

Knowledge, Awareness, and Practices of DPWH Employees Regarding Corporate Social Responsibility: Basis for Enhancing CSR Development Program

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ABSTRACT

This study assessed the knowledge, awareness, and practices of DPWH employees regarding Corporate Social Responsibility as basis for a proposed enhancing CSR Development Program. It used a descriptive-comparative research design and involved 169 respondents from the Isabela 1st, 2nd, 3rd, and 4th District Engineering Offices. The respondents were selected from a population of 299 personnel using stratified random sampling. Data were gathered through a validated survey questionnaire that measured the respondents' demographic profile, knowledge, awareness, and practices regarding CSR. Frequency and percentage were used to describe the profile of the respondents, while mean was used to determine their level of knowledge, awareness, and practices. Mann-Whitney U Test and Kruskal-Wallis H Test were used to determine significant differences when grouped according to profile variables. Findings revealed that the respondents had a high level of knowledge, awareness, and practices regarding Corporate Social Responsibility. However, the lower-rated areas were familiarity with ethics and integrity policies, awareness of CSR-related trainings or seminars, and participation in CSR-related activities. The results also showed no significant differences in knowledge, awareness, and practices when grouped according to sex, highest educational attainment, District Engineering Office, and section. Based on the findings, a CSR Development Program is proposed to further strengthen employees' understanding, awareness, and active participation in CSR-related initiatives.

Keywords: Corporate Social Responsibility; DPWH employees; Knowledge; Awareness; Practices; CSR Development Program

INTRODUCTION

Corporate Social Responsibility (CSR) has become an important part of organizational practice, especially in public institutions whose decisions directly affect communities, public resources, and national development. In the public sector, CSR is closely tied to accountability, transparency, ethical governance, and the responsible delivery of services. These responsibilities reflect the economic, legal, ethical, and philanthropic dimensions of CSR, which guide organizations in balancing institutional goals with social expectations (Carroll, 1991; OECD, 2021). When these values are reflected in daily work, they help build public trust and strengthen confidence in government service (George et al., 2021).

The Department of Public Works and Highways (DPWH) plays a major role in Philippine development because its infrastructure projects influence economic activity, community welfare, mobility, safety, and environmental sustainability. Because of the scale and visibility of its work, the agency is expected to maintain strong standards of integrity, accountability, and social responsibility. DPWH institutional policies emphasize integrity, transparency, and accountability in project implementation, while audit observations have also pointed to the continuing need for stronger internal controls, transparency, and ethics training in government operations (Department of Public Works and Highways, 2023; Commission on Audit, 2023).

CSR is therefore not merely an organizational framework but also a pattern of employee behavior. Employees who understand CSR are more likely to see how ethical conduct, transparency, environmental care, and community-oriented service fit into their regular duties. Studies indicate that CSR knowledge and communication influence employee attitudes, engagement, and participation, while awareness of CSR initiatives can strengthen organizational identification, trust, and commitment (Vuong & Bui, 2023; Prisco et al., 2024). Thus, employees become central actors in translating CSR principles into visible workplace practice.

Awareness also matters because employees need to recognize existing CSR programs, trainings, and workplace expectations before they can fully participate in them. Responsible conduct is connected with moral sensitivity, or the ability to recognize ethical concerns in particular situations. Moral sensitivity has been associated with better ethical judgment, professional conduct, and decision-making, which means that strengthening CSR awareness can also support more responsible public service behavior (Narvaez & Rest, 2020; Kraaijeveld et al., 2021; Luo et al., 2023).

Practice completes the cycle because knowledge and awareness become meaningful only when they are expressed in honest work, responsible use of resources, fair treatment of stakeholders, environmental care, and active participation in initiatives that benefit the public. This is especially important in technical and infrastructure-related work, where employee decisions may affect safety, communities, and sustainability. Studies on engineering and professional responsibility emphasize the need to continuously integrate ethical and social responsibility into training and practice (Portugal et al., 2023; Saienko et al., 2024; Hwang et al., 2023).

