

Research on the Effects of Corporate Social Responsibility on Employee Engagement

Quang Van Ngo* and Khoa Dinh Vu

Faculty of Business Management, Hanoi University of Industry, 298 Cau Dien – Bac Tu Liem – Hanoi – Vietnam.

Abstract: The study of corporate social responsibility (CSR) is considered from many angles of management - strategic management, human resource management, marketing, finance... This article is aimed at an overview of CSR research related to employee engagement. Businesses that want to develop sustainably need to pay attention to CSR to stand out from competitors and have a good image in the eyes of the community. Retaining employees so that they stick with the business for a long time can be considered very successful. This research paper focuses on the target group of employees in some businesses. The study used the SEM linear structure model to test the hypotheses. The survey results show that elements of pride, emotional commitment, Organizational identification and intrinsic motivations of social responsibility make them more engaged with the business. The article gives some implications for helping employees engage with the business more in the context of the current covid 19 pandemic and future orientation.

Keywords: Corporate Social Responsibility, Employee engagement, Employee pride, Emotional commitment, Organizational identification, Intrinsic motivation.

1. INTRODUCTION

In 2019, 2020, 2021 is the year the whole world faces the raging Covid-19 epidemic, in the report the rate of dissolution and bankruptcy of firms in the world in general and Vietnam in particular are alarming numbers. Companies that have survived this period have difficulty maintaining internal human resources to operate effectively. Employee engagement with the company becomes more discrete and more likely to change the work environment than before. Small and medium firms (accounting for a relatively large proportion in Vietnam) have a relatively high turnover rate. In fact, each employee has their own individual needs, different purposes, and when they feel that the business no longer meets those needs, they will intend to leave the organization voluntarily, disrupting and disrupting the strategic goals of the business. Should and Hien 2012). Therefore, the study of the influence of factors affecting employee engagement is urgent not only now but also in the future.

The engagement of employees is an extremely important link in the chain of dedicated work devoted to the purpose of realizing the common purpose of the business strategy of the business. Human resources play a direct role in controlling resources to realize business goals when high-quality human resources are increasingly scarce. Therefore, the study of human resource management and talent retention is essential for managers, especially the study of job satisfaction, employee pride in the organization, and employee loyalty to the organization. This problem has been studied by many researchers in many fields and a lot of different subjects.

Previous studies have shown that there are many factors that affect employee satisfaction and engagement with the organization. Specifically, income levels (Ejaz and Akbar 2015), recognition (Alias, Noor and Hassan 2014), promotion opportunities (Yang, Wan and Fu 2012), contributions to leadership decision-making behavior (Han, Chiang and Chang 2010, Brown et al. 2011), work-life balance (Flory et al. 2014), work environment (Kundu and Lata 2017), leadership (Covella et al. 2017, Liu et al. 2013), job safety (Bibi, Ahmad and Majid 2016), corporate branding (Tanwar and Prasad 2016).

In addition, the Covid-19 pandemic has caused a negative impact on the whole world, on economic organizations. Therefore, in that situation, the importance of social responsibility becomes a very important factor that is of interest to the whole society. The latest research indicates that people are particularly sympathetic to businesses that actively carry out activities for the community as well as socialism (Mao et al. 2020). Thus, it can be seen that CSR is an important role in influencing the actions of consumers and employees and people with businesses (Khaddam et al. 2023).

Research by (Lee and Chen 2018) indicates that employees' perceptions of corporate CSR (economic, labor, customer and environmental) have an indirect effect on employee satisfaction and employee engagement through the intermediate variable that meets job requirements. Aminudin's (2013) study only suggests a link between CSR and worker engagement in "green hotels" in Malaysia (Aminudin 2013). The study by Kim et al. (2020) examines the relationship between CSR and employee attitudes (attachment behavior to the business and quality of work) by examining the role of a common variable as the identification of workers with the business (Kim, Milliman and Lucas 2020). This document does not clarify the direct influence of CSR on employee

