EXPLORING THE NEXUS BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE COMMITMENT IN RETAIL COMPANIES IN DIGOS CITY, PHILIPPINES

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Abstract:

The retail industry offers a wide range of services. However, challenges continuously hamper them, such as inadequate corporate social responsibility (CSR), high employee attrition rates, and the adverse impact of employee commitment on overall employee well-being and performance. This study investigated the relationship between corporate social responsibility (CSR) and employee commitment in retail companies in Digos City. Using a total population sampling or complete enumeration, the study surveyed 170 retail employees. Data were analyzed using statistical tools such as mean and Pearson product-moment correlation. Findings revealed that CSR practices among retail companies in Digos City are generally high across six dimensions, namely: local community-oriented, natural environment-oriented, employee-oriented, supplier-oriented, customer-oriented, and shareholder-oriented CSR. On the other hand, employee commitment was found to be moderate. Furthermore, the analysis indicated a moderately positive relationship between CSR and employee commitment. The study recommended that retail companies in Digos City adopt strategic and balanced CSR programs that prioritize employee well-being while maintaining a holistic CSR framework.

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1. Introduction

In today's increasingly competitive business environment, low levels of employee commitment pose a significant challenge to organizational effectiveness and long-term success (Hngoi *et al.*, 2024, p. 2). Employee commitment, defined as the psychological attachment and loyalty an employee feels toward their organization, has been recognized as a crucial determinant of organizational performance and sustainability (Ikyanyon & Agber, 2020, p. 78). However, several factors undermine employee commitment, including ineffective management practices characterized by unclear expectations, insufficient job knowledge, and a lack of role clarity (Ahmad *et al.*, 2020, pp. 391-397). When employees experience ambiguity regarding their responsibilities and feel unsupported in their roles, it often leads to frustration, decreased morale, and a heightened likelihood of turnover. As noted by Wang, Albert, and Sun (2020, pp. 609-625), a significant challenge for organizational leaders is creating strategies that not only enhance employee performance but also foster sustained engagement and alignment with organizational goals. Addressing these challenges is critical for organizations seeking to build a committed workforce capable of driving business success in an increasingly dynamic and demanding market environment.

For many years, Corporate Social Responsibility (CSR) has been widely acknowledged not only for enhancing an organization's public image and financial performance but also for strengthening organizational culture and workplace dynamics. As stated by Ali, Danish, and Asrar-ul-Haq (2020, pp.166-178), CSR efforts directly contribute to the company's financial health as a strong corporate reputation builds customer loyalty, strengthens brand recognition, and attracts potential investors. Several studies, including those of Tangngisalu *et al.* (2020, pp. 171-182), have shown a clear association between CSR initiatives and a company's financial success.

Additionally, CSR indicates an organization's commitment to society as a whole, which demonstrates a well-rounded approach to ethical and sustainable business performance (Chen *et al.*, 2021, p. 8275). While most organizations focus their CSR efforts on the community at large, there is also a growing understanding that CSR programs have a significant impact on the internal dynamics of organizations as they foster greater employee engagement, satisfaction, and commitment (Nyuur, Ofori, Amankwah, and Baffoe, 2022, pp. 100–117). As businesses continually search for ways to cultivate a committed workforce, CSR provides a potential avenue for enhancing employee commitment, particularly in the retail industry, where employees serve as the lifeblood of daily operations. As mentioned by Alkadash and Aljileedi (2020, pp. 28-40), organizations that genuinely engage in CSR initiatives develop a much deeper connection with their employees, as it gives them purpose and makes them more willing to contribute beyond their basic functions.

Corporate Social Responsibility (CSR) plays a pivotal role in fostering employee commitment within the business sector, as organizations that prioritize social responsibility often experience heightened levels of loyalty, motivation, and engagement among their workforce. Jha (2023, pp. 135-154) emphasized a significant relationship between CSR and employee commitment, suggesting that active engagement in CSR initiatives can cultivate stronger affective bonds between employees and their organizations. Despite the extensive body of research exploring the impact of CSR on firm performance, the internal perspective – specifically the influence of CSR on employee commitment has received comparatively less attention (George, Aboobaker, and Edward, 2020, pp. 255–272). Furthermore, CSR has been increasingly recognized as a strategy to enhance a company's external reputation and as a means to reinforce internal organizational loyalty (Le *et al.*, 2022, pp. 4565-4590). By integrating socially responsible initiatives into their core business strategies, companies have the potential to strengthen their public image and deepen employee commitment simultaneously – both of which are essential for sustaining competitive advantage in today's business environment.

