

Framework on employee involvement and commitment on corporate social responsibility practices among the Agri Tourism farm sites in CALABARZON region

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Abstract

CSR initiatives in Agri Tourism Farm Sites have demonstrated a significant improvement in employee intrinsic motivation and organizational commitment, leading to increased job satisfaction and loyalty without reducing extrinsic motivation. This beneficial effect is especially noticeable when employees willingly participate in CSR activities that align with the organization's ethical and sustainable practices. This study focused on the assessment of CSR practices of Agri-Tourism Farm Sites in CALABARZON REGION. It also assessed the employee's level of involvement as well as their commitment towards the CSR Practices of the selected Agri-Tourism Farm Sites which served as the foundation of the proposed framework on Corporate Social Responsibility. A quantitative-descriptive research design utilizing descriptive correlation and regression analysis was used in the study, with 201 employees from Agri-Tourism Farm serving as participants. Independent Comparison of groups or T-Test and Analysis of Variance, together with Post Hoc Analysis was also used to test for differences in the variables of the study when compared according to profile. Pearson Correlation Coefficient was used to establish possible relationships between the variables of the study, and Regression Analysis to determine which is the best predictor for CSR practices. The results revealed that there is a significant relationship between the level of involvement and CSR practices, however, there is no significant relationship between legal and philanthropic practices and the environmental effort of the respondents. The results also revealed that there is a significant relationship between employee commitment and CSR Practices. Analysis showed that employee commitment is the best predictor of CSR. Agri-Tourism Framework on CSR in the CALABARZON Region was proposed.

Keywords: Agri-Tourism, corporate social responsibility, level of involvement, employees' commitment, framework

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1. Introduction

Employee involvement and commitment play a pivotal role in shaping a company's corporate social responsibility (CSR) initiatives. When employees are engaged and committed, they become active participants in the organization's CSR efforts, leading to more impactful and sustainable outcomes. According to Abad-Segura et al. (2019), corporate social responsibility (CSR) initiatives in agritourism enhance employee intrinsic motivation, organizational commitment, job satisfaction, and loyalty, while maintaining extrinsic motivation, especially when employees participate voluntarily and align their values with ethical and sustainable practices. The effect of CSR on the performance of organizations is intricate, incorporating a number of dynamics like organizational dedication or involvement - a mental situation indicating a worker's devotion to their organization, which has an impact on job contentment, performance as well as retention. But the role of corporate dedication in regulating CSR's impact on worker performance. (Din et al., 2024). The government initiatives promoting Agri Tourism Farms aim to enhance productivity and rural development, aligning with key Sustainable Development Goals (SDGs). Agri Tourism Farm Sites in the CALABARZON region and across the Philippines involves a network of public and commercial entities, impacting both established landowners and marginalized small farmers (Montefrio et al., 2019).

Although Agri Tourism farm sites in CALABARZON has significant growth in the past years according to data, yet comprehensive research studies on Corporate Social Responsibility (CSR) practices within Department of Tourism (DOT) accredited Agri Tourism Farm Sites is notably lacking, resulting to gaps in understanding the specifics of CSR implementation, challenges and employee's commitment faced in the region. In the Philippines, agritourism faces challenges and opportunities in CSR, necessitating better incorporation of sustainable practices to boost economic growth and social welfare. Additionally, the influence of DOT accreditation on CSR practices remains unexplored, leaving a research gap in uncovering whether such accreditation drives or necessitates CSR initiatives and its subsequent impact on sustainability and responsible tourism. Notably, there is also a deficiency of standardized metrics for evaluating the CSR and sustainability performance of Agri Tourism Farm sites, making it challenging to compare their effectiveness. Moreover, research often overlooks the social impact on local communities arising from Agri Tourism, which necessitates a deeper examination of community engagement and empowerment through CSR initiatives, including employment generation and capacity building and environmental stewardship, a key element in Agri Tourism, lacks sufficient research on the specific environmental practices and their effectiveness in mitigating the environmental impact of tourism in CALABARZON.

Tugade (2020) stated that despite the growing number of agritourism businesses, they are facing obstacles that hinder their success. More research is needed to deepen people's understanding of the fundamental entrepreneurial skill set. Case-study analysis, interviews, and observations of both successful and unsuccessful farm tourism ventures are requested to provide much-needed context for the agritourism industry. The growth of the agritourism sector depends on identifying the essential entrepreneurship skills, agricultural resources, and management techniques that impact the operation of agritourism farms. Furthermore, Loo-Zambrano et al. (2022) shows that CSR policies have a favorable impact on a variety of employee attitudes and behaviors, including motivation at work, trust in the organization, and dedication to it. Both factors' determining roles in the connection between CSR and organizational commitment are confirmed. While, the study of Magno et al. (2021) adopted a comprehensive view of CSR behaviors. Focusing on Agri Tourism businesses, the most important CSR dimensions are those related to community, environment, and heritage.

The focus of the study is to determine the best predictors of Corporate Social Responsibility Practices; and

proposed a CSR Framework to enhance the commitment for Agri Tourism Farm Employees in CALABARZON Region by integrating three main variables: employee involvement, employee commitment, and CSR practices of the farm sites. Employee involvement is defined by the participation in environmental efforts, volunteering, and goodwill actions, which can be measured through surveys assessing these activities. Employee commitment includes knowledge sharing, organizational justice, training and development, and incentives and compensation, with commitment measured through surveys assessing the organizational commitment in relation to company's CSR practices. Lastly, CSR practices of the Agri Tourism Farm Sites in terms of economic, legal, ethical, and philanthropic responsibilities, evaluated through assessments of economic contributions, legal compliance, ethical standards, and philanthropic activities. The framework suggested that the higher employee involvement enhances commitment, which in turn strengthens CSR implementation and sustainability. Well-implemented CSR practices improve the reputation and sustainability of Agri Tourism Farm Sites, ultimately contributing to their economic, legal, ethical, and philanthropic responsibilities. This integrated approach allows Agri Tourism Farm Sites in CALABARZON to develop and enhance sustainable and socially responsible business practices.

To establish a Framework on the Corporate Social Responsibility of Agri Tourism Farm Sites in terms of its employee involvement, and employee's commitment on CSR Practices in the CALABARZON region, the researcher adapted several variables which are anchored from the previous research studies and authors. First variable pertains to the level of employee involvement and its sub-variables are environmental effort, volunteering and goodwill which is adapted from the study of Vizconde (2021) entitled, "*Sustainable Community-Based Development Framework for Golf Courses and Country in The Philippines*". While the second variable of this study, is adapted from the study of Xu et al. (2021) entitled, "*Hotel Employee Commitment and Satisfaction in Anhui, Province of China*" which measures the employees' commitment using the sub-variables such as knowledge sharing, organizational justice, training and development, and incentives and compensation. Lastly, the third variable of this study is adapted from the study of Vizconde (2021), entitled "*Sustainable Community-Based Development Framework for Golf Courses and Country in The Philippines*" where CSR practices of the Agri Tourism Farm Sites is evaluated in terms of economic, legal, ethical, and philanthropic responsibilities. At the end of this study, a framework on Corporate Social Responsibility will be proposed by the researcher.

Regardless of length of service, Lee et al. (2023) found out that employee experience positively affects organizational commitment through mediators such as psychological well-being and work satisfaction. They also found that organizational commitment is influenced by employee experience. These results suggest that businesses may improve psychological health and work satisfaction while also increasing organizational commitment through effective management of the employee experience. While Vizconde's (2021) study, the involvement of employees and guests in CSR activities at golf courses and country clubs in the Philippines was assessed, focusing on environmental efforts, volunteering, and goodwill. The findings indicated that environmental initiatives received positive responses due to the active participation of guests, employees, and top management. Respondents from Laguna demonstrated a significantly higher engagement in CSR activities related to environmental efforts, volunteering, and goodwill compared to other regions. Bolong et al. (2022) reiterated that in the current scenario where the tourism and hospitality industry is environmentally conscious, working for and patronizing companies that value Corporate Social Responsibility is highly valued by both employees and consumers. This has to do with upholding the company's reputation among clients, visitors, and guests who will appreciate the services provided.

The researcher, as a member of the academic community of hospitality and tourism management education, recognized the significance of this study for the development of Agri Tourism Farm Sites under the Tourism Sector not only in the CALABARZON Region but in the entire country offering a wide range of possibilities and opportunities for professionals, inbound and outbound, tourists, and students in hospitality and tourism industry. Additionally, it will give opportunities to more people to explore new things, open up a new career path and collaborate with the economy and society's efforts to raise standards of living. The study aims to further educate the tourism and hospitality industry practitioners specifically the AgriTourism Farms Sites practicing corporate

social responsibility who provide various services to visitors, including community programs with experiential learning and recreation. The study will also help the Department of Tourism in CALABARZON Region to determine the CSR practices of Agri Tourism Farm Sites. Furthermore, the findings of the study will contribute to the body of knowledge and literature which is beneficial to the academic community and future researchers. This study developed a comprehensive Framework on the CSR among DOT Accredited Agri Tourism Farm Sites in the CALABARZON region, aimed at enhancing the tourism sector and promoting agritourism in the area. By focusing on employee involvement and commitment, the study sheds light on how CSR initiatives can foster a more engaged and motivated employees, ultimately leading to improved operational efficiency and visitor satisfaction. The findings can contribute to the body of knowledge by providing empirical evidence on the positive impacts of CSR on both employees and the broader community. This framework can serve as a valuable resource for policymakers, farm site managers, and tourism stakeholders, offering practical guidelines to implement effective CSR strategies that not only boost the reputation and attractiveness of agritourism sites but also drive sustainable development in the region.

The scope of this research is to assess the Corporate Social Responsibility (CSR) practices within Department of Tourism (DOT) accredited Agri Tourism farm sites in the CALABARZON region, focusing on employee involvement and commitment, as well as the impact of these practices on sustainability and responsible tourism. The study is limited to the regular employees of the DOT accredited Agri Tourism Farm Sites in CALABARZON region. Additionally, the research focused primarily on the perspectives of the employees and management within these sites, potentially overlooking the broader community impact and the views of other stakeholders such as tourists and local residents. The study also relied on existing literature and frameworks, which may not fully capture the unique dynamics of the agritourism sector in the Philippines.

