

# Outcomes of Business Social Responsibility Programs of Selected Semiconductor Companies in the Philippines

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**Abstract**— The rise of many semi-conductor companies was significant in the sub-urban areas of the Philippines as part of the government's economic agenda. Revenue is impressive, in return, there are social and environment impacts as outcomes of their economic activities.

This study addressed the outcomes of Business Social Responsibility (BSR) Programs of five selected semiconductor companies in the Philippines.

Assessments were made by the employees, the researchers and the community. The research instrument was validated by thirty experts. Descriptive, correlational, and triangulation methods of research were employed. Elaboration Method with multiple correlations was used to test the mediation.

Results of the study showed positive outcomes to stakeholders. Some differences were noted on the BSR outcomes reported by the companies against the report of the community. The BSR programs inhibited a pattern as low, moderate and extensive. The patterns of BSR programs account for the relationship between company profile and BSR outcomes.

**Keywords**— business social responsibility, corporate social responsibility, business and society, outcome, semiconductor companies

## I. INTRODUCTION

In the early 90's, industrial parks started to sprout like mushrooms in the sub-urban areas of the Philippines. A good number of locators in these economic zones are semiconductor (semicon) manufacturers and subcontractors of semiconductor companies abroad.

Semi-conductor companies are engaged in assembly, testing and manufacturing of integrated circuits (IC) and microprocessors for global consumptions. Philippines is a strategic site for manufacturing firms due to the country's very competitive labor resources. Moreover, operating on economic zones gave autonomy to these companies as far as financial obligations due to the government are concerned. Precisely, the revenue is attractive but in return, there would be social and environmental impacts as outcomes of their economic activities.

Business social responsibility (BSR) is used synonymously with Corporate Social Responsibility (CSR) and is meant to apply to profit-oriented business organizations. This refers to the concept that businesses

consider the impact of their activities on their stakeholders, namely customers, employees, shareholders, communities and environment.

This research studied five selected foreign-based semiconductor companies with foreign parent companies and with subsidiaries in the Philippines. Dummy names were used to identify these companies for confidentiality. These are Alpha, Beta, Charlie, Delta and Epsilon Companies. They represent 24% of locators in the country. As of 2007, there are twenty-one semiconductor firms in the country: ten with American, nine with Asians, and two with European parent company. Selection was based on the list of the top global 2005 sales performers ([53], [54], [55]) that have exposure in the country and the Business Ethics magazine's 2005 Best Corporate Citizens ([56], [57]).

## II. OBJECTIVES

The objective of the study was to determine outcomes of BSR programs of five selected semi-conductor companies to the stakeholders.

Specifically, it aimed to: (1) Describe the profile of each company as to the length of time it is operating in the Philippines, asset size, equity, net income, country of origin and the number of years the company is performing BSR; (2) Determine the patterns of BSR programs; (3) Measure the outcomes of BSR programs to the internal (owners/managers and employees) and external (community and natural environment) stakeholders; (4) Analyze how company profile relates to BSR patterns; (5) Analyze how the BSR patterns accounted for the effect of company profile to the BSR outcomes; and, (6) Identify which among the factors of company profile relates to the BSR outcomes.

## III. CONCEPTUAL FRAMEWORK

The paradigm of the study was illustrated in fig. 1. The patterns of BSR programs (mediating variable) had explained how and why the company profiles (independent variables) had accounted for the BSR outcomes (dependent variable). The variations in levels of the company profile significantly account for the variations in the patterns of BSR programs, while

variations in the patterns of BSR programs significantly account for the variations in the BSR outcomes. [5]

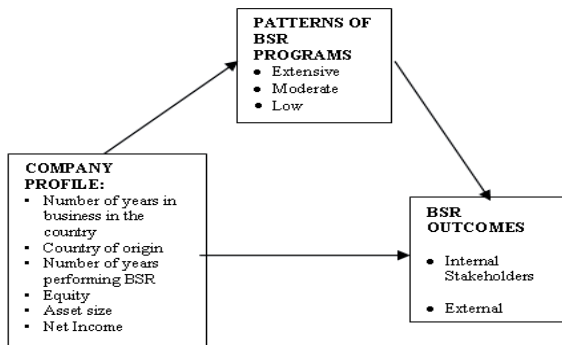


Fig. 1 Paradigm of the study

IV. MATERIALS AND METHODS

A. Research Instrument

Measures and indicators for BSR outcomes were developed based on literature [38]. The instrument was content-validated using the content validity ratio with the help of thirty jurors (experts) who performed qualitative and quantitative review. It was then pre-tested on three semiconductor companies not included in the study. Cronbach Alpha and Item Analysis were used for reliability test on internal consistency and test of scales. [9]

B. Research Procedure

In determining and validating the BSR outcome, three assessments were made. The first was the employees’ assessment (as internal source) using structured in-depth interviews (IDI) done by interviewing a panel composed of three managers directly involved with the company’s BSR programs.