This study is anchored on the Stakeholder theory (Freeman, 1984), which proposes that organizations must consider all stakeholders' interests and well-being to achieve long-term success. Employees are one of the most important internal stakeholders in the organization, and their needs, values, and perceptions must be considered. As propounded by Turker (2009, pp. 189–204), when organizations genuinely engage in CSR efforts that demonstrate concern not just for employee welfare but taking into account the employees' well-being, i.e., the overall state and quality of employees' life may it be in physiological, social, and emotional aspects, employees are more likely to reciprocate by showing stronger commitment to the organization. This theoretical framework provides a firm ground for exploring the nexus between corporate social responsibility and employee commitment in the retail sector in Digos City.

Of practicality, the findings of this study may aid retail sectors in Digos City in leveraging their CSR Initiatives to boost employee commitment, increase employee retention, and improve business performance. Employees themselves may benefit from the outcome of this study by advocating for CSR efforts that align with their values. Additionally, policymakers may use the findings of this study to encourage CSR practices that contribute not only to community development but also to the strengthening of the local workforce. Academic researchers and students interested in human resource management, organizational behavior and corporate social responsibility may also benefit from this study by gaining access to localized data and insights that address current gaps in the literature.

The relationship between CSR and employee commitment is particularly significant in retail companies, where employees play a central role in delivering customer experiences and driving business outcomes. While numerous studies have examined the effects of CSR on employee-related outcomes (Marić, Berber, Slavić, and Aleksić, 2021, pp. 1-17; Stojanović, 2022, pp. 686-707; Pandita and Khatwani, 2022, pp. 241-249), the majority have been conducted in metropolitan areas or within multinational

corporations, leaving a notable gap in the literature concerning smaller, developing cities such as Digos City.

Furthermore, existing research tends to emphasize the external benefits of CSR, such as enhanced corporate reputation and consumer loyalty (Xu and Lu, 2022, p. 14771; Jufri *et al.*, 2022, p.71; Barlas *et al.*, 2023, p.1036), rather than its internal impact on employees. This gap highlights the need for localized investigations that explore how employees perceive CSR initiatives and how these perceptions influence their level of commitment. Understanding this dynamic within the retail sector in Digos City will provide valuable insights for both academic and practical applications, enabling companies to design more effective CSR strategies that support employee engagement and organizational sustainability.

2. Research Objectives

This study aimed to determine the relationship between corporate social responsibility and employee commitment in retail companies in Digos City. Particularly, it sought to address the following objectives:

1. To determine the level of corporate social responsibility in selected retail companies in Digos City in terms of:
   1.1 green local community-oriented CSR;
   1.2 natural environment-oriented CSR;
   1.3 employee-oriented CSR;
   1.4 supplier-oriented CSR;
   1.5 customer-oriented CSR; and
   1.6 shareholder-oriented CSR.
2. To assess the level of employee commitment in terms of:
   2.1 affective commitment;
   2.2 continuance commitment, and
   2.3 normative commitment.
3. To ascertain the significance of the relationship between corporate social responsibility and employee commitment across selected retail companies in Digos City.

3. Material and Methods

3.1 Respondents
This study covered all 170 employees from the four medium-sized retail companies in Digos City, Philippines, utilizing total population sampling or a complete enumeration approach to obtain higher accuracy and greater credibility. Respondents were chosen based on the inclusion criteria established by the researchers, which included full-time and part-time rank-and-file employees who have rendered at least six months of service to their respective companies, regardless of their job title. Furthermore, the selected

respondents were pre-qualified based on their knowledge and familiarity with their company's CSR practices.

However, the researchers excluded agency-based retail employees and those working outside the geographical area of Digos City. Additionally, employees with less than six months of tenure were not considered, as they might not have had sufficient exposure to the organization's CSR activities. Executives and business owners were also excluded from the sample, given that their perspectives on commitment could differ significantly from those of regular employees. Finally, participation was strictly voluntary, and respondents were informed of their right to withdraw from the study without penalty.

3.2 Instruments

The researchers adopted survey questionnaires, which consisted of three sections. The first section was designed to gather information about the respondents and provide instructions on how to rate the questions. The second section included questions about corporate social responsibility, which comprised four indicators: local community-oriented CSR, natural environment-oriented CSR, customer-oriented CSR, and shareholder-oriented CSR. The Corporate Social Responsibility instrument was taken from the study of El Akremi *et al.* (2018, pp. 619–657) entitled "How Do Employees Perceive Corporate Responsibility? Development and Validation of a Multidimensional Corporate Stakeholder Responsibility Scale". In addition, the scale used a 5-point Likert-type adapted from Pimentel (2019, pp. 183–191), with options ranging from very high to very low. The degree of responses was categorized and interpreted as follows:

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	This indicates that corporate social responsibility is always evident.
3.40 - 4.19	High	This indicates that corporate social responsibility is often evident.
2.60 - 3.39	Moderate	This indicates that corporate social responsibility is sometimes evident.
1.81 - 2.59	Low	This indicates that corporate social responsibility is seldom evident.
1.00 - 1.80	Very Low	This indicates that corporate social responsibility is never evident.