The study was anchored on Carroll's Corporate Social Responsibility Theory, which explains that organizations have economic, legal, ethical, and philanthropic responsibilities (Carroll, 1991). In the context of DPWH, these responsibilities may be seen in efficient project implementation, compliance with laws and government standards, ethical decision-making, transparency, and voluntary support for community welfare. The study also used the Input-Process-Output model to connect the respondents' profile, knowledge, awareness, and practices with the proposed CSR Development Program.

Although CSR has been widely discussed, there remains limited local evidence on how employees in infrastructure-oriented government agencies understand and practice CSR. This gap is important because the technical and administrative work of DPWH has direct consequences for communities. Thus, this study assessed the knowledge, awareness, and practices of DPWH employees regarding Corporate Social Responsibility. It also examined whether significant differences existed when the respondents were grouped according to sex, highest educational attainment, District Engineering Office, and section, and used the findings as basis for a proposed CSR Development Program.

MATERIAL AND METHODS

Research Design

This study employed a descriptive-comparative research design to assess the knowledge, awareness, and practices of DPWH employees regarding Corporate Social Responsibility. The descriptive part presented the respondents' profile and described their levels of knowledge, awareness, and practices. The comparative part determined whether significant differences existed in these variables when the respondents were grouped according to profile variables. This design was appropriate because the study described existing conditions and compared naturally occurring groups without manipulating the respondents or the work environment.

Locale of the Study

The study was conducted in the Department of Public Works and Highways offices located across the legislative districts of Isabela Province, namely the Isabela First, Second, Third, and Fourth District Engineering Offices. These offices were selected because they represent different operating environments involved in the implementation, supervision, and maintenance of public infrastructure projects, where CSR-related knowledge, awareness, and practices are highly relevant.

Respondents of the Study

The respondents were technical and non-technical personnel of DPWH in Isabela. The technical group consisted of engineers and technical staff directly involved in project planning, design, implementation, monitoring, and maintenance. The non-technical group included administrative, finance, and support personnel whose work also contributes to governance, accountability, and public service delivery.

Sample and Sampling Procedure

The total population consisted of 299 budgetary personnel from the Isabela 1st, 2nd, 3rd, and 4th District Engineering Offices. Using the Raosoft sample size calculator at a 95% confidence level and 5% margin of error, the representative sample was computed at 169 respondents. Stratified random sampling was used so that each District Engineering Office would be represented in the sample. The sample included 49 respondents from Isabela 1st DEO and 40 respondents each from Isabela 2nd, 3rd, and 4th DEOs.

Research Instrument

Data were gathered using a structured survey questionnaire designed to measure the knowledge, awareness, and practices of DPWH employees regarding CSR. The development of the instrument was based on the Self-Assessment Questionnaire on CSR/Sustainability, which includes areas such as business ethics, environmental sustainability, working conditions, and organizational practices.

The questionnaire was divided into four parts. Part I gathered the demographic profile of the respondents in terms of sex, highest educational attainment, District Engineering Office, and section. Part II measured knowledge regarding CSR through 10 items. Part III measured awareness regarding CSR through 10 items. Part IV measured CSR-related practices through 9 items. All items were rated using a four-point Likert scale. Content validity was established through expert review, with domain scores of 3.59 for knowledge, 3.67 for awareness, and 3.69 for practices, and an overall score of 3.65, interpreted as highly valid. Reliability testing yielded Cronbach's alpha coefficients of 0.936 for knowledge, 0.893 for awareness, 0.949 for practices, and 0.964 overall, indicating strong internal consistency.

Data Gathering Procedure

The researcher first sent formal letters to the District Engineers of the DPWH Isabela First, Second, Third, and Fourth District Engineering Offices to request permission to conduct the study. After approval was secured, the questionnaires were personally distributed to the randomly selected respondents. The purpose of the study was explained, and confidentiality and anonymity were emphasized. The completed questionnaires were retrieved, checked for completeness, tallied, classified, encoded, and subjected to statistical analysis.