*Address correspondence to this author at the Faculty of Business Management, Hanoi University of Industry 298 Cau Dien – Bac Tu Liem – Hanoi – Vietnam; Email: quangnv@hau.edu.vn

loyalty, but only demonstrates the mediating role of variables observing the identification of workers and the quality of work in this relationship. In addition, Supanti (2015) examines the role of employee participation in CSR performance on employee satisfaction, engagement, and motivation by examining the role of their positive emotional mediator (Supanti, Butcher and Fredline 2015). This study has not delved into the mediation of emotional commitment between CSR and employee engagement behavior towards the business. Carnahan (2017) points out that CSR has a role to play in reducing employee job transitions in the context of 9/11 in the U.S. (Carnahan, Kryscynski and Olson 2017).

In Vietnam, so far, there has been little research on the role of CSR in improving workers' long-term commitment to contribute to businesses. In his master's thesis, author Nguyen Quang Huy (2017) pointed out the relationship between "CSR and the heart and cohesion of BIDV Quang Tri joint stock commercial bank staff", the author considers this as a "soft" requirement in the current competitive context (Hermawan et al. 2023). Similarly, research by Tran Thi Ninh (2020) published in the Journal of Industry and Trade shows that CSR has an impact on the commitment of workers working in banks both directly and indirectly by examining the intermediary role of "organizational trust" and job satisfaction. The scientist also pointed out that a deeper level of testing of this effect is needed by adding new intermediate variables. Along with that, research by Thao and Ho (2015) shows that CSR affects employee engagement through organizational trust mediation (Thao and Ho 2015a). Pham Duy Phuong proved that CSR affects the engagement of employees at Tan Cang Cai Mep Thi Vai Port MTW Co., Ltd. in his master's thesis. The author points out that the higher the awareness of employees about the CSR of the business with them, the more likely they are to fulfill their commitment to work at the company for a long time. At the same time, the author also points out that the study still has certain limitations, suggesting that further studies look at other factors that affect the employee's attachment to the organization.

From the above literature overview, we see that there are some gaps in the study of the relationship between CSR and employee engagement. First, it is important to consider the direct impact of CSR on employee engagement. Second, consider simultaneously how the impact of satisfaction, identification, commitment, and intrinsic motivation affects employee engagement with the organization. Third, it is necessary to consider the specific mechanism of impact of these factors in the relationship between CSR and employee engagement. In addition, in the literature on the relationship between CSR and employee engagement with the business, the authors found that until now there has been little research analyzing and clarifying the relationship between CSR and positive employee behavior in the context of developing countries. The study attempts to answer the following research questions:

First, how does CSR affect employee engagement?

Second, to what extent does CSR affect employee pride, Organizational identification, intrinsic motivation, and commitment?

Finally, to what extent do factors such as pride, Organizational identification, intrinsic motivation, and employee commitment affect employee engagement?

The remaining of this paper is arranged as follow: After introduction section is the background theories and hypothesis development. The third section is the data collection which is continued with data analysis section. This paper finishes with the conclusion and discussion section.

2. LITERATURE REVIEW

In this study we use the social exchange theory published by Homan, Blau and Emerson published in 1960 to build the research model as well as clarify the relationships in this study. According to the content of the doctrine of social exchange, all acts of interaction between people, people and organizations are the result of a process of trade-offs, people involved in all relationships consider the benefits they receive and the potential risks or costs they pay. The cost in this theory is understood as what you have to spend to get the benefits back.

This theory has been used by many scholars in the field of management, specifically they are often used by scholars to explain the relationship between organizations and their employees for example in their research (Huang et al. 2016, Cooper-Thomas, Xu and Saks 2018). In this study, we used social exchange theory to demonstrate the relationship of social responsibility to employee engagement, where employees are aware that the activities their business is doing are bringing them more benefits than they need to spend, employees tend to more attached to the organization.