On the other hand, the employee commitment instrument was taken from the study of Meyer & Allen (2004, pp. 10–13) entitled "TCM Employee Commitment Survey Academic Users Guide 2004". A 5-point Likert scale (Pimentel, 2019, pp. 183–191) was utilized to interpret the data collected from the questionnaire responses. The table below outlines the rating scale for the affective commitment, continuance, and normative commitment scales.

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	This indicates that employee commitment is always manifested.
3.40 - 4.19	High	This indicates that employee commitment is often manifested.
2.60 - 3.39	Moderate	This indicates that employee commitment is sometimes manifested.
1.81 - 2.59	Low	This indicates that employee commitment is seldom manifested.
1.00 - 1.80	Very Low	This indicates that employee commitment is never manifested.

3.3 Design and Procedure

This study employed a quantitative approach utilizing a descriptive correlational research design to examine the relationship between corporate social responsibility (CSR) and employee commitment among retail companies in Digos City. A descriptive-correlational design is appropriate when the objective is to determine the extent to which two variables are related without manipulating any variables or establishing causal relationships (Quaranta, 2017, pp. 40–41). This non-experimental method enabled the researchers to measure and analyze the natural association between CSR practices and employee commitment.

The researchers first prepared a formal letter of request to gather data and sought approval from their research adviser and the university's administrators. Once approved, the researchers coordinated with the management of the selected retail companies and administered the survey questionnaires directly to eligible respondents. Before participation, informed consent was obtained from all respondents to ensure ethical compliance, confidentiality, and voluntary involvement in the study. After data collection, the responses were carefully reviewed, organized, and encoded for statistical analysis. The data was then presented in tabular form to facilitate interpretation. Furthermore, the researchers consulted a statistician during the data analysis to ensure accuracy and objectivity. Two main statistical tools were employed in this study: the *mean* was used to determine the level of corporate social responsibility and employee commitment across the participating retail companies, while the *Pearson R* was applied to assess the strength and direction of the relationship between CSR and employee commitment.

4. Results and Discussion

4.1 Level of Corporate Social Responsibility in the Selected Retail Companies in Digos City

Table 1 shows the level of corporate social responsibility in selected retail companies in Digos City using its six indicators: local community-oriented CSR, natural environment-oriented CSR, employee-oriented CSR, supplier-oriented CSR, customer-oriented CSR, and shareholder-oriented CSR. The overall mean of 4.07 (SD=0.35) indicates a high level

of corporate social responsibility in retail companies in Digos City. This result suggests that CSR programs in selected retail companies is often evident. As shown in the table, the customer-oriented CSR has the highest mean of 4.20 (SD = 0.56), followed by the shareholder-oriented CSR ($\bar{x}$ = 4.18, SD = 0.52), employee-oriented CSR ($\bar{x}$ = 4.11, SD = 0.52), supplier-oriented CSR ($\bar{x}$ = 4.09, SD = 0.53), local community-oriented CSR ($\bar{x}$ = 4.04, SD = 0.56) and natural environment-oriented CSR ($\bar{x}$ = 4.02, SD = 0.51). The high overall mean reflects that the selected retail companies in Digos City maintain a strong presence of socially responsible practices. The consistent scores suggest that CSR activities are embedded in the companies' operations, particularly toward customers, shareholders, employees, suppliers, local communities, and the natural environment.

a. Customer-Oriented CSR
With a mean score of 4.20 (SD = 0.56), customer-oriented CSR was the highest-rated dimension among the six corporate social responsibility aspects and was evaluated to be very high. This result indicates that the company always ensures the delivery of high-quality products and services, honors its commitments to customers and provides helpful advice. The company also invests in innovations that benefit customers and ensure its offerings are accessible to all.

Table 1: Level of corporate social responsibility in selected retail companies in Digos City

Indicators	Mean	SD
Local Community-Oriented CSR	4.04	0.56
Natural Environment-Oriented CSR	4.02	0.51
Employee-Oriented CSR	4.11	0.52
Supplier-Oriented CSR	4.09	0.53
Customer-Oriented CSR	4.20	0.56
Shareholder-Oriented CSR	4.18	0.52
Overall	**4.07**	**0.35**

These findings are consistent with the study of Hu *et al.* (2020, pp. 2345–2364), which revealed that corporate social responsibility contributes to customer responsiveness by promoting responsible business practices that address customer expectations. Their results suggest that CSR can boost customer satisfaction through an ethical and customer-centric approach.