Data Analysis Techniques

Frequency and percentage distribution were used to summarize the demographic profile of the respondents. Mean was used to determine the levels of knowledge, awareness, and practices regarding CSR. Mann-Whitney U Test was used to determine significant differences when respondents were grouped according to sex. Kruskal-Wallis H Test was used when respondents were grouped according to highest educational attainment, District Engineering Office, and section. The 0.05 level of significance was used in deciding whether to accept or reject the null hypotheses.

Ethical Considerations

The study observed ethical standards throughout its conduct. Ethical approval was obtained from the appropriate review authority before implementation. The respondents were informed about the purpose, procedures, risks, and benefits of the study in clear language. Participation was voluntary, and the respondents were informed that they could decline or withdraw at any time without penalty. Written informed consent was obtained before data collection. Anonymity and confidentiality were maintained by removing personal identifiers and presenting the results only in summarized form. Data were stored securely and used solely for academic and research purposes.

RESULTS AND DISCUSSION

Profile of the Respondents

Table 1. Frequency and percentage distribution of respondents according to demographic profile

Profile Variable	Frequency	Percentage (%)
Sex	Frequency	Percentage (%)
Male	86	50.9
Female	83	49.1
Highest Educational Attainment	Frequency	Percentage (%)
College Graduate	120	71.0
Master's Graduate	47	27.8
Doctorate Graduate	2	1.2
District Engineering Office	Frequency	Percentage (%)
Isabela 1st DEO	49	29.0
Isabela 2nd DEO	40	23.7
Isabela 3rd DEO	40	23.7
Isabela 4th DEO	40	23.7
Section	Frequency	Percentage (%)
Administrative	22	13.0
Finance	19	11.2
Construction	28	16.6
Quality Assurance	31	18.3
Maintenance	57	33.7
Planning and Design	9	5.3
Office of the District Engineer	3	1.8
Total	169	100.0

Table 1 shows that the respondents were almost equally distributed by sex, with 86 males or 50.9% and 83 females or 49.1%. In terms of highest educational attainment, most respondents were college graduates (71.0%), followed by master's graduates (27.8%) and doctorate graduates (1.2%). The Isabela 1st DEO contributed the largest share of respondents at 29.0%, while the other three District Engineering Offices each contributed 23.7%. By section, Maintenance had the largest representation (33.7%), followed by Quality Assurance (18.3%) and Construction (16.6%). This profile indicates that the study captured responses from different offices and work

assignments, giving the findings a practical view of CSR in DPWH operations. In public organizations, CSR is tied to transparency, accountability, and the responsible use of public resources, especially in agencies whose work directly affects communities (OECD, 2021; Department of Public Works and Highways, 2023).

The profile implies that the CSR Development Program should be inclusive and practical for both technical and non-technical personnel. Since the respondents came from different offices and sections, the program should not be limited to a general lecture. It should include examples from field operations, maintenance, construction, quality assurance, finance, administration, and planning so employees can connect CSR with their actual work responsibilities.

Level of Knowledge of DPWH Employees Regarding Corporate Social Responsibility

Table 2. Level of knowledge of DPWH employees regarding Corporate Social Responsibility

Statement	Mean	Qualitative Description
1. I understand that CSR involves an organization's ethical, social, and environmental responsibilities.	3.54	High level of knowledge
2. I know that CSR programs aim to promote accountability and sustainable organizational practices.	3.51	High level of knowledge
3. I know that CSR involves compliance with laws and regulations.	3.64	High level of knowledge
4. I understand that transparency is an important component of CSR in public service.	3.65	High level of knowledge
5. I am familiar with policies related to ethics and integrity in my organization.	3.35	High level of knowledge
6. I know that environmental protection is one of the responsibilities promoted in CSR.	3.50	High level of knowledge
7. I understand the role of employees in promoting CSR.	3.45	High level of knowledge
8. I am aware that CSR includes fair treatment of employees and stakeholders.	3.51	High level of knowledge
9. I understand that CSR contributes to community development.	3.55	High level of knowledge
10. I know that CSR practices can improve organizational performance.	3.67	High level of knowledge
Overall Mean	3.54	High level of knowledge

Table 2 shows that DPWH employees had a high level of knowledge regarding CSR, with an overall mean of 3.54. The highest-rated item was the statement that CSR practices can improve organizational performance (3.67), followed by transparency as an important component of CSR in public service (3.65) and compliance with laws and regulations (3.64). These results suggest that employees understand CSR not merely as a concept, but as part of lawful, transparent, and effective public service. This supports the view that CSR knowledge is a foundation for responsible behavior because employees must first understand CSR before they can consistently apply it in the workplace (Saienko et al., 2024; Hwang et al., 2023).