2.2. Social identity Theory

Social identity theory (Tajfel and Turner 2004) presents that people have behaviors that develop their identity in the context in which they live. These identities can be related to their political party, occupation, the groups they join, or their nationality. People use grouping as objects to identify themselves relative to others. This process of division constitutes the formation of social identity (Ashforth and Mael 1989). Research by (Turker 2009) indicates that "every member of different social groups is a social identity that describes and regulates the attributes of a person as a member of that group – i.e. what a person should think and feel and how this person should behave in social situations". From this theory it is possible to indicate the actions of an organization, CSR activities play a role in strengthening the identity and pride of employees towards their company. This has a positive effect on employees' attitudes and working behaviors towards the organization, which, in turn, promotes the enhancement of people's behavior towards the organization (Ashforth and Mael 1989, Peterson 2004). The studies of (Newman, Nielsen and Miao 2015, Turker 2009) have provided further evidence, proving this point. In addition, (Fu, Ye and Law 2014) indicates that OC works as committed because it is more closely linked to the identity of the organization, and it also works on the self-identification of individuals and relevance to the goals of the organization. A few studies conducted a deeper examination of the components that

constitute CSR, the researchers (Fu et al., 2014; Ng et al., 2019) highlight the need to explore the role of potential mediators in CSR's relationship to citizen behavior with the organization. To accomplish this purpose, in his research (Farooq et al., 2014) demonstrated that social identity theory has an important role to play in setting standards for understanding the basis of CSR activity, multifaceted research is extremely urgent because it has a role to play in creating better CSR initiatives for managers. Conducted in the context of FMCG businesses, the results of this study highlight the role of trust in the organization in the intermediary relationship that has an impact at the individual level of CSR in the business. In this study, we use social identity theory as the basis for explaining the relationship between CSR and the quality of the employee-business relationship and how this relationship impacts employee engagement with the organization.

2.2. Corporate Social Responsibility (CSR)

In Europe, the 1990s appeared the phrases "citizen firm", "ethical firm", "socially responsible firm". Beck in 2001 showed that the risk society model (Beck, Bernardi and Latour 2001) expresses the alarm of the social phenomena of the period and the reversible risks that businesses may receive. Some social phenomena are pointed out in the Ford model (Capron and Quairel 2007) such as "precariousness in social security", "dictatorship", "ecological catastrophe" due to the lack of strict management of government organizations that lose the image of big business in the public eye. This indirectly affects the perception of employees, making them feel bad when working in such a "toxic" environment.

In America, where cultural diversity is diverse, people promote autonomy, and are willing to speak out for injustices in society. Inappropriate and unreasonable policies, businesses impose harsh regimes on workers, overtime... ready to be organized by people and employees to protest, protest, write petitions before businesses and the Government. Therefore, in order to survive in the business environment for a long time, businesses need to master not only the economic environment but also the socio-political environment (Papirer et al. 1983).

According to agency theory, there are always different groups of interests that have conflicts that need to be resolved at equilibrium points of different interests that can be achieved, including social benefits (Krisnawati et al., 2014). Employee interests conflict with managerial interests, shareholder interests conflict with managerial interests.

Contingency Theory from the 1960s explains the impact of corporate social responsibility on the understanding and engagement of accountants to build a standard accounting system.

In behavioral science, the "nudge" theory indicates that positive reinforcement activity and indirect suggestions will impact the behavior and decision-making abilities of a group or an individual. Managers can have effective business strategic orientation, improve competitiveness and have sustainable development solutions for businesses through social responsibility. There are many factors (pushes) that affect the long-term engagement of skilled employees at businesses: income

levels, recognition and rewards, promotion opportunities to participate in the decision-making process. There have been studies showing that people have a sympathetic view of the business that demonstrates social responsibilities.

The term "social responsibility" became widely known when economist Bowen published his book "Corporate Social Responsibility" (1953). Bowen is considered a pioneer of the concept of CSR. In recent decades, there have been many researchers who have offered different views on the term. From different angles and perspectives, depending on the conditions and levels of development, the definition of social responsibility varies and there is no consistent concept of corporate social responsibility. In which Carroll's concept of CSR is better known through the tower of CSR including economic, legal, ethical and humanitarian issues divided according to 4 levels of dependence and that business, manager, leader and which issue is more important than mentioned above. Albdour in 2010 added the human, community and environmental factors.