Objectives of the Study - The study determined the best predictors of CSR Practices and proposed a framework on the employee involvement and commitment on Corporate Social Responsibility Practices among the DOT Accredited Agri Tourism Farm Sites in the CALABARZON Region. More specifically, the study assessed the level of involvement of the respondents in terms of environmental effort, volunteering, and goodwill; assessed the level of employee commitment in terms of knowledge sharing, organizational justice, training, and development and incentive and compensation; determined various Corporate Social Responsibility practices in terms of economic, legal, ethical and philanthropic; test the significant relationship between the Employee Involvement and Commitment on Corporate Social Responsibility Practices; determined the best predictors of Corporate Social Responsibility Practices; and proposed a CSR Framework to enhance the commitment for Agri Tourism Farm Employees in CALABARZON Region.

2. Methods

Research Design - This study used descriptive correlation design. In descriptive correlational research, the designs measure the magnitude and direction of relationships between two or more variables, revealing their relations. Creating initial equivalence between the groups or variables being compared is crucial, as the independent variable occurs before the dependent variable is measured. The goal is to explain traits or actions of a specific population or group and examine the connections between independent and dependent variables (Stangor et al., 2019). This study used a descriptive method which describes the practices of corporate social responsibility for the sustainability of Agri Tourism Farm sites to be interpreted based on the result of data gathered using a survey questionnaire. Survey research used quantitative research strategies such as numerically rated item questionnaires. Surveys are therefore often used in psychological and social research as they are frequently used to define and discover human behavior (Nassaji, 2015).

Participants of the Study - The participants of the study are the regular employees of the Department of Tourism–Accredited Agri Tourism Farm Sites in CALABARZON region. The total population of respondents is composed of 418 registered employees based on the DOT’s list. A total of 201 regular employees gave their consent to participate in the conduct of the study from the twenty (20) DOT Accredited Agri Tourism Farm Sites.

Employee involvement and commitment on corporate social responsibility practices among Agri Tourism farm

The researcher has set selection criteria such as regular employees of Agri Tourism Farms Sites in CALABARZON region, with age of at least eighteen (18) up to fifty-nine (59) years old, male or female and at least working in the farm for more than six (6) months. The researcher used adapted survey instrument and observation to the selected respondents of the study. The researcher used a stratified random sampling technique, which ensures that every subgroup within a population is represented. By dividing the population into strata based on relevant characteristics, this method allows for more precise conclusions (McCombes, 2023). In this research, the stratification was done per Agri Tourism Farm Site.

Table A
List of Dot-Accredited Agri Tourism Farm Sites in CALABARZON Region

Provinces	Farm	No. of Employees	No. of Respondents
Province 1	Farm 1	30	14
	Farm 2	31	15
	Farm 3	44	21
	Farm 4	26	13
	Farm 5	75	36
	Farm 6	12	6
Province 2	Farm 7	15	7
	Farm 8	17	8
	Farm 9	10	5
Province 3	Farm 10	7	3
	Farm 11	7	3
	Farm 12	7	3
Province 4	Farm 13	7	3
	Farm 14	20	10
	Farm 15	9	4
	Farm 16	51	25
Province 5	Farm 17	12	6
	Farm 18	8	4
	Farm 19	8	4
	Farm 20	22	11
TOTAL		418	201

Source: DOT CALABARZON Regional Office

Data Collection Instrument - The researcher used an adapted questionnaire from Vizconde (2021), and Xu et al. (2021) which is divided into four (4) parts. Research from these authors focused on the level of involvement, employee commitment and corporate social responsibility practices within the context of the tourism and hospitality industry. The first part of the instrument determined the profile of the respondents in terms of age, sex, highest educational attainment, and number of years of working in the business; Part two (2) of the instrument assessed the level of involvement of the respondents in terms of environmental effort, volunteering, and goodwill; Part three (3) assessed the level of employee's commitment in terms of knowledge sharing, organizational justice, training, and development and incentive and compensation; and lastly, Part four (4) determined various CSR practices in terms of economic, legal, ethical and philanthropic of the Agri Tourism Farm Sites in CALABARZON region. The instrument undergone content validation evaluated by research experts. The researcher sought the assistance and expertise from industry and academe experts who has the same research expertise particularly in Agri Tourism Farm Sites in the Philippines, an academician and a researcher with focus on rural tourism, an expert who is an owner and manager of Agri Tourism Farm sites in Region V – Bicol Region, and lastly, from Department of Tourism – CALABARZON Regional Director office on behalf of the Director. The survey questionnaire was translated to Filipino language to serve those participants who have difficulty in understanding English version of the questionnaire.

The translation was made by a Filipino Licensed Professional Teacher from Trinity University of Asia with the assistance of LPU PhDIHTM Alumnus. After which, the researcher conducted pilot testing of the instrument among the thirty (30) employees of Agri Tourism Farm Sites outside CALABARZON region. The researcher sought the assistance from the statistician to test the validity of the questionnaire using the Cronbach Alpha. The instrument passed the reliability test. The reliability test showed Cronbach alpha's result for Environmental Effort

(0.865), Volunteering (0.828), Goodwill (0.889), Knowledge Sharing (0.820), Organizational Justice (0.773), Training and Development (0.793), Incentive and Compensation (0.808), Economic Responsibilities (0.860), Legal Responsibilities (0.807), Ethical Responsibilities (0.777), and Philanthropic Responsibilities (0.723).

Table B
Reliability Test Results

Indicators	Cronbach Alpha	Remarks
Environmental Effort	0.865	Good
Volunteering	0.828	Good
Goodwill	0.889	Good
Knowledge Sharing	0.820	Good
Organizational Justice	0.773	Acceptable
Training and Development	0.793	Acceptable
Incentive and Compensations	0.808	Good
Economic Responsibilities	0.860	Good
Legal Responsibilities	0.807	Good
Ethical Responsibilities	0.777	Acceptable
Philanthropic Responsibilities	0.723	Acceptable

George and Mallery (2003) provide the following rules of thumb: “_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable”

As per Cronbach (1951) (cited by Terhorst et al., 2020, Bujang et al., 2018), the closer Cronbach’s Alpha coefficient is to 1.00 the greater the internal consistency of the items in the scale which are based on these techniques: a) > 0.90= Excellent; b) 0.80 -0.89 =Good; c) 0.70- 0.79- Acceptable; d) 0.60 -0.69 = Questionable; e) 0.50 -0.59 = Poor; and f) < 0.50 = Unacceptable. The research undergone an ethics review process at the Lyceum of the Philippines University - Batangas Research Ethics Review Committee (RERC), adhering to the established procedures to ensure the study complied with ethical standards. The required documents, including the application form, research protocol, consent form, questionnaire, a one-page curriculum vitae, and proof of payment, were meticulously prepared and submitted to the RERC. The researcher then waited for a period of one week, during which the committee thoroughly assessed the materials to ensure the study’s adherence to ethical guidelines, protecting the rights, safety, and well-being of participants involved in the research.

Data Gathering Procedure - This study involved the regular employees of Agri Tourism Farm Sites in CALABARZON region. The researcher conducted data gathering procedure upon receiving the approval letter from the adviser addressed to the Agri Tourism Farm Site owners. Agri Tourism Farm Site locations where the employees are currently employed were determined through the use of google map locator, face-to-face visit, and use of social media platforms conducted by the researcher. Collected data is treated, tabulated, presented, analyzed, and interpreted. The tallied result of the survey was kept by the researcher and used only for the purpose of this study.

Data Analysis - Several statistical tools were utilized to meet the objectives of this study. Mean and Rank was then utilized to assess the employee involvement, commitment and CSR practices. Pearson Correlation Coefficient was used to establish possible relationships between the variables of the study, and Regression Analysis to determine which is the best predictor for CSR practices.

Ethical Consideration - The study strictly followed the RA 10173 or the Data Privacy Act of 2012 which states, “to protect the fundamental human right to privacy of communication while ensuring free flow of information to promote innovation and growth [and] the [State’s] inherent obligation to ensure that personal information in information and communications systems in government and in the private sector are secured and protected”. Data cannot be retrieved without the consent of the respondents (ECCI, 2021). In accordance with the Code of Ethics, the researcher ensured that all data collected from the respondents were consent- fully volunteered from the respondents. All the data gathered throughout the conduct of the study remained confidential and guaranteed that the procedures were fair and were not of any bias to all the involved participants. Moreover, the researcher addressed the procedure about the conduct of the study in which participant’s response served as their confirmation to participate in the study. The data were secured and private and avoiding during

the conduct of survey. The researcher has communicated through email address of the authors of two (2) studies in which the chosen variables were adapted from. The researcher made a letter of consent and send through their email in which content was to ask permission to use and adapt their developed questionnaire. Prior to the conduct of data gathering procedure, the respondents were asked to read the letter of consent attached to the form pertaining to their voluntary participation in the data gathering procedure. The response of the respondents signifies the approval and willingness to join in the conduct of the survey.

3. Results and discussions

Table 1

Summary Table for Level of Involvement

	Mean	Interpretation	Rank
Environmental Effort	4.50	Always	1
Volunteering	4.10	Often	2
Goodwill	4.08	Often	3
Overall	4.23	Always	

Legend: 1.00 – 1.80 Never, 1.81 – 2.60 Rarely, 2.61 – 3.40 sometimes, 3.41 – 4.20 Often, 4.21 – 5.00 Always

Table 1 shows the summary of employee level of involvement on the corporate social responsibility in Agri Tourism Farms Sites in CALABARZON region in terms of weighted mean, verbal interpretation, and highest and lowest ranking, of the three (3) sub – variables such as environmental effort, volunteering and goodwill with composite mean of 4.23 which means Always. The table indicates that the sub-variable 1 which is Environmental Effort has the highest weighted mean of 4.50, verbally interpreted as always, while sub-variable 2 for Volunteering, ranked second with the weighted mean of 4.0, verbally interpreted as often, and the lowest is sub-variable 3 for Goodwill with the weighted mean of 4.08 with verbal interpretation as often.