Similarly, Raza *et al.* (2020, pp. 1337–1370) established that CSR is directly associated with customer loyalty, enhancing the company's corporate image and fostering trust. When customers perceive that a company is socially responsible, they are more likely to remain loyal and continue supporting its products or services. The strong association between customer-oriented CSR and customer loyalty have been corroborated by previous researches such as the study of Agyabeng-Mensah, Y. *et al.* (2020, pp. 585–599), Mirza *et al.* (2023, pp. 1-16) and Latif, Pérez, and Sahibzada (2020, p.102565).

b. Shareholder-Oriented CSR

As shown in Table 1, shareholder-oriented CSR garnered a high mean score of 4.17 (SD = 0.52), which indicates that corporate social responsibility is often practiced. This finding further suggests that the retail companies in Digos City placed greater emphasis on transparency, accuracy, and credibility in all aspects of shareholder affairs in the organization. Additionally, it also reflects that the local organizations value the influence of shareholders in the strategic decision-making process while maximizing their financial interests. These results paralleled the concept of Arora, Sur, and Chauhan (2022, pp. 325-334), who stated that CSR programs strongly boost shareholders' interests through transparency and long-term value creation. Their findings indicate that when companies engage in responsible practices, they become more attractive to investors, as they are seen as accountable and focused on sustainable growth. As Marom and Lussier (2020, p. 250) pointed out, CSR initiatives that improve brand value, enhance reputation, and increase operational efficiency support shareholders' interests. These actions align with shareholder expectations and reinforce the company's commitment to long-term profitability and ethical governance. Furthermore, shareholder-oriented CSR practices can play a significant role in corporate governance by dealing with agency-related issues internally while ensuring that management actions continue to align with the best interest of both shareholders and the company itself (Abeysekera & Fernando, 2020; Crisóstomo & Freire, 2015; Zaman *et al.*, 2022).

c. Employee-Oriented CSR

This indicator received a high mean score of 4.11 with a standard deviation of 0.54. This finding indicates that local retail companies often put employee well-being first by having policies for health, safety, and equal employment opportunities while supporting diversity at work. The company also helps employees during difficult times and promotes a good work-life balance through flexible work options. Studies have shown that when companies focus on employee-centered social responsibility, workers feel more satisfied with their jobs and improve their quality of work life, which in turn helps improve organizational climate and boost employee morale (Kim *et al.*, 2020, p. 102505). The organizational commitment to social responsibility not only improves employee well-being but also sustains long-term organizational success.

Additionally, many organizations integrate volunteer programs into their CSR strategies, significantly increasing employee engagement and job satisfaction (Tamvada *et al.*, 2020, p. 2). According to Bibi *et al.* (2022, pp. 541-558), businesses that proactively engage in employee-centered CSR programs create a positive workplace, which brings significant organizational advantages. Farmaki *et al.* (2022, pp. 104526) affirmed that increased organizational commitment, improved employee behavior, and higher work satisfaction have all been connected to such programs. By giving priority to CSR initiatives that directly address the well-being and development of their employees, organizations foster a positive workplace culture that encourages loyalty, engagement,

and productivity (González-De-la-Rosa *et al.*, 2023, pp. 104740; Kim *et al.*, 2020, pp. 364–375).

d. Supplier-Oriented CSR

This indicator garnered a high rating, with a mean score of 4.09 (SD = 0.53). This result suggests that local retailers often make sure their suppliers and subcontractors uphold workplace justice, adhere to labor laws, and maintain safe working conditions. It also indicates that they actively work to improve the working conditions of their suppliers and take measures to refrain from doing business with those who disregard labor standards. According to Zhang *et al.* (2021, pp. 206–229), organizations that provide substantial support to their suppliers greatly aid their success and ongoing development. Hence, integrating supplier-oriented CSR enables companies to enhance their suppliers' capacity and create a more sustainable and effective supply chain.