The lowest item was familiarity with ethics and integrity policies in the organization (3.35). Although still interpreted as high, this lower score signals a need for clearer orientation on ethics, integrity, transparency, environmental responsibility, and accountability policies. This is important because public sector integrity

depends not only on broad values but also on clear knowledge of internal rules, standards, and controls (OECD, 2021). It also responds to the continuing need for stronger internal controls and ethics training in government agencies (Commission on Audit, 2023).

Knowledge-building activities should move beyond definition-based discussions of CSR. DPWH may use case analysis, short policy briefings, and concrete examples from procurement, project implementation, documentation, safety, environmental protection, and stakeholder relations. Since ethical concern recognition matters in technical and infrastructure-related work, CSR knowledge should be treated as a working guide for public service rather than as a concept known only in theory (Thoo & Strong, 2023).

Level of Awareness of DPWH Employees Regarding Corporate Social Responsibility

Table 3. Level of awareness of DPWH employees regarding Corporate Social Responsibility

Statement	Mean	Qualitative Description
1. I am aware of CSR-related programs implemented in DPWH.	3.35	High level of awareness
2. I am aware of ethical standards expected in my workplace.	3.41	High level of awareness
3. I am aware that CSR is an important component of public service.	3.69	High level of awareness
4. I am aware of policies promoting transparency and accountability.	3.52	High level of awareness
5. I notice efforts of the organization to support environmental sustainability.	3.42	High level of awareness
6. I am aware of training or seminars related to CSR.	2.96	High level of awareness
7. I am aware that CSR initiatives may influence public trust in the organization.	3.35	High level of awareness
8. I am aware of my role in promoting CSR in my work.	3.44	High level of awareness
9. I am aware that ethical behavior is part of responsible decision-making in the workplace.	3.59	High level of awareness
10. I am aware that CSR initiatives improve employee engagement.	3.49	High level of awareness
Overall Mean	3.42	High level of awareness

Table 3 indicates that the respondents had a high level of awareness regarding CSR, with an overall mean of 3.42. The highest item was awareness that CSR is an important component of public service (3.69), followed by awareness that ethical behavior is part of responsible workplace decision-making (3.59). These findings show that employees recognize CSR as a public service value and as part of how government workers make decisions, relate with stakeholders, and protect public trust. This agrees with studies showing that CSR awareness strengthens organizational identification, trust, and commitment, while CSR communication influences employee perceptions and participation in socially responsible activities (Prisco et al., 2024; Vuong & Bui, 2023).

However, the lowest item was awareness of training or seminars related to CSR (2.96), followed by awareness of CSR-related programs implemented in DPWH and awareness that CSR initiatives may influence public trust. This means that employees may already know the importance of CSR, but they may not be fully reached by visible CSR communication, seminar announcements, or organized learning opportunities.

CSR awareness should become more visible, regular, and leadership-supported across offices and sections. DPWH may strengthen awareness through office briefings, posted training calendars, values reminders, section-based orientations, digital announcements, and leadership-led CSR activities. Ethical leadership can help employees recognize and value CSR because leaders model responsible behavior and set expectations for workplace conduct (Kongjue & Zhao, 2024; Changar & Atan, 2021).