Second is the researchers’ assessment done by reviewing the public communications and data provided by the different agencies/institutions.

Third is the community assessment (as external source) which was done by survey method on local government areas where the companies are located. There were 1,222 community respondents in total.

C. Research Design

The descriptive method was used in conducting the profiling, identifying the patterns of BSR programs and measuring the BSR outcomes. Evidences of BSR outcomes were established by methodological triangulation utilizing qualitative patterns. Paul Lazarsfeld’s Elaboration Method (Crosstab) with multiple correlations was used to determine how BSR patterns accounted for the relationship of company profile and BSR outcomes.

V. RESULTS

A. Company Profile

TABLE I : SUMMARY OF COMPANY PROFILE OF THE FIVE SEMICON COMPANIES

COMPANY	ALPHA	BETA	CHARLIE	DELTA	EPSILON
Years in Business	26	12	26	12	6
Equity (x1000)	No Report	335,868	383,419	18,955	96,317
Asset (x1000)	No Report	555,132	608,299	75,809	114,684
Income (x1000)	No Report	44,145	(5,785)	(1,791)	2,276
Country	USA	USA	EUROPEAN	ASEAN	USA
Years Performing BSR	10	10	25	11	6

B. BSR Programs

There were three identified major beneficiaries of the BSR Programs such as Internal (Managers and Employees), Natural Environment and Community. Table 2 shows the summary of BSR programs grouped according to beneficiaries.

TABLE II : BSR PROGRAMS & BENEFICIARIES

BSR PROGRAMS	BENEFICIARY
EMPLOYEE DEVELOPMENT	Internal
ABOVE-INDUSTRY EMPLOYEE BENEFITS	
SAFETY-CONCIOUSNESS	
ENVIRONMENTAL COMMUNITY SERVICES	Natural Environment
WASTE MANAGEMENT SYSTEM	
ISO CERTIFICATIONS	
TREE-PLANTING	
SCHOOL AIDS	Community
ADOPT A CHILD	
SUPPORT ON CALAMITY AFFECTED AREAS	
GAWAD KALINGA	
MEDICAL MISSION	
CHRISTMAS GIFT-GIVING	
EQUIPMENTS FOR DSWD	
VOLUNTEER MATCHING GRANT	
SCIENCE & TECHNOLOGY AWARENESS CAMPAIGNS	
RAISING FUNDS FOR LOCAL HOSPITALS	

C. Patterns of Business Social Responsibility Programs

Patterns of the BSR programs were established based on: (a) beneficiaries of the programs as internal, natural environment and community; (b) regular manner of performance; and, (c) observation of the community.

The categories were: (a) Extensive- on-going, regular, with most number of BSR projects; (b) Moderate- BSR project performed more than once but not regular, occasional or as the needs arise; and, (c) Low- BSR project done once (0-1 projects).

D. BSR Outcomes

The responses were categorized as Reported Positive Outcome (mean value of above 3.51) and Did Not Report Positive Outcome (mean value of 3.51 or lower).

1) Employees’ Assessment

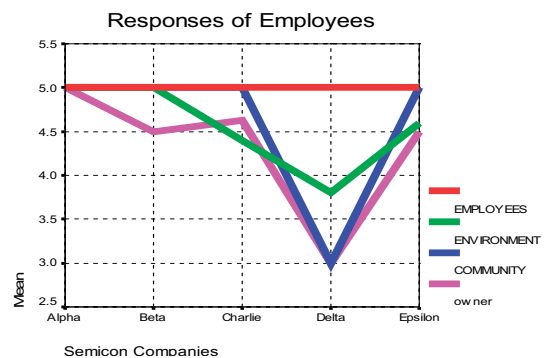


Fig. 2 Summary of outcomes to stakeholders based on employees’ assessment per semicon Company