Furthermore, Koca, Pacaiova, Turisova, Sutoova, and Darvasi (2023, p.13240) stressed the significance of choosing efficient and quality-driven suppliers and streamlining order distribution. They also emphasized how supplier-focused CSR can strengthen commercial ties and boost overall business performance. According to Chen *et al.* (2022, pp. 686–703), supplier-oriented CSR directly influences supply chain fairness by driving fair labor practices, equitable treatment, and supplier transparency. They also added that improving equity through supplier-focused CSR can support ethical business practices and company sustainability.

e. Local Community-Oriented CSR

This indicator received a high mean score of 4.04 with a standard deviation of 0.56, indicating that retail companies in Digos City are actively engaged in supporting local communities. These initiatives include funding humanitarian causes, healthcare investments, and collaborations with non-governmental organizations like the Red Cross and UNICEF. Companies also fund education, encourage sports, and offer emergency assistance in the event of an accident or natural disaster, all of which enhance communal well-being. According to Islam *et al.* (2021, pp. 123–135), corporate social responsibility (CSR) includes a broad range of obligations that companies must uphold in order to safeguard, assist, and improve the communities in which they operate. Their findings demonstrate the value of community-focused corporate social responsibility (CSR) in fostering solid, dependable ties between businesses and the community.

In a similar vein, Hu and Liu (2023, p.8487) contend that a thorough comprehension of community requirements is necessary for effective community-level CSR, which in turn encourages improved corporate-community engagement and supports sustainable development. Furthermore, Hadj, Omri, and Al-Tit (2020, pp. 747–762) indicated that CSR activities need to address critical issues like environmental protection, human rights, and ethical trade because businesses rely primarily on the resources and support of local communities and environments. In addition to promoting social well-being, practical local community-oriented CSR activities give businesses

strategic advantages like better stakeholder trust, a better corporate reputation, and more opportunities for long-term success.

f. Natural Environment-Oriented CSR

This indicator attained a high mean score of 4.02 with a standard deviation of 0.51. This indicates that local companies are often committed to reducing pollution, conserving resources, and investing in clean technologies. It also reflects efforts to protect biodiversity, measure environmental impact, and encourage sustainable behavior among its members. Rehman *et al.* (2021, p. 120481) emphasized the strong support that CSR provides in creating value for an organization's people, society, and the natural environment. Their findings highlight the significant role CSR activities play in benefiting both communities and the environment, underscoring the importance of sustainable business practices.

Companies actively integrate natural environment-oriented practices into their CSR strategies to better respond to community needs and meet increasing customer expectations for environmental responsibility and societal well-being (Roh *et al.*, 2021, pp. 100–155). CSR is defined as a company's dedication to positively impacting the environment by implementing sustainable practices that promote ecological preservation and minimize environmental harm. Alam and Islam (2021, p. 8) highlighted that when businesses prioritize environmental sustainability through CSR initiatives, they not only enhance their reputation and foster customer loyalty but also significantly contribute to protecting and preserving the natural environment for future generations.

4.2 Level of Employee Commitment in the Selected Retail Companies in Digos City

Table 2 presents the level of employee commitment in selected retail companies in Digos City using its three indicators: Affective commitment, Continuance commitment, and Normative commitment. The overall mean of 3.53 (SD = 0.319) indicates a high level of employee commitment in these companies which means it is often manifested among employees. As shown in the table, continuance commitment recorded the highest mean of 3.96 (SD = 0.545), followed by normative commitment ($\bar{x}$ = 3.76, SD = 0.525), and affective commitment ($\bar{x}$ = 2.87, SD = 0.37). The overall mean rating suggests that employees generally remain with their organization due to the perceived costs of leaving and a sense of moral obligation rather than emotional attachment. This interpretation indicates that employee commitment is primarily driven by practical and normative factors rather than affective ones.

Table 2: Level of employee commitment in selected retail companies in Digos City

Indicators	Mean	SD
Affective Commitment	2.87	0.37
Continuance Commitment	3.96	0.545
Normative Commitment	3.76	0.525
Overall	**4.07**	**0.319**

a. Continuance Commitment

With a mean score of 3.96 (SD = 0.545), continuance commitment was evaluated as the highest of the three dimensions, indicating a strong dedication to sticking with the company. This implies that employees have a strong desire to remain with the organization, primarily due to external factors like job security or the perceived costs of quitting. As explained by Mutmainnah *et al.* (2022, pp. 268–286), individuals with a high sense of continuance commitment stay with their organization not because they are emotionally attached but because they understand the significant negative repercussions of leaving.