Current Practices of DPWH Employees Regarding Corporate Social Responsibility

Table 4. Current practices of DPWH employees regarding Corporate Social Responsibility

Statement	Mean	Qualitative Description
1. I follow ethical standards in performing my duties.	3.75	High level of practices
2. I practice honesty and transparency in performing my duties.	3.62	High level of practices
3. I participate in CSR-related activities when available.	3.49	High level of practices
4. I comply with rules and regulations to promote environmental protection in my workplace.	3.63	High level of practices
5. I treat colleagues and stakeholders fairly and respectfully.	3.66	High level of practices
6. I avoid workplace actions that may compromise organizational integrity.	3.57	High level of practices
7. I contribute to maintaining a safe and responsible work environment.	3.59	High level of practices
8. I support initiatives that benefit the community.	3.73	High level of practices
9. I apply CSR principles in my daily work activities.	3.64	High level of practices
Overall Mean	3.63	High level of practices

Table 4 shows that the current practices of DPWH employees regarding CSR were rated high, with an overall mean of 3.63. The highest item was following ethical standards in performing duties (3.75), followed by supporting initiatives that benefit the community (3.73) and treating colleagues and stakeholders fairly and respectfully (3.66). These results indicate that responsible conduct is already present in daily work. The findings are aligned with the idea that CSR practices help build trust, accountability, and integrity in the workplace (Cornico, 2024).

The lowest item was participation in CSR-related activities when available (3.49). This suggests that employees may be practicing CSR individually through ethical work behavior, but their actual participation in organized CSR activities may still need stronger institutional support. CSR practice should not depend only on individual willingness. It should be supported by office systems, clear schedules, section roles, documentation, and recognition. Studies show that CSR practices are connected with better employee engagement, organizational commitment, and organizational performance (George et al., 2021; Posada et al., 2023).

DPWH may strengthen CSR practice by providing accessible and well-communicated activities such as clean-up drives, tree planting, safety campaigns, environmental protection initiatives, community assistance, transparency practices, and section-level CSR commitments. This is important in infrastructure-related agencies because employee decisions and office routines may influence safety, environmental sustainability, and community welfare (Kanwal et al., 2024; Lutfiyani, 2025).

Table 5. Summary of knowledge, awareness, and practices of DPWH employees regarding Corporate Social Responsibility

Area	Overall Mean	Qualitative Description
Knowledge regarding CSR	3.54	High
Awareness regarding CSR	3.42	High
Practices regarding CSR	3.63	High

Table 5 presents the summary of the three major variables. Practices obtained the highest overall mean of 3.63, followed by knowledge at 3.54 and awareness at 3.42. All three areas were interpreted as high. This pattern suggests that DPWH employees generally understand, recognize, and practice CSR, but awareness mechanisms such as trainings, seminar announcements, and regular communication may still be strengthened. The result supports the view that CSR becomes more meaningful when knowledge, communication, and workplace participation operate together (Vuong & Bui, 2023; Prisco et al., 2024).

Since practices scored highest while awareness scored lowest, the proposed program should not only teach CSR concepts but also make CSR activities more visible and easier to join. The agency may sustain existing positive practices while strengthening communication systems, training access, and feedback mechanisms. This can help transform CSR from a known organizational value into a more active and shared workplace culture.

Differences in Knowledge, Awareness, and Practices When Grouped According to Sex

Table 6. Differences in knowledge, awareness, and practices when grouped according to sex

Category	Sex	N	Mean Rank	U	p-value	Decision
Knowledge	Male	86	82.13	3322.500	0.434	Not Significant
	Female	83	87.97			
Awareness	Male	86	82.35	3341.000	0.470	Not Significant
	Female	83	87.75			
Practices	Male	86	88.77	3244.500	0.303	Not Significant
	Female	83	81.09			

Table 6 shows that knowledge, awareness, and practices did not significantly differ when respondents were grouped according to sex because all p-values were greater than 0.05. Female respondents had slightly higher mean ranks in knowledge and awareness, while male respondents had a slightly higher mean rank in practices. However, these differences were not statistically significant. Therefore, the null hypotheses were accepted for sex. This means that male and female employees generally share comparable levels of CSR knowledge, awareness, and practices.

CSR development activities may be provided to all employees rather than designed separately for males and females. The result points to the need for inclusive CSR training that emphasizes shared public service duties, ethical conduct, transparency, accountability, and stakeholder care. Since CSR in public service is an organizational responsibility, all employees should receive equal access to CSR orientation, activities, and participation opportunities (OECD, 2021; Carroll, 1991).