Relating to the relationship between CSR and employee engagement, (Lee and Chen 2018) indicates that employees' perceptions of corporate CSR (economic, labor, customer, and environmental) have an indirect effect on employee satisfaction and employee engagement through the intermediate variable that meets job requirements. Aminudin's "Corporate Social Responsibility and Employee Retention" study only suggests the relationship between CSR and employee engagement in "green hotels" in Malaysia (Aminudin 2013). When he mentioned thirteen barriers to research when operating a "green hotel", in the sixth hurdle he pointed out CSR having a relationship with employees and the ninth barrier, he pointed out the difficulty of managing employees. He also found that some employees have less commitment to "green practices" and tend to resign easily due in part to training and work environments. When employees at the hotel are encouraged to participate in "green competition" activities, art creation programs, "green schools" programs and outings that encourage employees to become more active and interested in green practices. The study by Kim et al. (2020) examines the relationship between CSR and employee attitudes (business engagement behavior and job quality) through the mediated variable of employee-business identification (Kim, Milliman and Lucas 2020). This study does not show the direct relationship between CSR and employee engagement intentions, but only analyzes the mediating role of employee-business identification and the quality of work in this relationship. In addition, Supanti (2015) examines the role of employee engagement in CSR implementation that affects employee satisfaction, engagement, and motivation through their positive emotional mediation (Supanti, Butcher and Fredline 2015). This study has not delved into the mediating role of the emotional attachment variable between CSR and employee engagement behavior with the business. Carnahan's 2017 research showed that CSR played a role in reducing employee job transitions in the wake of 9/11 in the U.S. (Carnahan, Kruscynski and Olson 2017). In Shubhangi Bharadwaj and Mohammad Yameen's 2020 study "Analyzing the Intermediate Impact of Organization Identification on Employee-Related Relationships" (Bharadwaj and Yameen 2020) CSR while it can improve employee-related outcomes, does not necessarily enhance retention. employees unless

employees build their own identity with their work organization that creates engagement with the business. The 2011 Turkish study O Çalışkan confirmed that CSR significantly affects their job satisfaction and intention to stay, but the study did not highlight intermediate factors such as employee identification and emotional cohesion (Çalışkan and Ünüsan 2011).

Recent studies show that employee engagement plays a very important role, determining the success of businesses, especially in the current context when businesses desperately need high-quality qualified human resources. Highly qualified employees have more and more job opportunities in the context of increasingly accessible information through social networks and the Internet. In some television broadcasts the show "Opportunity for Whom?" (Whose chance?), when talking with candidates who are aviation doctors who have jumped jobs 7 times, chairman of the board of directors of FPT Telecommunications Joint Stock Company – Hoang Nam Tien once shared, "If I really want to give you an important job that at the speed of changing your job like that, I'm very worried that when you take on an important job you won't pursue it to the end and I'll have to find someone else for you." A former CEO of Vingroup jumped jobs 5 times in the two years 2019 – 2020. This shows the apprehension of businesses when recruiting high-quality workers when their ability to switch jobs is extremely large, which poses to businesses that business efficiency will be affected by internal factors when there is a constant change in personnel. Therefore, raising the issue of improving the long-term working commitment of qualified employees at the firm becomes a very important issue affecting the sustainable development of the business.