2) Researchers' Assessment

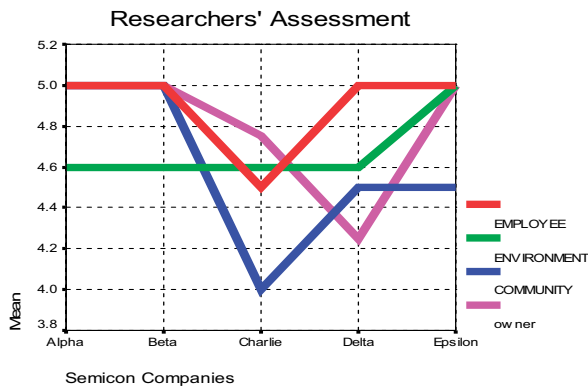


Fig. 3 Summary of outcomes to stakeholders based on researchers' assessment per semicon company

3) Community Assessment

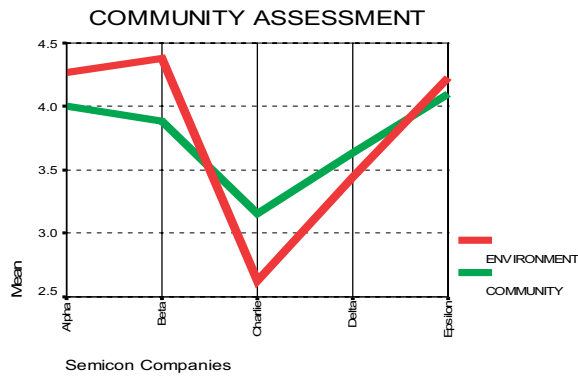


Fig 4 Summary of outcomes to stakeholders based on community assessment per semicon company

Based from employees' assessment (Fig. 2), all companies reported positive outcome to stakeholders with the outcome to the environment as the highest and outcome to owner as the lowest.

Based from researchers' assessment (Fig. 3), all companies reported positive outcome to stakeholders with the outcome to employee as the highest and outcome to community as the lowest.

Based from the community assessment (Fig. 4), the companies did not report positive outcome to the environment and a bit higher than the threshold in reporting positive outcome to the community

E. Triangulation Method of Analysis

Validation of reported outcomes to internal stakeholders was interpreted as: (a) Consistent Evidence if the researchers' assessment supports the employees' assessment; and, (b) Uncorroborated Evidence if otherwise.

Validation of reported outcomes to external stakeholders was interpreted as:

(a) Strong Consistent Evidence if the researchers' assessment and community assessment supports the employees' assessment; (b) Inconsistent Evidence – if only one of the researchers' assessment and community

assessment supports the employees' assessment; and, (c) Uncorroborated Evidence if both researchers' assessment and community assessment did not supports the employees' assessment.

1) Outcome to Owners/Managers (External Stakeholders)

All companies were validated to be having consistent evidence in reporting positive outcome except for Delta company which had uncorroborated evidence on not reporting positive outcome.

2) Outcome to Employees (External Stakeholders)

All companies were validated to be having consistent evidence in reporting positive outcome except for Charlie company which had uncorroborated evidence in reporting positive outcome.

Table 4 showed the employee's benefit given by the companies (yellow shade pertains to benefits similar to all companies). Charlie Company has the lowest percentage of benefits given to regular employees compared to other companies. Highest in the rank are Alpha and Epsilon companies, both having American parent companies.

3) Outcome to Natural Environment (Internal Stakeholders)

Natural environment was limited to the companies' compliance or non-compliance with the industry and government environment-related policies.

Three companies had inconsistent evidences and two had uncorroborated evidences.

The summary on environment-related policies these companies adhered to supports the validations of evidences (yellow shade pertains to benefits similar to all companies).

The table 5 showed that Beta (US parent) has the lowest number of policies adhered to while Delta (Asian parent) has the highest number.