In understanding why environmental efforts are prioritized in Agri Tourism Farm Site’s Corporate Social Responsibility, it as a commitment by these farms to not only preserve but enhance the natural beauty and resources they rely upon. Visitors are drawn to experiences that not only offer relaxation and education but also contribute positively to the environment. By focusing on sustainability, these farms not only meet regulatory requirements but also cater to a growing consumer base that values ethical and environmentally friendly choices. This approach not only secures the farms' future but also ensures that future generations can continue to enjoy and learn from these unique agricultural experiences. According to UC Sustainable Agriculture Research and Education Program (2017), Agritourism activities can generate supplemental income that is essential for preserving small and mid-scale farms, ranches, and rural communities. These activities can be marketed as opportunities for local residents and tourists to engage directly with agriculture and natural resources. By increasing public interaction with local farms and ranches, agritourism can foster a deeper understanding and appreciation for the working landscapes that help maintain or enhance natural resources to cite this page. Over time, agritourism businesses have created more environmentally friendly production methods that benefit wildlife, the environment, and natural resources. While farm vacations offered a chance to mitigate the adverse environmental effects of agriculture, their performance was not as high as that of more established tourism options that relied on hotel accommodations. Consequently, they were not associated with the mainstream tourism industry or its operators (Ingrassia et al., 2023). Furthermore, Ciolac et al. (2019) highlights in their study that agritourism is an innovative and diversifying approach for farms that incorporates tourist recreation and leisure activities. It offers numerous financial and non-financial advantages to farmers, guests, and communities, and it places a strong focus on the natural, organic, and bio aspects of all human endeavors, human health, and the environment—in other words, sustainability.

Despite achieving the lowest rank among all the criteria, the respondents often show a high level of goodwill, with a weighted mean of 4.08, due to the significant positive community impact of agritourism farms, which includes job creation and support for local businesses. The strong interpersonal relationships cultivated between stakeholders and farmers through direct interactions and educational experiences also play a crucial role. The farms' commitment to sustainable practices aligns with the values of environmentally conscious visitors, further

enhancing their goodwill.

From the article written by Whitt et al. (2019), agritourism can contribute to the preservation of agricultural history, raising awareness about agriculture, and the revitalization of rural economies. Agritourism can be a desirable alternative for farms with a community focus because it gives locals more employment options. More farmers and ranchers could be motivated to take up agritourism activities as the percentage of farms and ranches having income from agritourism rises. Another practical tactic to keep these farms alive is agritourism earnings, especially in the vicinity of popular agritourism destinations. Through social interactions at farmers' groups, meetings with village leaders, input suppliers, extension agents, and representatives of nongovernmental organizations (NGOs), as well as agricultural shows, smallholder farmers actively exchange and source agricultural knowledge. Since they are the ones who can apply agricultural information to real-world situations, farmers are vital contributors to the dissemination of agricultural knowledge. Through a variety of methods that can be shared via farmer social networks, farmers can also learn new things. Smallholder farmers' interactions with one another create knowledge networks that connect several diverse knowledge communities (Tamako et al., 2022). Furthermore, Smith et al. (2023) write an article about sustainable farming which aims optimize food production while reducing its negative effects on the environment by working with nature instead of against it. This strategy ensures the long-term sustainability of food sources while lowering dependency on conventional agricultural methods and offering substitute food options. It also entails protecting the environment, increasing the availability of natural resources, and improving the lives of both humans and animals. It is impossible to overstate the significance of sustainable farming. Sustainable agriculture fosters social justice, economic prosperity, and the preservation of natural resources.

Table 2
Summary Table for Level of Employees Commitment

	Mean	Interpretation	Rank
Knowledge Sharing	4.57	Strongly Agree	1
Organizational Justice	3.81	Agree	3
Training and development	4.02	Agree	2
Incentive and Compensation	3.72	Agree	4
Overall	4.03	Agree	

Legend: 1.00 – 1.80 strongly disagree, 1.81 – 2.60 disagree, 2.61 – 3.40 moderately agree, 3.41 – 4.20 agree, 4.21 – 5.00 strongly agree

Table 2 summarizes employee commitment to corporate social responsibility in Agri Tourism Farms Sites in CALABARZON region, including weighted mean, verbal interpretation, and highest and lowest ranking for the four (4) sub-variables such as knowledge sharing, organizational justice, training and development, and incentive and compensation. The composite mean is 4.03, indicating Agree as verbal interpretation. The table highlights that the sub-variable 1 for knowledge sharing has the highest weighted mean of 4.57, and it was verbally interpreted as strongly agree, while sub-variable 3 for training and development, ranked second with the weighted mean of 4.02 verbally interpreted as agree, while the third rank is organizational justice with the weighted mean of 3.81, and the lowest among all the sub-variables is sub-variable 4 for incentive and compensation with the weighted mean of 3.72 which verbal interpreted as agree.

Employee commitment is vital in any tourism and hospitality business specifically in Agri Tourism Farm Sites, have significant impact to the sector's growth and sustainability. Respondents reveal that the high level of employee commitment in this field is notably influenced by enhanced knowledge sharing practices, which has the highest weighted mean and is verbally interpreted as "strongly agree." Knowledge sharing contributes to improved skill sets, stronger collaboration, and increased innovation and problem-solving, fostering a culture of continuous learning and improvement. Additionally, employees who engage in knowledge sharing align more closely with organizational goals, resulting in increased motivation, a greater sense of purpose, and enhanced loyalty. Furthermore, knowledge sharing provides numerous opportunities for personal and professional development, including career advancement, recognition and rewards, and skill enhancement, all of which significantly boost employee commitment. Knowledge encompasses the consolidation of experience, values, information, and expert insights, enabling the evaluation and integration of new experiences and data. Thus,

managing knowledge is vital for effective management across various cross-functional areas. The transfer and sharing of knowledge are essential for a company's success. Organizations can be viewed as social communities that generate, share, and transfer both explicit and tacit knowledge. Therefore, fostering an environment where individuals are encouraged to exchange knowledge and attain mutual benefits is crucial. Reliability and mutual understanding are key drivers of enhanced knowledge sharing (Fait et al., 2021).

According to Lombardi et al. (2019), one of the most crucial traits for service employees in terms of customer orientation is their inclination to be helpful, sociable, and cooperative. Demonstrating helpfulness and cooperation indicates a readiness to share personal knowledge with colleagues, assist them in resolving task-related issues, and collaborate on significant matters that could affect service delivery. Thus, knowledge sharing is the driving force behind customer-oriented employees. Furthermore, Ahmad et al. (2019) study reveal that knowledge-sharing activities have a positive psychological impact. Employees not only experience high job satisfaction and strong commitment to the organization, but also greater life satisfaction. Therefore, knowledge sharing should be systematically integrated into organizations' employee well-being programs. Additionally, organizations should design a knowledge-management evaluation system that assesses the effectiveness of knowledge sharing in terms of employee experiences and emotions, alongside performance and innovation.

Even incentive and compensation got the lowest rank among the sub-variable, respondents agreed that it is still implemented in the majority of Agri Tourism Farm Sites which are vital for motivating farm workers, alleviating the physical demands and potential monotony of agricultural tasks. When employees feel adequately rewarded, their morale and dedication increase, leading to higher productivity and smoother farm operations. In addition, competitive compensation and incentives contribute significantly to employee retention and satisfaction. By valuing and fairly compensating workers, farms can retain skilled personnel, reducing turnover costs and maintaining a stable, committed workforce. Moreover, offering attractive incentives helps farms attract skilled labor, crucial for enhancing operational quality and innovation. This positions farm businesses as desirable employers within the agricultural sector, fostering productivity and achieving better overall business outcomes. In the article written by Ménard (2020), once the goals are clearly defined and achieved, the company should reward the employees accordingly. It has been observed that most workers are motivated by their salaries. An effective method of maintaining their motivation is by providing bonuses upon achieving these objectives. Some individuals are motivated by recognition from their peers. Hence, healthy competition among farms, based on monthly performance, can be highly stimulating for certain teams. Making production data from each farm publicly available for comparison can incentivize some individuals to strive for improvement and to become the leading farm.

According to Sorn et al. (2023), compensation is a key factor influencing employee retention. Higher salaries correlate with increased employee tenure within organizations. To enhance retention rates, organizations should offer competitive compensation packages. Adopting a holistic strategy that not only includes competitive pay but also addresses other significant employee concerns fosters a workplace culture that values and retains top talent, thereby promoting long-term organizational success and sustainability. To be more specific, when farmers are provided with incentives, such as subsidies or other forms of support, they are more likely to engage in farm diversification. Diversification can include activities like agritourism, where farms are opened to visitors for educational or recreational purposes. By offering these incentives, the government can effectively encourage farmers to explore and invest in agritourism ventures, which not only diversifies their income streams but also promotes rural development and tourism in the region. This approach not only benefits the farmers by increasing their economic opportunities but also contributes sustainability of the agricultural sector while boosting local tourism economies (Bhatta et al., 2020).

Table 3 provides a comprehensive overview of corporate social responsibility practices in Agri-Tourism Farm Sites within the CALABARZON region. The composite mean score of 3.94 suggests an overall agreement among respondents, interpreted verbally as "Agree." The table includes details on economic, legal, ethical, and philanthropic practices, highlighting both the highest and lowest ranking sub-variables within these categories.

This summary summarizes the agreement and variation in CSR practices observed across the surveyed farms in the region.

Table 3
Summary Table for Practices on Corporate Social Responsibility

	Mean	Interpretation	Rank
Economic	3.86	Agree	3
Legal	4.09	Agree	2
Ethical	4.30	Strongly Agree	1
Philanthropic	3.50	Agree	4
Overall	3.94	Agree	

Legend: 1.00 – 1.80 strongly disagree, 1.81 – 2.60 disagree, 2.61 – 3.40 moderately agree, 3.41 – 4.20 agree, 4.21 – 5.00 strongly agree

The table emphasizes the varying degrees of agreement across different sub-variables of corporate social responsibility practices. Ethical practices, ranked first with a weighted mean of 4.30, were verbally interpreted as "strongly agree." Legal practices followed, ranking second with a weighted mean of 4.09, interpreted as "agree." Economic practices ranked third with a weighted mean of 3.86, indicating general agreement. Philanthropic practices received the lowest ranking among the sub-variables, with a weighted mean of 3.50, also interpreted as "agree." These results highlight the spectrum of commitment and emphasis on different facets of CSR among Agri-Tourism Farm Sites in the study area.