This dimension received the highest evaluation among the three dimensions of employee commitment, with a mean score of 3.96 (SD = 0.545), reflecting a high level of commitment to remaining with the organization. This suggests that employees feel a strong need to stay with the company, largely due to external factors such as job security or the perceived costs of leaving. In line with the perspective of Mutmainnah *et al.* (2022, pp. 268–286), people with a strong sense of continuance commitment remain with their organization, not because of emotional attachment but because they recognize the substantial adverse consequences they would face if they were to leave. To ensure employees continue to feel appreciated and fairly compensated for their work, Pinho *et al.* (2020, pp. 52–66) contend that managers should prioritize supporting performance and competency assessment processes. Employers can improve workers' views of fairness, offer them chances for advancement, and potentially lessen their desire to quit by putting such measures into place.

b. Normative Commitment

The result for this indicator demonstrated a high mean score of 3.76 (SD = 0.525), which means often manifested, indicating that employees experience a strong sense of obligation to stay with the company, guided by moral or social reasons. This type of commitment is driven by values such as loyalty, duty, and reciprocity rather than financial or personal consequences. Pathardikar, Mishra, Sahu, and Srivastava (2025, pp. 129-152) highlighted that normative commitment is expressed when an employee feels morally obligated to be a part of a company. Thus, employees with high normative commitment are likely to stay with the organization not out of self-interest but because they believe it is the right thing to do, reinforcing a deep sense of ethical responsibility toward the organization. Normative commitment also encourages behaviors that benefit the organization, as noted by Gardner and Pierce (2022, p.118). Employees with high normative commitment feel obligated to contribute, even without personal rewards. This sense of duty leads them to engage in actions like taking on extra tasks or helping colleagues. As a result, they add value to the organization while staying loyal.

c. Affective Commitment

With a moderate mean score of 2.87 (SD = 0.37), the result suggests that affective commitment is manifested, but not consistently. Employees may sometimes feel

emotionally attached to the organization, but this connection is not always strong or reliable. It indicates that while there is some level of engagement, there is potential for further development in building a more profound, consistent commitment to the company's values and objectives. According to Hoa *et al.* (2020, pp.589-598), affective commitment is rooted in affection, attachment, and a shared effort to achieve organizational goals. Employees who experience strong affective commitment are genuinely devoted to the organization, not out of obligation, but because they want to contribute to its success. Therefore, while the moderate score suggests that some employees feel this level of attachment, there is an opportunity to strengthen this emotional connection, which could drive greater dedication and alignment with the company's objectives. Alves *et al.* (2020, p.9993) supported this by highlighting that affective commitment is driven by positive feelings toward the organization, which arise from a shared sense of values and emotions between the employee and the company. When this bond is stronger, employees are more likely to feel connected to the organization's goals and motivated to contribute.

4.3 Relationship Between Corporate Social Responsibility and Employee Commitment Across Selected Retail Companies in Digos City

Table 3 presents the correlation between corporate social responsibility and employee commitment in retail companies in Digos City. The analysis revealed a statistically significant weak positive correlation between corporate social responsibility and employee commitment (r (168) = 0.29, $p<.001$). This result indicates that improvements in CSR practices are generally associated with increased levels of employee commitment, albeit the relationship is not strong. Despite its modest strength, the correlation suggests that socially responsible initiatives enhance employee commitment within the retail sector. These findings align with previous researches, reinforcing the view that corporate social responsibility plays a significant role in shaping employee attitudes. Notably, Shafique and Ahmad (2022, p. 2397) emphasized the relationship between CSR and employee commitment, highlighting how socially responsible practices can positively influence employees' dedication to their organizations. Furthermore, CSR has been widely recognized not only as a driver of employee commitment but also as a strategic tool for enhancing corporate reputation (Le, 2023; Xu *et al.*, 2022, pp. 4565–4590). In support of this, Rinawiyanti, Xueli, and As-Saber (2022, pp. 1233–1262) found that CSR initiatives contribute meaningfully to fostering a committed workforce, thereby underlining their value as both an ethical and organizational strategy.

Table 3: Correlational Matrix of Corporate Social Responsibility and Employee Commitment

Corporate Social Responsibility	Employee Commitment
Local Community-Oriented CSR	0.20 **
Natural Environment-Oriented CSR	0.24 **
Employee-Oriented CSR	0.24 **
Supplier-Oriented CSR	0.34 **
Customer-Oriented CSR	0.31 **
Shareholder-Oriented CSR	0.13 **
Overall	**0.29 ****

* $p<.05$, ** $p<.01$, *** $p<.001$

The correlation between each component of corporate social responsibility and employee commitment differs upon analysis. The local community-oriented CSR exhibits a weak, significant correlation r = 0.20, p < .01) with employee commitment. This finding suggests that employees may exhibit a greater sense of organizational attachment when retail companies engage in socially oriented activities, such as community outreach, charitable involvement, or event sponsorship. Rozlan and Subramaniam (2020, pp. 938–948) reinforced this idea by highlighting that employees are more likely to develop a stronger connection with organizations that actively engage in the local community. When employees perceive their organization as contributing to the local community's well-being, it strengthens their sense of belonging and commitment to the company. Furthermore, this is supported by Hansen, Sandvik, and Selnes (2023, pp. 356-368), who highlighted that employees' dedication is frequently impacted by how well their values coincide with the company's socially conscious practices. Furthermore, the results of Simunaniemi *et al.* (2023, pp. 14–30) further supported the link between employee commitment and local community involvement by emphasizing that businesses exhibit their social responsibility in concrete ways, such as attending to customer needs, encouraging equity and fairness among employees, and actively participating in network and community initiatives.

