	Sig. (2-tailed)	.003
	N	110
Environmental Concerns	Pearson r	.505**
	Sig. (2-tailed)	.000
	N	110

Level of Satisfaction	Coefficients	Level of Awareness
Personnel Development	Pearson r	.303**
	Sig. (2-tailed)	.001
	N	110

**Table 8.** It was hypothesized (null) that a significant relationship does not exist between employees' level of awareness and level of satisfaction with the with the CSR services of HHIC-Phil., Inc. Table 10 presents the correlation between these two variables. Community development ( $r = .284$ ,  $sig. = .003$ ) and personnel development ( $r = .303$ ,  $sig. = .001$ ) showed a moderately low positive correlation with employees' level of awareness, significant at the .01 level. This indicates a positive relationship between respondents' level of awareness and their level of satisfaction with the CSR services of Hanjin in terms of community development and personnel development. This implies that a higher level of awareness of the CSR creates higher employee satisfaction. There exists a moderately high positive correlation ( $r = .505$ ,  $sig. = .000$ ) between environmental concerns and employees' level of awareness, significant at the .01 level. This implies that when employees become more aware of the CSR service of Hanjin, they become more satisfied in terms of the company's environmental concerns. These premises lead to the rejection of the null hypothesis. Therefore, there is a significant positive relationship between employees' level of awareness and employees' level of satisfaction with the CSR services of HHIC-Phil., Inc. This finding is consistent with the findings of Raihan and Karim (2017), who concluded that CSR significantly and positively influenced employee satisfaction. In general, employee satisfaction is positively associated with an organization's CSR practices in Hanjin. The results of this research indicate that CSR contributes to increasing the job satisfaction of employees. However, this contradicts the findings of Paulik, Kombo, and Kljucnikov (2015) that the perception of CSR does not have a significant effect on satisfaction.

### Conclusion

From the findings of the study, the researcher draws the following conclusions:

- A typical HHIC-Phil., Inc. employee is a mid-adult married male technical staff worker with a baccalaureate degree.
- Hanjin provides CSR services such as free transportation and food allowances to employees who voluntarily take advantage of the benefits. They perform annual physical examinations and offer medical, dental, and educational assistance to those in need for the benefit of the company. They provide affordable housing options for those who wish to take advantage of them. Employees' health and safety were generally protected through training.
- Hanjin's business reputation is built through community involvement, such as event sponsorship and financial support for community projects. They are committed to environmental management and strive for sustainable corporate development while attempting to combine ecological and economic goals. Hanjin's corporate social responsibility extends beyond charitable donations to include corporate values, employment mechanisms, and business models.
- Employees are pleased with the growing corporate community development addressed by Hanjin's CSR service delivery, as well as the impact of Hanjin's business decisions and operations on communities, society, and the environment. They are still pleased with Hanjin's corporate performance in terms of employee professionalism.
- Employees in various positions and job assignments develop varying levels of awareness of Hanjin's services in terms of corporate social responsibility.
- A higher level of awareness contributes to greater employee satisfaction with Hanjin CSR services.

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