Ethical practices in Corporate Social Responsibility (CSR) in Agri Tourism Farm Sites were ranked highest among all criteria, reflecting a "strongly agree" stance. These practices are crucial for building consumer trust and loyalty by showcasing commitment to social responsibility, environmental stewardship, and fair treatment of employees and local communities. They foster support and positive recommendations, benefiting local economies and enhancing environmental awareness. Additionally, ethical practices ensure regulatory compliance, mitigate legal risks, and promote a culture of integrity, thus improving risk management and safeguarding the farm's reputation. In the journal article written by Joseph (2023), the role that business ethics play in promoting sustainability and trust among firms. It talks about how having a strong ethical culture may lead to a variety of advantages, such as enhanced profits, staff engagement, customer loyalty, and reputation. Furthermore, the function of corporate social responsibility (CSR) in encouraging ethical behavior and sustainable business practices. Corporate plans must include business ethics in order to encourage ethical behavior, foster stakeholder trust, and guarantee long-term viability. Additionally, stakeholders see companies that prioritize CSR activities like environmental sustainability and ethical standards more positively, highlighting the importance of CSR in building reputation and trust. Clear and open reporting of CSR initiatives across many platforms enhances this standing even further (Etikan, 2024). Furthermore, Bayo et al. (2021) stated in their study that a corporate reputation is positively correlated with ethical compliance. To achieve their desired corporate reputation, organizations must increasingly enhance their ethical compliance mechanisms. Failures in this regard only result in a number of corporate scandals. These crises have the potential to undermine market trust and result in large financial losses for investors and other stakeholders.

While philanthropic practices are the least prominent among the sub-variables for Agri Tourism Farm Sites, respondents acknowledge their importance. These practices, which include funding local schools, providing scholarships, and supporting healthcare, contribute to community development and strengthen ties with residents. They also promote sustainable agriculture and environmental stewardship, attract eco-conscious tourists, and enhance the farm's reputation. By offering educational programs and workshops, agritourism farms bridge the gap between urban and rural communities and advocate for sustainable living. According to Nurkolis et al. (2024), giving back to the community may help ensure that everyone has access to healthy, safe food in the future. Stakeholder collaboration is essential to establishing a sustainable food system that puts biodiversity preservation, environmental preservation, and global community well-being first. It is clear that philanthropy may influence the agricultural and nutrition sectors in a favorable way. Philanthropic efforts can be realized via encouraging cooperation, offering monetary assistance, and promoting environmentally friendly behaviors. In addition, to promote sustainable agriculture methods that save the environment, boost production, and increase

farmer livelihoods, philanthropy becomes an essential partner.

The Gates Foundation is one philanthropic entity that is active in this field in Zimbabwe. It helps farmers adapt to climatic conditions, boost yields, and improve community food security. A future where food production flourishes in balance with the environment, empowering farmers and building strong food systems is cultivated via philanthropy in agriculture (Lunduka et al., 2019). Furthermore, Ohe (2012), as cited in Chen et al. (2020), highlights that educational tourism and eco-education share many characteristics, with agritourism offering an ideal setting for both. The rising demand for experience-oriented travel has made educational tourism in agriculture a prominent aspect of global agritourism and rural tourism. Over the past 20 years, agritourism has gained significant recognition in various locations, including Taiwan. Family farms and ranches are increasingly pressured to seek alternative revenue streams to sustain their operations amid growing financial challenges.

Table 4

Relationship of Employee Involvement to the Practices on Corporate Social Responsibility

	rx	p-value	Interpretation
Environmental Effort			
Economic	.206**	.003	Significant
Legal	.078	.273	Not Significant
Ethical	.182**	.010	Significant
Philanthropic	.105	.139	Not Significant
Volunteering			
Economic	.183**	.009	Significant
Legal	.290**	.000	Significant
Ethical	.358**	.000	Significant
Philanthropic	.184**	.009	Significant
Goodwill			
Economic	.239**	.001	Significant
Legal	.270**	.000	Significant
Ethical	.279**	.000	Significant
Philanthropic	.165*	.019	Significant

Legend: Relationship is significant at 0.05 alpha level

Table 4 presents the relationship on the Level of Involvement and Corporate Social Responsibility Practices. Based on the computed value, there is a significant relationship between environmental effort and CSR Practices in terms of Economics ($t/F=.206$, $p=.003$). Environmental efforts have been shown to positively impact Corporate Social Responsibility (CSR) practices from an economic perspective.

When Agri Tourism Farm Sites invest in sustainability initiatives, they not only contribute to ecological preservation but also experience significant economic benefits. These benefits often manifest as cost savings through operational efficiency, improved brand reputation, and increased consumer loyalty, all of which contribute to stronger financial performance. By integrating environmental considerations into their CSR strategies, farms can achieve enhanced economic outcomes and bolster their overall CSR effectiveness. The study of Fosu et al. (2024) companies now recognize their duty to address not only the interests of employees and shareholders but also the social and environmental implications of their activities. CSR can be seen as an innovative, integrated business model that satisfies the needs of stakeholders and shareholders while addressing social and environmental concerns and generating economic benefits. CSR represents the voluntary efforts of firms to prioritize social and environmental interests. Implementing environmental CSR strategies and eco-friendly processes has a direct positive impact on corporate performance and reputation. These efforts lead to the development of new business models and advanced processes, which can reduce costs and enhance the value of products and services. Furthermore, environmental CSR and green innovation influence all aspects of CSR, driving varied impacts and fostering disruptive innovation, often referred to as technology turbulence. By adopting environmental CSR practices, companies can improve their ratings, which in turn benefits stock performance, provides credit advantages, and enhances potential risk management.

Based on the computed value, there is a significant relationship between environmental effort and CSR Practices in terms of Ethical Practices ($t/F=.078$, $p=.010$). Agri Tourism Farm Sites should recognize that while

their environmental initiatives play a role in fostering ethical practices, these efforts alone may not suffice to ensure comprehensive CSR effectiveness. Environmental efforts, such as reducing carbon footprints or minimizing waste, contribute positively to the ethical dimension of CSR by demonstrating a commitment to sustainability and responsible resource management. However, for a robust CSR strategy, farms must also integrate a broader range of practices, including fair labor practices, transparent governance, and community engagement. This holistic approach ensures that CSR initiatives address all facets of corporate responsibility, thereby enhancing their overall impact and effectiveness. According to Zhang et al. (2024) businesses are increasingly addressing environmental concerns due to heightened pressure from stakeholders such as government agencies, consumers, and employees. Environmental Corporate Social Responsibility (ECSR) is a vital component of CSR, guiding organizations in their efforts to enhance planetary health and achieve the Sustainable Development Goals (SDGs). ECSR involves additional measures taken by organizations to integrate environmental considerations into their operations and stakeholder interactions. This includes proactive actions to reduce the negative environmental impact of their activities, such as energy usage, water consumption, and waste disposal. By adopting these practices, businesses aim to minimize their environmental footprint while promoting ethical and sustainable development.

On the other hand, there is no significant relationship exists between environmental effort and CSR Practices in terms of Legal ($t/F = .078, p = .273$). The finding that legal CSR practices are not strongly influenced by environmental efforts within the scope of the current study suggests that, despite efforts made by Agri Tourism Farm Sites to address environmental issues, these efforts do not have a substantial impact on their adherence to or implementation of legal CSR practices. Legal CSR practices might be driven more by compliance requirements and regulatory pressures rather than voluntary environmental initiatives. Legal CSR practices appear to be driven more by compliance requirements and regulatory pressures than by voluntary environmental initiatives. Traditional management research has often examined the effects of mandatory and voluntary programs separately without considering their combined impacts. Also it is noted that mandatory programs have not always been fully effective due to enforcement lapses and corporate interference in the political process (Aragón-Correa et al., 2020).

Additionally, there is no significant relationship exists between environmental effort and CSR Practices in terms of Philanthropic Practices ($t/F = .105, p = .139$). The initiatives focused on environmental sustainability do not directly influence with the Agri Tourism Farm Sites's philanthropic activities could stem from the possibility that environmental efforts and philanthropic activities are managed as separate components of corporate social responsibility (CSR) rather than as interconnected elements. In the study conducted by Fordham et al. (2018), philanthropic activities in corporate social responsibility (CSR) encompass corporate giving and community support, including donations, volunteerism, and backing local causes. These initiatives are discretionary, meaning they are not mandated but are chosen by the company to foster societal well-being. The primary goal is to enhance the community and social fabric rather than to gain direct operational benefits for the company. Unlike environmental sustainability efforts that are often tied to improving business efficiency and complying with regulations, philanthropic efforts aim to build goodwill and a positive corporate image by contributing to societal and community development.

Based on the computed value, there is significant relationship exist between goodwill and CSR Practices in terms of Economic ($t/F = .239, p = .001$). The meaningful relationship between goodwill and CSR practices underscores the significant economic impact that responsible behavior can have on a farm's financial performance. Agri Tourism Farm Sites that actively engage in CSR initiatives often experience enhanced goodwill, which translates into a stronger reputation, increased customer loyalty, and greater investor confidence. This positive perception can lead to substantial economic benefits, including higher sales, improved profit margins, and a more favorable market valuation. Cabrera-Luján et al. (2023) emphasized in their study that CSR activities have been shown to enhance a company's reputation, leading to increased customer trust and loyalty, which in turn can positively affect financial outcomes. For example, companies that engage in ethical practices and transparent communication are more likely to retain customers and improve their market position,

contributing to long-term economic sustainability. It contributes to building a positive corporate image and competitive advantage. Firms that integrate CSR into their core strategies often see improved operational performance and stakeholder engagement, leading to higher financial returns. This integration can create a sustainable competitive edge by fostering trust and loyalty among consumers and employees alike, which is crucial for long-term profitability

Based on the computed value, there is significant relationship exist between goodwill and CSR Practices in terms of Legal ($t/F = .270, p=.000$). This implies that Agri Tourism Farm Sites are possessing strong goodwill, which is the positive reputation and trust they have cultivated among stakeholders, are more inclined to prioritize legal compliance as a key component of their Corporate Social Responsibility (CSR) strategies. Farms understand that maintaining a strong and ethical public image is closely linked to adhering to legal standards and regulations. According to Mahmood et al. (2020), Corporate Social Responsibility (CSR) is the legal term for a company's commitment to abiding by the rules and laws of the nation in which it conducts business, so ensuring that its operations are lawful and proper. Companies may improve their reputation and boost brand equity by taking part in CSR initiatives. This is so that the firm can demonstrate that it is dedicated to something other than profit and has a true concern for social and environmental concerns. CSR activities go beyond simple legal duties.