The *natural environment-oriented CSR* has a weak statistically significant correlation (r = 0.24, p < .01) with employee commitment. This result implies that employees may show a slight increase in their pride and dedication to the company when retail businesses take part in ecologically conscious initiatives, such as reducing pollution, saving energy, fostering sustainable practices, and supporting biodiversity. This suggests a small but significant relationship between ecological responsibility and employee engagement. This result supports the findings of Afsar *et al.* (2020, pp. 297–312) and Adu and Roni (2024, pp. 6–22), who hypothesized that business efforts with an environmental focus may still contribute to increased employee commitment in organizations. Employee commitment and active participation in the organization's long-term sustainability goals are encouraged by this alignment, which cultivates a stronger feeling of responsibility. In support of this, several scholars such as Ahsan (2023, pp. 783-803), Ali *et al.* (2022, pp. 3682-3694), Davidson (2016), and Xu *et al.* (2021, pp. 1–17) highlighted that the integration of environmental CSR into organizational practices, not only enhances corporate reputation but also reinforces employees' commitment to the company, as it reflects

shared values and responsible business conduct both of which are essential drivers of commitment. In addition, He, Cheng, Swanson, and Su (2022, pp.1398) emphasized that companies with high levels of environmental engagement among employees often experience more substantial overall commitment as employees become more inclined to support and maintain these practices through their continued commitment to sustainability initiatives.

Employee-oriented CSR also demonstrated a weak statistically significant correlation with employee commitment (r = 0.24, p < .01). This dimension includes initiatives such as fair labor practices, health and safety programs, and professional development opportunities. Consistent with this finding, Yassin and Beckmann (2024, pp. 1–47) suggested that although the relationship is not particularly strong, efforts to enhance employee welfare through CSR may still play a meaningful role in fostering organizational commitment and strengthening employee engagement at work. Employee-oriented CSR helps build a supportive work environment, which enhances employees' perception of the organization and reinforces their commitment to stay and contribute. Similarly, Onkila and Sarna (2022, pp. 595–641) highlighted that CSR practices focused on employees can positively influence their commitment by reinforcing shared organizational values. A prior study indicated that when CSR initiatives align with employee values, it fosters a stronger sense of belonging, leading to increased commitment to the organization and its goals. Consequently, Wang *et al.* (2020, pp. 471–496) noted that while the correlation is modest, employee-oriented CSR practices may still exert a meaningful influence on individual employee commitment by reinforcing their alignment with the organization's values and objectives.

Similarly, *Supplier-oriented CSR* demonstrated a weak statistically significant association with employee commitment (r = 0.34, p < .01). This result suggests a slight correlation between increased employee commitment and retail companies' implementation of supplier responsibility initiatives, such as encouraging suppliers and subcontractors to comply with labor laws, guaranteeing fair workplace practices, and improving working conditions. This is probably because these initiatives reinforce organizational values and ethical standards throughout the supply chain. While previous researches have examined the relationship between supplier practices and employee outcomes, there remains a notable emphasis in the literature on the significant influence of supplier-focused CSR efforts in strengthening employee commitment (Mai et al., 2023).

Such practices contribute to a workplace culture where employees feel more committed and connected to their organization's mission. When employees feel a strong commitment to the organization, identify with its values, and are motivated to contribute beyond their formal roles, the success of supplier corporate initiatives is greatly enhanced (Mughal, Nair, Arif, Albejaidi, Thurasamy, Chuadhry, and Malik, 2023, p.10528). Therefore, integrating socially responsible supplier policies not only enhances external business relationships but also contributes meaningfully to internal employee commitment and alignment with corporate values. Furthermore, embedding supplier-oriented CSR into organizational practices not only reinforces employee commitment but

also reflects a comprehensive strategy where ethical supplier collaboration and workforce engagement drive overall organizational performance (Huang, Law, and Ouyang, 2024, p.2351862).