TABLE III : SUMMARY OF BENEFITS TO REGULAR (R) AND NON-REGULAR (NR) EMPLOYEES

BENEFITS	ALPHA		BETA		CHARLIE		DELTA		EPSILON	
	R	NR	R	NR	R	NR	R	NR	R	NR
GOVERNMENT MANDATED	x	x	x	x	x	x	x	x	x	x
FOOD ALLOWANCE	x	x	x	x	x	x	x	x	x	x
TRANSPORTATION GAS ALLOWANCE/SHUTTLE	x	x	x	x	x	x	x	x	x	x
RICE SUBSIDY	x	x	x		x		x	x	x	x
MEDICAL/HEALTH/DENTAL	x		x		x	x	x	x	x	x
MEDICINE ALLOWANCE	x		x		x		x	x	x	x
TRAININGS	x	x	x		x		x	x	x	x
INSURANCE	x	x			x		x	x	x	x
DORMITORIES							x	x		
CAR/HOUSE ASSISTANCE	x		x				x	x	x	
STOCK SHARES	x								x	
14.5 MONTH PAY									x	
QUARTERLY BONUS									x	
RELOCATION PAY			x						x	
PROFIT-SHARE BONUS	x		x							
NEW PRODUCT BONUS									x	
EDUCATIONAL ASSISTANCE	x				x				x	
PERCENT IN NUMBER OF BENEFITS	72.22	33.33	55.56	16.67	55.56	22.22	61.11	61.11	83.33	5.56

TABLE IV : SUMMARY OF ENVIRONMENT-RELATED POLICIES THAT COMPANIES ADHERED

POLICIES/LAWS	ALPHA	BETA	CHARLIE	DELTA	EPSILON
ISO14001	x	x	x	x	x
OHSAS18001	x	x	x	x	x
ISO9001-2000	x	x	x	x	x
WEEE (WASTE FROM ELECTRICAL & ELECTRONIC EQUIPMENTS) DIRECTIVES	x	x	x	x	x
CLEAN WATER ACT	x	x	x	x	x
SOLID WASTE ACT	x	x	x	x	x
CLEAN AIR ACT	x	x	x	x	x
EXPLOSIVE LAW (911)	x	x	x	x	x
ROHS (REDUCTION ON HAZARDOUS SUBSTANCE) DECLARATION 2002/95/EC	x		x	x	x
UNDERWRITERS LABORATORY UL 94	x		N/A		x
ISO/TS16949:2002	x		x		x
ENVIRONMENTAL PRACTITIONERS ASSOCIATION (EPA)	x		x	x	x
ISO 3001	N/A				
ISO 9002			x		
QS 9000	x		x	x	
SUBSTANCES FOR PEDIA	x		N/A	x	x
R.A. 6969 (NUCLEAR)	x	N/A	x	x	
ISO 9000				x	x
PHILIPPINE QUALITY ASSURANCE (PQA)	N/A			x	
TARLAC AREA PRODUCTIVITY COUNCIL	N/A	N/A	N/A	x	N/A
<b>PERCENT IN NUMBER OF LAWS ADHERED TO</b>	<b>78.95</b>	<b>42.11</b>	<b>73.68</b>	<b>80.00</b>	<b>73.68</b>

4) Outcome to Community (Internal Stakeholders)

Three companies had uncorroborated evidences and two had inconsistent evidences

VI. CONCLUSIONS

In response to the objectives, the following conclusions were drawn:

(1) Profile of the semiconductor companies involved in the study: (a) majority operating in the Philippines for 12 and 26 years; (b) majority are American firms; (c) majority are performing BSR programs for 10 years; (d) two of the companies reported more than 300B dollars in equity; (e) two reported more than 500B dollars in total assets; and, (f) two reported net losses for the fiscal year 2006.

(2) Semicon companies had extensive patterns of BSR programs benefiting the employees and environment and low patterns benefiting the community.

(3) BSR Outcomes to internal stakeholders. Most companies reported positive outcome to owners/managers and employees which was validated as mostly having consistent evidence.

BSR Outcomes to external stakeholders. All companies reported positive outcome to the natural environment and community which was validated as mostly having inconsistent evidence and uncorroborated evidence, respectively.

Asian companies may have better BSR programs benefiting the environment while US companies may have better BSR programs benefiting the employees.

(4) Net Income has a strong positive relationship with the patterns of BSR programs.

(5) The extensive patterns of BSR programs benefiting managers, employees and natural environment account for the strong negative relationship between country of origin and outcomes of BSR programs on owners/managers and community. American companies performing regular BSR programs (benefiting the employees and environment) strongly report positive outcomes on managers and community than European and Asian companies.

(6) The country of origin singly accounts for the BSR outcomes on managers and community.

American firms have higher income among the others. These companies had reported positive outcomes to internal stakeholders and had consistent evidences. Positive outcomes were also reported to external stakeholders but were validated as either inconsistent or uncorroborated. But both researchers and community observed positive outcomes though not the same extent as how the companies claimed.

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