Differences in Knowledge, Awareness, and Practices When Grouped According to Highest Educational Attainment, District Engineering Office, and Section

Table 7. Kruskal-Wallis H test results for differences according to highest educational attainment, District Engineering Office, and section

Category	Grouping Variable	H Test	df	p-value	Decision
Knowledge	Highest Educational Attainment	0.115	2	0.944	Not Significant
	District Engineering Office	2.451	3	0.484	Not Significant
	Section	11.067	6	0.065	Not Significant
Awareness	Highest Educational Attainment	0.011	2	0.994	Not Significant
	District Engineering Office	6.044	3	0.109	Not Significant
	Section	11.221	6	0.082	Not Significant
Practices	Highest Educational Attainment	0.241	2	0.887	Not Significant
	District Engineering Office	2.322	3	0.508	Not Significant
	Section	11.777	6	0.093	Not Significant

Table 7 shows that there were no significant differences in knowledge, awareness, and practices when respondents were grouped according to highest educational attainment, District Engineering Office, and section. All p-values were greater than the 0.05 level of significance. This means that the observed differences in mean ranks were not strong enough to conclude that profile variables produced different CSR levels. The finding supports the use of a common CSR Development Program across the offices and sections, while still allowing each section to apply the program to its own work context.

Since no group showed a statistically different level, DPWH can implement a shared core program on CSR concepts, ethics, transparency, legal compliance, environmental responsibility, public accountability, and organizational integrity. However, section-based examples should still be included because employees perform different tasks. Technical and engineering-related professions may face varied social responsibility demands, which supports continuous learning and the application of ethical values in professional practice (Portugal et al., 2023; Kostyleva et al., 2022).

The proposed program should therefore combine agency-wide orientation with role-specific application. For example, field-based employees may apply CSR through safety, environmental compliance, and community coordination, while office-based employees may apply CSR through transparent documentation, fair service, careful use of resources, and stakeholder communication. CSR competencies can be strengthened through instruction, training, and structured learning interventions (Hwang et al., 2023).

Proposed CSR Development Program

Table 8. Proposed CSR Development Program based on the results of the study

Program Component	Result Basis	SMART Direction / Goal	Output	Expected Outcome
CSR Policy and Integrity Orientation	Lowest knowledge item: familiarity with	Orient all employees on CSR, ethics, integrity, transparency,	Orientation module, policy	Employees become more familiar with CSR-related ethics

	ethics and integrity policies (M = 3.35).	accountability, and office policies.	reminder sheet, attendance sheets.	and integrity standards.
CSR Training and Seminar Awareness Drive	Lowest awareness item: awareness of CSR trainings or seminars (M = 2.96).	Create a training calendar and conduct CSR learning sessions with strong information dissemination.	Training calendar, notices, learning packets, attendance and evaluation forms.	Employees become more aware of available CSR trainings and receive regular exposure to CSR concepts.
DPWH CSR Program Communication Campaign	Lower awareness of CSR-related programs implemented in DPWH (M = 3.35).	Disseminate monthly CSR information materials through section focal persons, bulletin boards, and digital channels.	Monthly CSR bulletin, posters or digital announcements, communication log.	Employees become more informed about CSR activities and initiatives in the office.
Section-Based CSR Role Clarification	Lower scores on understanding employee roles in promoting CSR.	Develop and discuss section-specific CSR role guides and action points.	CSR role guide, meeting minutes, signed acknowledgment sheets.	Employees better understand how their daily tasks support responsible public service.
Employee Participation in CSR Activities	Lowest practice item: participation in CSR-related activities when available (M = 3.49).	Conduct regular CSR activities such as clean-up drives, outreach, tree planting, safety campaigns, or public service initiatives.	Activity proposals, attendance sheets, reports, photo documentation.	Employees become more active participants in CSR programs that benefit the office and community.
Environmental Responsibility and Sustainable Workplace Practices	Related items on environmental protection and workplace sustainability need strengthening.	Implement environmental checklists, waste segregation, clean-up activities, and resource-saving reminders.	Environmental checklist, activity reports, quarterly monitoring report.	Employees practice more responsible workplace habits related to sustainability.
Integrity and Responsible Conduct Reinforcement	Lower practice items included avoiding actions that compromise integrity and sustaining honesty and transparency.	Conduct quarterly integrity reminders and require acknowledgment of standards on responsible conduct.	Integrity pledge, discussion guide, compliance monitoring record.	Employees sustain honest, transparent, and responsible behavior in daily work.
Public Trust and Community-Oriented Service Strengthening	Awareness that CSR influences public trust had a lower mean (M = 3.35).	Implement stakeholder or community-oriented CSR activities and collect feedback from participants.	Community activity reports, feedback forms, beneficiary list.	Employees see the connection between CSR, community service, and public trust.
CSR Monitoring, Evaluation, and	Overall results were high, but weaker areas need regular follow-up.	Evaluate CSR knowledge, awareness, and practices every	Semester monitoring report, summary of improved and	DPWH gains a continuing basis for