Based on the computed value, there is significant relationship exist between goodwill and CSR Practices in terms of Ethical ($t/F = .279, p=.000$). Agri Tourism Farm Sites which are perceived positively by stakeholders, or those with high levels of goodwill, often find themselves more inclined to adopt and engage in ethical CSR practices. This is because maintaining a positive reputation fueled by previous ethical behavior and successful CSR initiatives and it creates a feedback loop where the benefits of goodwill motivate further ethical conduct. Agri Tourism Farm Sites actively committed to ethical CSR practices will likely experience a boost in goodwill as stakeholders recognize and value its responsible behavior, further embedding ethical practices into their operations and culture. In the study conducted by Chen, et. al. (2021), they emphasized that Corporate Social Responsibility (CSR) is recognized as one of the foremost strategies for fostering trust among customers. Companies actively involved in CSR initiatives have observed benefits such as increased customer loyalty, enhanced customer satisfaction, a positive corporate image, and elevated market value. Conducting business operations ethically not only positively influences the overall perception of the company's products or services but also significantly strengthens customer trust, goodwill, and brand reputation.

Based on the computed value, there is significant relationship exist between goodwill and CSR Practices in terms of Philanthropic ($t/F = .165, p=.019$). The significant relationship between goodwill and CSR practices in terms of philanthropy highlights the importance of corporate engagement in charitable activities. By actively participating in philanthropy, Agri Tourism Farm Sites can enhance their goodwill, improve their brand image, and foster positive relationships with customers, employees, and the community. To fully leverage this relationship, farms should focus on authentic, long-term philanthropic initiatives that align with their values and business goals. According to Eren-Erdoğmuş et al. (2014), philanthropy serves as a public relations strategy to enhance a company's image and brand through cause-related marketing and various sponsorships. Each philanthropic initiative must be accurately planned, considering stakeholders and company. Stakeholder expectations and perceptions differ across cultures and current societal events. This careful planning ensures that philanthropic efforts foster goodwill, bolster brand reputation, and resonate effectively with diverse audiences.

Table 5 presents the relationship of employees' commitment and Corporate Social Responsibility Practices. Based on the computed value, there is a significant relationship between knowledge sharing and CSR Practices in terms of Economic ($t/F = .238, p=.001$). It can be concluded that there is a statistically significant and positive relationship between knowledge sharing and CSR practices focusing on economic outcomes. This suggests that Agri Tourism Farm Sites that engage in knowledge sharing activities are more likely to have robust CSR practices aimed at economic benefits, such as community investment, sustainable business practices, or economic development initiatives.

Agri Tourism Farm Sites that actively engage in knowledge sharing activities are more likely to foster robust Corporate Social Responsibility (CSR) practices, particularly those focused on generating economic benefits. By participating in the exchange of information, skills, and expertise, these farm sites can enhance their capacity to implement initiatives that contribute to community investment, such as supporting local economies through job creation or infrastructure development. Additionally, knowledge sharing facilitates the adoption of sustainable business practices that reduce environmental impact and ensure long-term profitability. It also encourages economic development initiatives, where farms collaborate with local stakeholders to promote inclusive growth, improve livelihoods, and address broader socio-economic challenges. In this way, knowledge sharing not only strengthens CSR efforts but also drives a positive economic impact on the surrounding communities. According to Park et al. (2022), knowledge sharing is pivotal for corporate sustainability and is closely linked to a company's long-term growth and value creation. In the 21st century, the internet has enabled active interaction between customers and suppliers, significantly influencing companies' value-creation activities. Through co-creation with customers and stakeholders, companies can leverage customer knowledge and skills to build competencies and drive sustainable growth. In a technology-driven competitive market, firms need to combine radical and incremental innovations to gain a competitive advantage. The sharing economy, particularly platform businesses reliant on digital technology, highlights the importance of effective knowledge sharing in predicting organizational performance. Corporate sustainability, essential for long-term survival and market value, involves delivering financial, environmental, social, and ethical value. It begins with a principled approach to business, embedding sustainable principles into strategies, policies, and fostering a culture of integrity, thus setting the stage for enduring success.

Table 5
Relationship of Employee Commitment to Practices on Corporate Social Responsibility

	t/F	p-value	Interpretation
Knowledge Sharing			
Economic	.238**	.001	Significant
Legal	.542**	.000	Significant
Ethical	.519**	.000	Significant
Philanthropic	.309**	.000	Significant
Organizational Justice			
Economic	.260**	.000	Significant
Legal	.195**	.006	Significant
Ethical	.296**	.000	Significant
Philanthropic	.249**	.000	Significant
Training and Development			
Economic	.289**	.000	Significant
Legal	.464**	.000	Significant
Ethical	.405**	.000	Significant
Philanthropic	.294**	.000	Significant
Incentives and Compensation			
Economic	.232**	.001	Significant
Legal	.554**	.000	Significant
Ethical	.448**	.000	Significant
Philanthropic	.418**	.000	Significant

Legend: Difference is significant at 0.05 alpha level

Based on the computed value, there is a significant relationship between knowledge sharing and CSR Practices in terms of Legal (t/F =.540, p=.000). This suggests that Agri Tourism Farm Sites that excel in knowledge sharing are better positioned to comply with legal standards as part of their CSR efforts. Enhancing knowledge sharing within farm organizations can be a strategic approach to improving legal compliance and overall CSR performance. Agri-tourism farm sites that excel in knowledge sharing are likely to achieve higher levels of legal compliance as part of their Corporate Social Responsibility (CSR) initiatives. Knowledge sharing fosters a culture of collaboration and continuous learning within the organization, allowing employees and stakeholders to stay informed about evolving regulations, best practices, and ethical standards. Promoting the exchange of expertise and insights can better implement and adhere to legal standards, ensuring they meet or exceed regulatory requirements. Moreover, this approach enhances their overall CSR performance, as

compliance with legal obligations is a key component of socially responsible practices. Ultimately, effective knowledge sharing not only strengthens internal operations but also positions these farms as responsible and sustainable entities within the agri-tourism industry. In the article written by Sindakis (2024), developing transparent regulations and procedures for ethically sharing knowledge, including the permitted uses of information and intellectual property, is essential. Communicating these policies to all stakeholders and consistently updating them to reflect changes in laws and regulations is crucial. Providing thorough training and education programs to enhance personnel's awareness of ethical considerations and regulatory responsibilities is also vital. Encouraging a culture of ethical behavior involves equipping employees with the necessary information and skills to make ethical decisions in their daily work practices.

Based on the computed value, there is a significant relationship between knowledge sharing and CSR Practices in terms of Ethical ($t/F = .519, p = .000$). This suggests that Agri Tourism Farm Sites should focus on fostering a culture of knowledge sharing to enhance their ethical standards. Farms can not only improve their CSR performance but also create a more ethical and transparent work environment. Agri-tourism farm sites should prioritize cultivating a culture of knowledge sharing as a means to elevate their ethical standards and Corporate Social Responsibility (CSR) performance. Encouraging open communication and collaboration among employees, stakeholders, and local communities, these farms can foster a deeper understanding of ethical practices, leading to more transparent operations. This collaborative approach helps address ethical challenges proactively, enhancing accountability and trust both within the organization and with external partners. Moreover, knowledge sharing can serve as a foundation for continuous improvement in CSR initiatives, aligning the farms' goals with sustainable and ethical agricultural practices, while also promoting social equity and environmental stewardship. Ultimately, this creates a more responsible and transparent work environment, benefiting both the business and its broader community. In the study of Hong et al. (2023) the impact of CSR on employee knowledge-sharing behavior can be illuminated through various theoretical lenses. Employees who perceive their organization as actively engaged in CSR initiatives are more likely to participate in knowledge-sharing, as they take pride in their association with the company, feel inspired to contribute to its success, and benefit from a supportive, collaborative, and learning-oriented organizational culture. Additionally, when employees perceive their organization as having a strong ethical climate, they are more likely to trust the motives behind CSR initiatives and believe that their organization genuinely cares about the well-being of various stakeholders, including themselves.

Based on the computed value, there is significant relationship between knowledge sharing and CSR Practices in terms of Philanthropic Practices ($t/F = 309, p = .000$). The result indicates that the Agri Tourism Farm Sites that emphasize knowledge sharing are more likely to engage in meaningful philanthropic activities, ultimately contributing to their overall CSR goals. This relationship underscores the importance of fostering an organizational culture that values and promotes the exchange of knowledge to drive social responsibility and community engagement. The findings highlight that Agri-Tourism Farm Sites that prioritize knowledge sharing are more inclined to participate in significant philanthropic activities, which in turn supports their Corporate Social Responsibility (CSR) objectives. This connection emphasizes the critical role of cultivating an organizational culture that encourages the open exchange of knowledge. When knowledge is shared, it empowers employees and stakeholders to collaborate more effectively on socially responsible initiatives, fostering a deeper commitment to community engagement. This culture not only strengthens internal collaboration but also enhances the farm sites' capacity to contribute meaningfully to societal well-being, aligning with their broader CSR goals.

Based on the computed value, there is significant relationship between organizational justice and CSR Practices in terms of Economic. ($t/F = .260, p = .000$). This suggests that fair treatment within Agri Tourism Farm Sites is crucial for the successful implementation of economic CSR initiatives. This finding underscores the importance of fostering a fair and just organizational environment to enhance the company's economic performance and sustainability efforts. The significance of fair treatment within agritourism farm sites emerges as a pivotal factor in the effective implementation of economic Corporate Social Responsibility (CSR) initiatives.