Customer-Oriented CSR also revealed a weak significant correlation with employee commitment ($r = 0.31$, $p < .01$). This finding implies that when retail companies emphasize delivering high-quality products and services, honoring commitments to customers, enhancing accessibility, and investing in customer-centric innovation, employees may experience a modest sense of commitment and alignment with organizational values, which can contribute to increased commitment to the organization. Supporting this, Osakwe and Yusuf (2020, pp. 13–14) suggested that customer-oriented CSR initiatives can positively influence employee commitment by aligning company values with ethical practices and customer satisfaction, thereby reinforcing employees' sense of purpose and engagement with the organization. When employees see their company's dedication to customer welfare, it strengthens their commitment and motivation to contribute to its goals.

Nguyen Van Anh and Nguyen Thi Phuong Thao (2021, pp. 88–100) highlighted that customer CSR initiatives that enhance customer engagement, trust, and satisfaction create a mutually beneficial environment that promotes customer loyalty and strengthens employee commitment. Furthermore, Dang and Do (2024, p. 4) noted that although the relationship is not particularly strong, CSR practices centered on customer welfare may still contribute to enhanced employee commitment, which in turn can support improved customer service quality, suggesting a modest yet reciprocal dynamic between employee dedication and service performance. These initiatives also encourage employees to feel more committed to their company's broader social and ethical goals, motivating them to contribute actively to the organization's long-term success.

Lastly, *shareholder-oriented CSR* exhibited the lowest correlation ($r = 0.13$, $p < .01$) with employee commitment, though it remains weakly significant. This finding indicates that retail companies' efforts to protect shareholder interests, such as ensuring transparent communication, promoting long-term investment value, and involving shareholders in strategic decisions, may still contribute to employee commitment. However, the level of influence is more limited compared to other dimensions of CSR. This aligns with findings by Viet (2023, pp.34-50), who suggested that while shareholder-focused CSR can foster organizational connection, it tends to have a weaker effect on employee commitment, as it may lack the direct ethical and relational resonance that other CSR dimensions hold for employees. Since these practices are often perceived as more financially driven, employees may feel less personally committed or connected, which can result in a comparatively lower motivational impact.

Similarly, previous research has indicated that CSR initiatives aimed primarily at shareholders, such as sustaining ongoing investments in corporate operations, tend to have a more limited impact on employee commitment, particularly in the context of organizational survival (Murcia, 2023, pp. 201–220; Kim & Ha, 2021, pp. 9-10). This collectively underscores that while shareholder-oriented CSR remains relevant, its

influence on internal stakeholder engagement, particularly employee commitment, is comparatively modest. This is further supported by Nguyen *et al.* (2020, p. 101601) who stated that while shareholder-driven CSR initiatives are often aligned with long-term organizational value creation, they tend to generate a lower commitment and motivational response among employees, highlighting the lower and less direct impact such efforts have on fostering employee commitment.

5. Conclusion

This study has examined the association between corporate social responsibility (CSR) and employee commitment in retail companies in Digos City. The findings indicated an overall high level of corporate social responsibility (CSR), assessed through local community-oriented CSR, natural environment-oriented CSR, employee-oriented CSR, supplier-oriented CSR, customer-oriented CSR, and shareholder-oriented CSR. The study also revealed a moderate level of employee commitment in retail companies in Digos City. Based on the data analysis, positive corporate social responsibility is weakly correlated with employee commitment, though it remains statistically significant in retail companies in Digos City. These findings are supported by Stakeholder Theory, which highlights the ethical responsibility of businesses to consider the interests of all stakeholders, including employees.

6. Recommendations

The findings of this study offer significant insights for various individuals and organizations involved in retail companies within Digos City. To address the limited influence of shareholder-oriented CSR on employee commitment, specific actions can be taken by key stakeholders. HR managers may initiate programs that align shareholder objectives with employee development goals, fostering a shared sense of purpose and mutual accountability. Retail business owners may enhance transparency by regularly communicating business performance and strategic decisions in ways that also recognize employee contributions to company growth. Operations managers could integrate feedback mechanisms that allow employees to engage in decision-making processes related to shareholder interests, promoting inclusivity and ownership. Policymakers may create guidelines or incentives for companies that successfully balance shareholder priorities with employee engagement initiatives, encouraging more holistic and ethical governance practices. Lastly, future researchers may explore a broader range of industries and stakeholder perspectives beyond retail companies to gain a more comprehensive understanding of how different CSR dimensions influence employee commitment across various organizational settings.

Conflict of Interest Statement

The authors declare that they have no conflicts of interest regarding the publication of this paper. The research was conducted independently and without any financial or personal relationships that could have influenced the results or interpretation of the data.

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