2.3. Employee Engagement

There have been many documents proving the factors affecting the attachment, loyalty of employees and consumers "Studying the relationship between social responsibility and employee loyalty at HDBank", "Pushing and pulling factors to attachment, tourist loyalty to Hoi An destination", "Factors affecting the loyalty of BIDV North Saigon staff",... (Giao and Diep 2021, Công, Thúy and Technology 2007, Bashir 2019, Giao 2017, Yao, Qiu and Wei 2019, Matzler, Renzl and excellence 2006, Lê Phước and Tiến 2017). There is a view that businesses are too focused on market goals and forget about the goal of preserving and taking care of the existing market including loyal customers or core employees of the business. An employee will show his attachment through acts of pride, respect for superiors, enthusiasm for work,... (Trang and Technology 2006)

In the study of Mai Dang Tien, Nguyen Thi Thu Thuy and Nguyen Thuc in the article "The impact of corporate social responsibility on employees on organizational commitments" highlighted the level of responsibility for workers in Carroll's CSR tower. The survey subjects had 44% working for 1-3 years and 21% of people attached to the public Companies over 10 years should have their "emotional commitment" reflected in the elements of "work autonomy" and "benefits" to help employees feel that their dedication is rewarded, making them feel more responsible at work and need to strive more and continue to stick with the company. Benefits

include not only compensation but also social benefits, grants or support policies for their families. That's part of CSR's influence on employee engagement. Element. In addition, Thao and Ho's research in 2015 also showed that the organizational trust factor is the intermediary affecting the employee engagement factor (Thào and Hồ 2015). In terms of the internal motivation of the business, shown through the research of Pham Duy Phuong, Hoang Lam Tinh has clearly shown the likes of working, how to handle difficulties of the business, the attitude of employees, the management of employees when fulfilling the obligations of the company when empowered to the community. When studying the engagement of employees at Khanh Hoa travel company, Ho Thuy and Pham Liem found that there is a match of employees' goals with the goals of the organization (Tu and Liem 2019, Tuyet and Duc 2020). Employees are one of the components that convey the company's message to customers. Employees contribute to building the core values and goals of the business from short, medium to long term. When researching the factors affecting the engagement of employees in a joint stock commercial bank in Long Xuyen city, Mr. Hai and Ms. Nhi mentioned the attitude of employees when performing corporate social responsibilities, pride plays an important role to help employees feel happy and ready to contribute (Tự and Liêm 2019, Tuyet and Đức 2020).

Not only objective factors outside the business (customers) but employees of the business also have different assessments of company policies, the real quality of business services is really good and more importantly, they show that attachment clearly by complying with the regulations of the business, show attitudes, beliefs and standards that are taking place in the business. They demonstrate by developing themselves and their level of contribution to the business, being responsible for their work, building peer relationships and satisfaction with income and wellbeing (Delivered 2017, Trang and Technology 2006). The study has realistically assessed the attitudes of employees but has not deeply exploited their behavior with the organization. Tien's research in 2018 showed that there is an impact of social responsibility on employee engagement in banks. With a reputable company, either the manager supports and helps the employee, or the employee is familiar with the current job, making the employee stick with the company (Thao and Ho 2015). Ayupp and Chung year stated in their document that "as employees gain skill, they gain more energy and positive awareness..." (Ayupp, Chung and Management 2010)..

In fact, the key is important to keep an elite employee in the company, so that he always gives his all for the company and creates value. This will be more evident in the working environment in businesses that have passed the start-up and developing stages. Another study in Vietnam on the banking sector in 2016, when a survey in Long Xuyen city showed that 78.8% of employees changed jobs 1 to 2 times; Job changes from 3 to 4 times accounted for 11.1% indicating relative employee engagement (Tuyet and Germany 2020). From previous studies on employee loyalty, compiled in this study, we focused on assessing engagement based on the effect of a business's CSR obligations on employee satisfaction, consistency, intrinsic motivation, and commitment to their business engagement.

2.3. Employee Pride

The concept of employee pride has become a much-cited topic in organizations over the past few years (Appleberg 2005). The strong organizational pride of employees as an emotion (Gouthier and Rhein 2011, Shiota, Campos and Keltner 2003) formed through the business philosophy of the firm (Charmel and Frampton 2008) is an important factor. First, employees may experience persistent and short-lived feelings of pride based on the perception of a related successful event. to institution. Second, employees may have a proud attitude of awareness and permanence due to the general perception of the organization (Gouthier and Rhein 2011). On top of that, the greater the autonomy and support of senior management for employees, the greater the employee's organizational pride (Jitpaiboon, Park and Truong 2006). Employee emotion brings pride in practical perseverance to an endeavor task (Williams and DeSteno 2008). From there, motivate employees when they are proud of their work and organization, they will tend to invest in their future and devote themselves hard to creating beneficial results for the business.