This highlights the necessity for organizations to cultivate an equitable and just workplace environment, which not only bolsters employee morale and commitment but also positively influences overall economic performance. When employees feel valued and treated fairly, they are more likely to engage in proactive behaviors that support sustainability efforts and drive organizational success. Furthermore, a fair organizational culture can enhance the company's reputation, attracting customers and partners who prioritize ethical practices. Consequently, the integration of fair treatment as a core value not only strengthens CSR initiatives but also contributes to the long-term viability and growth of agritourism businesses, creating a win-win scenario for all stakeholders involved. According to the study of Tziner et al. (2024), when companies prioritize making decisions that serve the "best interests of the greatest number of people," they aim to enhance employee productivity and overall organizational success. These practices should not only focus on profitability and long-term viability but also on fostering an inclusive environment where the well-being of all stakeholders, including minority groups, is protected. This balanced approach ensures that ethical considerations are not sacrificed for economic gains, promoting a more equitable and socially responsible business model.

Based on the computed value, there is significant relationship between organizational justice and CSR Practices in terms of Legal ($t/F = .195, p = .00$). The result highlights the importance of fostering a fair and just organizational environment to enhance legal compliance and overall CSR performance. Agri Tourism Farm Sites should consider this relationship when developing strategies to improve both internal management practices and external social responsibilities. Organizational justice, which encompasses the fairness and ethical treatment perceived by employees within an organization, is closely linked to employee performance, including their engagement in Corporate Social Responsibility (CSR) activities. The findings underscore the critical role of cultivating a fair and just organizational environment in enhancing legal compliance and overall corporate social responsibility (CSR) performance, particularly within Agritourism Farm Sites. By recognizing that a supportive internal culture directly influences external social responsibilities, these sites can strategically align their management practices with their CSR objectives. This approach not only ensures adherence to legal standards but also fosters a sense of community and ethical responsibility among employees and stakeholders. Consequently, Agritourism Farm Sites should prioritize developing inclusive policies and practices that promote transparency, equity, and accountability. By doing so, they can effectively improve their internal operations while simultaneously enhancing their contributions to social welfare and environmental sustainability, ultimately creating a more positive impact on the communities they serve. Legal compliance serves as the foundational baseline for CSR, ensuring that organizations meet all regulatory requirements, thereby fostering a culture of integrity and accountability. The significance of organizational justice as a crucial tool for measuring the impact of CSR on employee behavior. This highlights how fair treatment and ethical practices within an organization not only enhance employee satisfaction and performance but also encourage active participation in CSR initiatives, ultimately leading to a more committed and responsible workforce (Tziner et al., 2024).

Based on the computed value, there is significant relationship between organizational justice and CSR Practices in terms of Ethical Practices ($t/F = .296, p = .000$). This signifies that as perceptions of organizational justice increase, the adherence to ethical practices within CSR initiatives also improves. This significant relationship underscores the importance of fair and just treatment within Agri Tourism Farm Sites in fostering ethical behavior and practices in their CSR activities, emphasizing that employees' sense of justice can strongly influence the ethical standards upheld by the organization. The interplay between perceptions of organizational justice and adherence to ethical practices within Corporate Social Responsibility (CSR) initiatives is particularly significant in Agritourism Farm Sites, where ethical behavior is essential for building community trust and promoting sustainable practices. When employees perceive their organization as fair and just, they are more likely to engage in ethical conduct related to CSR activities, which creates a positive feedback loop that not only boosts employee morale but also enhances the organization's reputation. This relationship underscores the importance of equity and fairness in shaping employees' ethical standards and behaviors, ultimately reinforcing the organization's commitment to responsible and sustainable practices. Therefore, cultivating a culture of organizational justice becomes a strategic necessity for Agritourism entities, as it not only aligns with moral

imperatives but also facilitates the achievement of CSR objectives that positively impact local communities. By fostering a strong sense of justice among employees, Agritourism Farm Sites can significantly improve the ethical frameworks guiding their CSR initiatives, thereby contributing to their overall success and sustainability. The study of Silva, et. al. (2023) stated that perceptions of organizational justice play a crucial role in promoting ethical practices within CSR endeavors. Research indicates that when employees perceive fairness and justice in their workplace interactions, it substantially bolsters their dedication to upholding ethical standards and engaging in CSR initiatives. This connection underscores the pivotal role of organizational justice in cultivating a culture that prioritizes ethical conduct, thereby enhancing the overall efficacy of CSR initiatives. Moreover, CSR practices positively impact employee performance, with factors like job satisfaction and organizational trust mediating this relationship. This underscores the importance of transparent and equitable organizational policies in fostering ethical engagement among employees in CSR activities.

Based on the computed value, there is significant relationship between organizational justice and CSR Practices in terms of Philanthropic Practices ($t/F = .249, p = .000$). The result shows that perceptions of fairness within an organization are closely linked to its engagement in philanthropic activities. This suggests that when Agri Tourism Farm Site employees perceive a high level of organizational justice, they are more likely to recognize and value their philanthropic efforts. Consequently, fostering a fair and just organizational environment can enhance the effectiveness and impact of a farm's CSR initiatives, particularly those aimed at philanthropy. The findings indicate a strong relationship between employees' perceptions of fairness within an organization and the organization's engagement in philanthropic activities, particularly in the context of Agritourism Farm Sites. When employees feel that their workplace operates on principles of organizational justice—where fairness, equity, and transparency are prioritized—they are more inclined to appreciate and support the organization's philanthropic initiatives. This heightened recognition not only fosters a sense of pride and loyalty among employees but also enhances their overall engagement and commitment to the organization. By cultivating an environment where fairness is emphasized, Agri Tourism Farm Sites can leverage their philanthropic efforts to strengthen employee relationships, ultimately contributing to a more cohesive and motivated workforce. This underscores the importance of integrating fairness and philanthropy as core components of organizational culture, as they mutually reinforce each other and drive positive outcomes for both employees and the broader community.

Based on the computed value, there is significant relationship between training and development and CSR Practices in terms of Economic ($t/F = .289, p = .000$). The result indicates that effective training and development programs are closely linked to robust CSR economic practices. This implies that Agri Tourism Farm Site invests in comprehensive training and development are more likely to engage in economically beneficial CSR activities. Consequently, enhancing employee skills and knowledge not only boosts individual and organizational performance but also positively impacts the farm's economic contributions to society through CSR initiatives. The results of the study suggest a strong correlation between effective training and development programs and the implementation of robust Corporate Social Responsibility (CSR) economic practices in agritourism farm sites. This indicates that agritourism businesses that prioritize comprehensive training for their employees not only enhance the skill set and productivity of their workforce but are also more inclined to participate in economically beneficial CSR activities. By investing in the development of their human resources, these farm sites foster a culture of responsibility and engagement, leading to sustainable practices that positively impact their communities and the environment. This connection highlights the importance of strategic investment in employee training as a catalyst for driving CSR initiatives that can yield significant economic advantages, ultimately benefiting both the organization and the broader community. Such an approach underscores the potential of agritourism to contribute not only to the economic viability of the farm sites themselves but also to the social and environmental well-being of the regions in which they operate. The study of Zheng et al. (2023) highlighted the effectiveness of training and development programs which are closely linked to robust CSR economic practices. Research indicates that companies investing in comprehensive training and development are more likely to engage in economically beneficial CSR activities. For example, training equips employees with

the necessary skills to integrate CSR into business strategies, helping organizations overcome internal resistance and comply with evolving regulations. This approach not only enhances individual and organizational performance but also positively impacts the company's economic contributions to society through CSR initiatives.

Based on the computed value, there is significant relationship between training and development and CSR Practices in terms of Legal ($t/F = .464, p = .000$). The result suggests that as training and development initiatives within the Agri Tourism Farm Sites improves, adherence to legal aspects of CSR practices also strengthens. The findings indicate a positive correlation between the enhancement of training and development initiatives in agritourism farm sites and the strengthening of adherence to legal aspects of corporate social responsibility (CSR) practices. As these sites invest in comprehensive training programs for their employees, not only does it foster a better understanding of operational excellence and customer service, but it also instills a deeper awareness of legal obligations and ethical standards associated with CSR. This dual focus on employee development and legal compliance ultimately cultivates a culture of responsibility and accountability within the organization. Enhanced training equips staff with the necessary knowledge to implement sustainable practices, ensuring that the farm sites not only comply with legal requirements but also contribute positively to the community and environment. Consequently, this suggests that a strategic emphasis on training and development is vital for agritourism entities aiming to improve their CSR initiatives and maintain their reputation in a competitive marketplace. According to the study of Pollman (2021), investing in employee training and development programs not only enhance overall employee competence but also ensure that the organization maintains high standards of legal compliance in its CSR activities. Training and development initiatives are increasingly acknowledged as pivotal in fostering Corporate Social Responsibility (CSR) practices. According to a Cambridge University Press report, heightened investment in employee training enables companies to more effectively adhere to CSR obligations, thereby bolstering their overall CSR performance. This encompasses ensuring compliance with legal mandates and embracing ethical standards that surpass mere regulatory requirements.

Based on the computed value, there is significant relationship between training and development and CSR Practices in terms of Ethical ($t/F = .405, p = .000$). The strong significance indicates that effective training and development programs can substantially impact the implementation and perception of ethical practices within CSR. Agri Tourism Farm Sites should focus on enhancing their training initiatives to improve ethical standards and integrate comprehensive ethical training to bolster their CSR efforts. The strong correlation between effective training and development programs and the implementation of ethical practices within Corporate Social Responsibility (CSR) highlights a crucial pathway for Agri Tourism Farm Sites to enhance their ethical standards. By prioritizing comprehensive ethical training initiatives, these farm sites can not only elevate their CSR efforts but also foster a culture of integrity and accountability among employees. This proactive approach ensures that staff members are well-equipped to navigate ethical dilemmas and make informed decisions that align with the farm's values and commitments to sustainability and community engagement. Furthermore, such training programs can enhance the perception of ethical practices among stakeholders, including customers and local communities, thereby strengthening the farm's reputation and potentially increasing patronage. Ultimately, the integration of robust training initiatives serves as a catalyst for cultivating a responsible and ethical operational framework within the agritourism sector, demonstrating a commitment to not only environmental stewardship but also social equity and community welfare. The study of Fatima et al. (2023), emphasizes the importance of embedding CSR through comprehensive training programs, which help in raising CSR awareness, embedding CSR values, and improving communication about CSR initiatives both internally and externally. This approach ensures that employees are well-versed in ethical practices, leading to a more ethically responsible organization.