Continuous Improvement		semester and prepare a progress report.	continuing weak areas.	sustaining CSR improvement.
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Table 8 presents the proposed CSR Development Program. The program directly responds to the lower-rated items in the study, particularly familiarity with ethics and integrity policies, awareness of CSR trainings, awareness of DPWH CSR programs, understanding of employee roles, and participation in CSR activities. The program also strengthens environmental responsibility, responsible conduct, community-oriented service, and continuous monitoring. The program translates the findings into clear action: orient employees, communicate regularly, invite participation, monitor progress, and sustain improvement.

The program should be implemented as a continuing development mechanism rather than a one-time activity. Training can strengthen CSR knowledge, leadership messages can deepen awareness, and scheduled activities can improve employee participation. Since CSR practices should be embedded in actual organizational behavior, the program may include monitoring tools, participation records, feedback forms, and periodic evaluation reports (Cornico, 2024; Hong & Roh, 2024). Ethical leadership and structured training should also be used to help employees connect CSR with daily decisions and public service responsibilities (Kongjue & Zhao, 2024; Hwang et al., 2023).

CONCLUSION & RECOMMENDATIONS

Conclusion

The findings show that DPWH employees in the Isabela 1st, 2nd, 3rd, and 4th District Engineering Offices generally possess high levels of knowledge, awareness, and practices regarding Corporate Social Responsibility. The respondents were almost equally distributed by sex, mostly college graduates, largely represented by the Isabela 1st DEO, and mostly assigned in the Maintenance Section. Knowledge was high, but familiarity with ethics and integrity policies received the lowest mean. Awareness was also high, but awareness of CSR-related trainings or seminars was the weakest area. Practices were high as well, although participation in CSR-related activities received the lowest mean. The results further showed no significant differences in knowledge, awareness, and practices when respondents were grouped according to sex, highest educational attainment, District Engineering Office, and section. These findings indicate that CSR improvement may be approached as an agency-wide development effort rather than a program limited to one employee group.

Recommendations

Based on the findings, DPWH may conduct regular orientation or refresher sessions on CSR, ethics, integrity, transparency, accountability, and related office policies. CSR-related trainings, seminars, and workshops may also be made more visible and accessible through memoranda, bulletin boards, email advisories, group chats, and section meetings. The Human Resource and Development Section may include CSR, ethics, environmental responsibility, and public accountability in the annual training and development plan. DPWH may also encourage more active employee participation in community outreach, clean-up drives, tree-planting activities, safety campaigns, and other public service initiatives. Future studies may include other DPWH offices, compare technical and non-technical personnel in greater detail, or evaluate the actual implementation and impact of the proposed CSR Development Program.

Compliance with ethical standards

The study complied with institutional academic and ethical standards by securing approval and permission before data gathering, explaining the purpose and procedures of the study to the respondents, and observing voluntary participation, informed consent, anonymity, confidentiality, and respectful treatment of participants. The responses were used only for academic and research purposes, and no identifying information was disclosed in the manuscript. The researcher remained responsible for the integrity, accuracy, and originality of the work, and all source materials were acknowledged.

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