Based on the computed value, there is significant relationship between training and development and CSR Practices in terms of Philanthropic ($t/F = .249, p = .000$). The result indicates a significant relationship between training and development and corporate social responsibility (CSR) practices, specifically in the philanthropic dimension. This finding suggests that organizations that invest in training and development programs are more likely to engage in philanthropic activities, reflecting a commitment to social responsibility. This also implies

that enhancing employee skills and knowledge not only improves individual performance but also encourages a culture of giving back to the community. This highlights the importance of integrating training and development initiatives with CSR strategies, as fostering a socially responsible mindset among employees can lead to greater involvement in philanthropic efforts, ultimately benefiting both the organization and society at large. Enhancing training and development programs in Agri Tourism Farm Sites related to CSR and philanthropy has multifaceted benefits. It improves employee engagement and motivation, equips them with necessary skills, strengthens corporate reputation, and boosts farm business performance. These enhancements lead to more effective philanthropic efforts, resulting in greater social impact and benefits for both the organization and the communities it serves. By investing in comprehensive training programs, Agri Tourism Farm Site can ensure that their philanthropic activities are not only more impactful but also more aligned with their long-term strategic goals. It is written in the article written by Philanthropy Circuit (2023) that enhancing corporate social responsibility (CSR) and philanthropic training and development programs boost employee engagement and motivation by matching personal beliefs with business goals, resulting in increased work satisfaction and retention. Thorough CSR training programs guarantee that charitable initiatives are purposeful and meaningful, in line with long-term corporate objectives. This connection promotes innovation, enhances risk management, and strengthens brand loyalty.

Based on the computed value, there is significant relationship between incentives and compensation; and CSR Practices in terms of Economic ($t/F = .232, p = .001$). This indicates that better incentives and compensation are associated with stronger economic CSR activities, such as fair trade or local economic development. It also implies that Agri Tourism Farm Sites could enhance their CSR practices by aligning compensation strategies with CSR goals. The relationship between incentives, compensation, and economic corporate social responsibility (CSR) activities highlights a critical intersection for Agritourism Farm Sites aiming to enhance their community engagement and sustainability practices. Research suggests that when organizations offer better incentives and compensation, they not only boost employee morale and productivity but also foster stronger economic CSR initiatives, such as fair trade practices and local economic development. This correlation indicates that Agritourism Farm Sites can significantly enhance their CSR efforts by strategically aligning their compensation strategies with their CSR objectives. By prioritizing equitable compensation, these farms can motivate their workforce to actively participate in initiatives that support local communities and sustainable practices, ultimately leading to a more robust commitment to social responsibility. Such alignment not only benefits employees but also cultivates trust and loyalty among customers, reinforcing the farm's reputation as a socially conscious entity in the agritourism sector. Derchi et al (2021) stated that better incentives and compensation are linked to stronger economic Corporate Social Responsibility (CSR) activities. CSR-linked compensation contracts for executives encourage firms to enhance their CSR performance. This alignment helps in achieving strategic goals, motivating managers to prioritize CSR efforts, and integrating CSR into the core business strategies. Effective incentive design, including measurable and controllable performance metrics, plays a critical role in this alignment

Based on the computed value, there is a significant relationship between incentives and compensation and CSR Practices in terms of Legal ($t/F = .554, p = .000$). This suggests the importance for farms to effectively design their reward systems to not only drive performance and motivation but also to align closely with legal and ethical standards. Results showed that Agri Tourism Farm Sites integrate legal compliance and ethical considerations into their incentive structures, foster a culture that values and adheres to legal norms, thereby mitigating risks of non-compliance and enhancing corporate reputation. This strategic alignment benefits Agri Tourism Farm Sites by reducing legal risks and promoting a positive public image, while simultaneously offering employees a sense of fairness and integrity in their workplace, which can improve job satisfaction and loyalty. Consequently, a well-designed reward system that emphasizes legal and ethical adherence can lead to a more engaged and responsible workforce, contributing to the overall success and sustainability of the Agri Tourism Farm Sites. According to the article written by Iyer (2023), effective reward system can significantly enhance employee engagement, motivation, and job satisfaction by recognizing and valuing employees' hard work, creating a

supportive and validating work environment that boosts morale. This increased morale and sense of appreciation lead to higher productivity and reduced turnover rates. Implementing a well-rounded reward strategy requires defining objectives, selecting appropriate rewards, establishing a budget, and continuously evaluating the system's effectiveness. Additionally, gathering employee feedback to tailor rewards to their preferences and needs ensures the system remains relevant and impactful over time. This comprehensive approach not only promotes a positive work culture but aligns with legal and ethical standards, enhancing corporate reputation and reducing legal risks.

Based on the computed value, there is a significant relationship between incentives and compensation and CSR Practices in terms of Ethical ($t/F = .448, p = .000$). The result signifies the importance of integrating reward systems with ethical standards. The results indicate that Agri Tourism Farm Sites have a significant opportunity to enhance their corporate social responsibility (CSR) practices by strategically aligning financial incentives with ethical behavior, thereby fostering a more responsible and engaged workforce. By implementing incentive structures that reward not only financial performance but also sustainable practices and community engagement, these farm sites can cultivate a culture of responsibility among employees. This alignment encourages staff to actively participate in CSR initiatives, as they see a direct connection between their contributions to ethical practices and their financial rewards. Additionally, such an approach not only improves employee satisfaction and retention but also enhances the overall reputation of the farm sites within the community, attracting visitors who are increasingly drawn to businesses that demonstrate a commitment to social and environmental responsibility. Ultimately, this synergy between financial incentives and ethical behavior creates a robust framework for long-term sustainability and success in the agritourism sector. The Economic Times (2023), stated in their article that integrating reward systems with ethical standards is crucial for enhancing CSR practices and fostering a responsible workforce. Ethical leadership cultivates an environment where ethical practices are valued, encouraging employees to discuss and report unethical behavior without fear. Recognizing and rewarding ethical behavior reinforces its importance, making employees more likely to emulate such actions. Effective reward systems incorporate ethical conduct into performance evaluations, promotion decisions, and bonuses, ensuring alignment with the organization's core values. However, these systems must be carefully designed to avoid unintended consequences, such as ethical ambivalence, which can undermine the organizational culture. Ultimately, integrating ethical considerations into CSR strategies ensures that initiatives are genuinely reflective of the organization's values and contribute to sustainable development and social responsibility

Based on the computed value, there is significant relationship between incentives and compensation; and CSR Practices in terms of Philanthropic ($t/F = .418, p = .000$). The strong significance of the relationship between incentives and compensation and philanthropic CSR practices indicates that Agri Tourism Farm Sites can effectively influence their charitable and community-oriented activities by strategically designing their incentive and compensation structures. Agri-tourism farm sites that implement well-structured incentive programs and provide fair compensation are more likely to engage in meaningful philanthropic efforts, creating a positive feedback loop between employee satisfaction and community support. These farms enhance their capacity to contribute to local initiatives, such as educational programs, environmental conservation, and health services, thereby reinforcing their role as integral community stakeholders by aligning reward systems with corporate social responsibility (CSR) goals. This alignment not only increases the farms' ability to support these initiatives but also cultivates a more motivated and loyal workforce, as employees who see their values reflected in their workplace are more likely to be engaged and committed. Consequently, this symbiotic relationship benefits both the farm and the community, fostering a culture of shared responsibility and sustainable development that can lead to long-term success and stability for both parties. A study conducted by Derchi, et. al. (2021) stated that compensation significantly enhances CSR performance. By integrating CSR goals into the compensation contracts of executives, companies can effectively align the personal incentives of their leaders with the broader social and environmental objectives of the organization. This strategic alignment not only drives executives to focus more on philanthropic efforts but also improves the overall CSR activities of the company. Such an

approach fosters a more motivated and engaged workforce, as employees see their leadership actively committed to social and environmental causes, which in turn cultivates a stronger organizational commitment to CSR goals. This alignment between executive incentives and CSR objectives ensures that CSR initiatives are not just peripheral activities but central to the corporate strategy, promoting sustainable and socially responsible business practices.

Table 6

Regression Analysis on Involvement and Commitment Level to CSR Practices

Predictor Variable	Dependent Variable	R-square	Std.error	Beta	p-value	Interpretation
Commitment	CSR Practices	.319	.074	.518	.000	Predictor
Involvement	CSR Practices	.319	.077	.084	.214	Not a Predictor

Table 6, illustrates the regression analysis for CSR practices, with two independent variables: employee commitment and level of involvement. The analysis reveals that employee commitment can predict CSR practices with a computed R-squared (r^2) value of .319. This value indicates that approximately 31.9% of the variability in CSR practices can be attributed to employee commitment. The R-squared value is critical because it explains the proportion of the variance in the dependent variable (CSR practices) that can be predicted by the independent variable (employee commitment). In this case, the standard error is .074, which reflects the accuracy of the prediction model. A lower standard error signifies that the model's predictions are more precise. The beta coefficient (β) of .518 shows the strength and direction of the relationship between employee commitment and CSR practices. Since the beta is positive, this means that as employee commitment increases, CSR practices are more likely to improve. Additionally, the p-value is .000, which is below the conventional threshold of significance ($p < .05$), confirming that the relationship between employee commitment and CSR practices is statistically significant. This means the change in CSR practices can be reliably attributed to changes in employee commitment rather than random chance. On the other hand, the regression analysis for the level of involvement reveals that it does not predict CSR practices. While the computed R-squared is still .319, the standard error is slightly higher at .077, and the beta coefficient is much lower at .084. More importantly, the p-value for the level of involvement is not mentioned explicitly in the table, but it can be inferred that it is above the significance threshold, suggesting that the relationship is not statistically significant. Therefore, involvement alone does not appear to be a predictor of CSR practices in the organization.

From these findings, the researcher can infer that employee commitment plays a critical role in influencing CSR practices, whereas mere involvement does not. This distinction is significant for understanding what drives employees to support CSR activities. Commitment reflects a deeper, emotional connection to the organization, which can manifest in behaviors that align with the company's goals, including its CSR initiatives. Employees who are committed to their organization are more likely to go above and beyond in supporting the company's efforts to be socially responsible, whether by engaging in community outreach, reducing the company's environmental footprint, or promoting ethical practices. In contrast, involvement may simply represent participation without the same depth of emotional or psychological investment. This could explain why it is not a significant predictor of CSR practices in this context. Employees may be involved in CSR activities but lack the commitment necessary to drive meaningful change or engagement with the organization's CSR goals. The analysis further breaks down employee commitment into four key dimensions: knowledge sharing, organizational justice, training and development, and incentives and compensation. These dimensions are evaluated in terms of how they contribute to CSR practices, which are categorized under economic, legal, ethical, and philanthropic responsibilities. The findings indicate that the independent variable—employee commitment—significantly impacts the dependent variable, CSR practices, across these dimensions. This suggests that when employees perceive fair treatment (organizational justice), opportunities for growth (training and development), and appropriate rewards (incentives and compensation), they are more likely to be committed to the organization and, in turn, engage in CSR activities. Knowledge sharing, which reflects the extent to which employees exchange ideas and information, also contributes to commitment. When employees feel valued and supported by their organization, they are more likely to support its broader social goals. However, it is important

to note that while these dimensions of commitment significantly impact CSR practices, they do not have the same impact across all areas. For instance, commitment may have a more profound influence on ethical and philanthropic responsibilities, where employees' personal values and alignment with the company's mission are more likely to play a role. In contrast, legal or economic responsibilities may be more influenced by external regulations and market forces than by employee commitment.

The findings in this analysis are supported by several other studies in the field. For example, Bouraoui et al. (2019) conducted research using a multiple mediation model and found a positive and significant relationship between CSR and employees' affective commitment. This study highlights that the perception of person-organization fit, organizational identification, and perceived organizational support mediates the relationship between CSR and affective commitment. Essentially, when employees feel that their values align with the organization's CSR goals and that they are supported by the organization, their emotional commitment to the company increases. This, in turn, encourages them to engage more deeply with CSR activities. Furthermore, a study by Stojanovic et al. (2020) examined CSR as a determinant of employee loyalty and business performance. Their findings indicate that a clearly defined purpose for implementing CSR can contribute positively to appropriate CSR activities and help organizations overcome barriers to implementation. Statistical evidence from the study also shows that CSR activities significantly influence employee loyalty, leading to greater commitment from employees. In this case, the authors argue that as employee loyalty increases, so does business performance and competitiveness. This supports the notion that employee commitment plays a crucial role in ensuring the success of CSR initiatives and improving organizational outcomes.

Proposed Framework

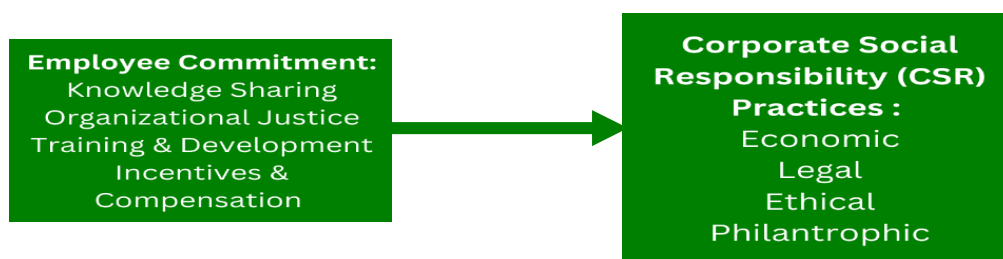


Figure 1. Catapang's Proposed Framework on Corporate Social Responsibility for Agri Tourism Farm Sites

Key Components

Employee Commitment: The small green solid box on the left presented the employee's commitment that served as the independent variable.

Arrows: The single arrow indicate the direction of influence and significance of employee commitment towards all four CSR Practices.

Corporate Social Responsibility Practices: The big green solid box symbolizes the CSR that served as a dependent variable.

Green color. This color refers to the Agri Tourism Farm Sites in CALABARZON region.

Framework Description:

Based on the findings of the study, the corporate social responsibility framework for Agri-Tourism Farm is hereby proposed. Catapang's Framework depicts the relationship of inclusions between the independent and dependent variables. Below is the interpretation of the framework:

The study adopted two (2) independent variables such as Level of Involvement and Employee

Commitment, and one (1) dependent variable which is Corporate Social Responsibility. CSR Practices are grouped into four based on the principles of CSR such as Ethical, Legal, Economic, and Philanthropic. The respondents assessed the independent variable as represented by the employee's commitment to determining whether this variable has a significant relationship with the dependent variable as represented by CSR Practices such as Economic, Legal, Ethical, and Philanthropic practices. The framework showed the independent variable – employee commitment in terms of Knowledge Sharing, Organizational Justice, Training and Development, and Incentives and Compensation are placed on the left-side box of the framework. It can be observed that the arrow is pointing towards the right-side box CSR Practices. These arrows signify the regression analysis conducted by the researcher. The findings also revealed that employee commitment is the best predictor for CSR Practices in Agri-Tourism Farms. Employee Commitment suggests that a strong foundation of employee commitment is essential for effective CSR implementation. CSR Practices as the Core: The four CSR practices (ethical, legal, economic, and philanthropic) form the core of the model, indicating their critical role in the overall CSR strategy. This framework indicates that to enhance CSR practices in an Agri-tourism farm, it's crucial to foster employee involvement, especially in volunteering and goodwill activities. Simultaneously, cultivating a committed workforce through strategies that focus on knowledge sharing, organizational justice, training and development, and fair compensation can significantly boost the farm's CSR performance. Essentially, this study highlights the interconnectedness of employee engagement, CSR practices, and the overall success of the Agri-tourism farm. In essence, the study concludes that by empowering employees it indicates a committed workforce, Agri-tourism farms can significantly enhance their CSR performance.

4. Conclusions and recommendations

Based on the findings of the study, the following conclusions are drawn: Employees in agritourism farm sites are involved in environmental conservation activities such as promoting sustainability in terms of use of renewable energy, water conservation, use of organic fertilizer in farming, promoting awareness and environmental conservation as well as assessing impact and being proactive to protect the environment. While do often involve in terms of volunteering and goodwill. Farm Employees acknowledge their responsibility to society and environment by helping one another through knowledge sharing characterized by honesty, collaboration, continuous learning and innovation which they regard as important values that help them make fair and informed decisions and leverage their commitment while working in the farm. Similarly, they consider organizational justice, training and development, and incentive and compensation important in helping them to remain committed working in the farm. There is a significant relationship between the level of involvement and CSR practices, except that there is no significant relationship between legal and philanthropic practices in the environmental efforts. Level of involvement and CSR practices are significantly related except that there is no significant relationship between legal and philanthropic practices in the environmental efforts.

Environmental efforts such as reducing carbon footprints or minimizing waste positively impact Corporate Social Responsibility (CSR) practices from the economic perspective. They contribute positively to the ethical dimension of CSR by demonstrating a commitment to sustainability and responsible resource management. There is significant relationship between Employees Commitment and CSR Practices resulting to Employees Commitment as the best predictor of Corporate Social Responsibility Practices. The relationship between employee commitment and CSR practices is statistically significant. As employee commitment increases, CSR practices are more likely to improve. This means the change in CSR practices can be reliably attributed to changes in employee commitment rather than random chance. Additionally, employee commitment can predict CSR practices. A framework on CSR for Agri-Tourism Farm Sites has been developed and proposed. Primarily it aims to enhance sustainable and socially responsible business practices through a comprehensive integration of employee involvement, commitment, and CSR practices, subsequently addressing the objective of realizing a rapid growth of Department of Tourism (DOT) Agri Tourism Farm Sites in CALABARZON region by filling the research gap on its Corporate Social Responsibility (CSR) practices, exploring the impact of DOT accreditation on CSR and sustainability, developing standardized metrics for CSR evaluation, assessing the social impact on

local communities, and evaluating the effectiveness of environmental practices.

Owners of Agri Tourism Farm Sites may create strategic focus on improving legal and philanthropic responsibilities to enhance its CSR practices by implementing community support programs, sustainable investments, and charitable activities fostering a more comprehensive approach that benefits both the business and the community. They may adopt an inclusive hiring practice by valuing diversity in Age, Sex, Education, and Experience, ensuring equal opportunities for all employees to contribute their unique perspectives and skills, thereby fostering a more innovative and collaborative workplace. Further they may implement a structured incentive and compensation program that rewards employees for their active participation in CSR initiatives, aligns financial and non-financial incentives with CSR goals, and fosters a culture of shared responsibility and sustainable development within the organization. Owners of Agri Tourism Farm Sites may foster a culture of shared responsibility by actively engaging in more meaningful, community-focused CSR initiatives, providing regular training, and recognizing their contributions, thereby aligning personal values with organizational goals to enhance and maintain goodwill in employee involvement in Corporate Social Responsibility (CSR) practices. They may create strategic focus on improving legal and philanthropic responsibilities to enhance its CSR practices by implementing community support programs, sustainable investments, and charitable activities fostering a more comprehensive approach that benefits both the business and the community. Employees of Agri Tourism Farm Sites may consistently engage themselves in philanthropic practices, structured Corporate Social Responsibility (CSR) strategy, community engagement, environmental stewardship, and sustainable development initiatives that align with the farm's core values and mission. Additionally, they may continue fostering values such as honesty, collaboration, continuous learning, innovation, and social responsibility while also helping improve the organizational justice, training and development opportunities, and compensation to ensure employee empowerment that will enhance their commitment.

The Department of Tourism and Agri Tourism Farm Sites Owners in the region may have a collaboration in terms of prioritizing the employee involvement in doing the Corporate Social Responsibility (CSR) initiatives. This can be done by implementing regular training programs and feedback mechanisms to foster a deeper commitment to socially responsible practices. The Department of Tourism, Agri Tourism Farm Sites Owners, and the Academic community may utilize the research framework developed by the researcher to enhance employee involvement and commitment, and actively contribute to the expansion of the body of knowledge and literature in Agritourism. Future Researchers may conduct similar study and may use mixed method to deepen the assessment and to further understand the situation of the Farmers in the CALABARZON Region about CSR, increase the number of respondents for the quantitative method, and the numbers for the qualitative method. They may conduct an interview with those employees who stayed and gained experiences on the farm for many years.

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