Employee behavior is influenced by their pride in the organization (Gouthier and Rhein 2011). How self-discovery recognizes and organizes employee pride comes from organizational social responsibility (CSR) (Hameed et al. 2019). CSR also links awareness to employees' feelings of pride in the organization (Ng, Yam and Aguinis 2019). Based on self-efficacy building theory and social exchange theory, studies of corporate social responsibility for organizational civic behavior through the performance of employee duties identify organizational pride, the desire to have a significant impact through work (John et al. 2019). Organizations increasingly focus on and instill values of understanding, in addition to becoming a source of targeted foundational knowledge, listening to the needs of employees more. That employee-realized CSR stimulates their organizational pride exponentially, (Zhou, Luo and Tang 2018) and develops a very positive sense of pride in membership (Yilmaz, Ali and Flouris 2015). Moreover, CSR represents a good image of the organization, so employees have a strong ability to identify and feel proud to work in an organization with high positive social values (Vuong 2021).

Pride that stimulates employee engagement and retention also supports organizational performance (Doh et al. 2011). The employees themselves feel proud of their organization's actions that led to their attachment to the organization (Nazir and Islam 2020). shows that CSR affects employee engagement through organizational trust mediation (Thảo and Hô 2015). Therefore, leaders must continuously carry out activities and apply internal communication methods towards the goal of increasing employee satisfaction and pride with the work of the organization towards long-term employee engagement and commitment (Vance 2006). Because, when employees feel proud of the work they are doing, self-aware of their personal responsibilities, their attachment to the organization is higher (Nhi and Hài 2020). The organization will promote prestige so that employees feel proud to work, while increasing benefits towards bringing employees together with the organization (Giao 2016). The cohesion of employees has guided the success of the

organization, the employees are loyal, proud, trusting, striving and loving the organization (Mơ 2020, Lan, Chi and Bích 2021, Trần and Kim 2019) creating the strength of close and homogeneous relationships (Phuong and Kiệt).

H1: Corporate Social responsibility positively affects employees' pride in the organization

H2: Employee pride in the organization positively affects employee engagement.

2.5. Organizational Identification

Identification (Identification) is the earliest manifestation of emotional bonding with others (Sigmund Freud). Social psychology studies identification as the most important socialization mechanism. Works by Bandung A, Mead I, Parson T, Kuli Ch,... is typical of the above approach. In these studies, the mechanism of identification manifests itself in the individual's acceptance of social roles when joining the group, the individual's sense of having legs in the group, of the formation of social moods. According to Fischer, identification is a meta-ego that implies a relation to the norms of the social environment. To be precise, identification is the process of individuals adjusting themselves to social roles or to other individuals in a social group. Even if it is only a small area as an organization, employees must perform their responsibilities and duties and adjust themselves to identify with the organization.

One study found that if employees experience cognitive dissonance about social responsibility, they use ego protection mechanisms to reassess the accuracy of information (Glavas and Godwin 2013). On the other hand, a multilevel theory of social change in the organization (Aguilera et al. 2007) strongly influences the psychology of employees, leading them to the basis of the expectation that it is necessary to "control themselves" (Spangler and Pompper 2011) in order to fit their role in the organization. In addition, CSR influences organizational psychology for employees in order to find insight of values on workers in the workplace in order to identify assessments with the organization (Glavas 2016). Building a good image of the organization makes employees have a strong ability to identify and feel proud to work in an organization with high social value (Vuong 2021). Socialization of the organization demonstrates a professional homogeneity in accordance with the standards and requirements of the organization (Thailand and Germany 2014). CSR has spurred further studies on how employee behavior affects organizational sustainability and trust (May, Hao and Carter 2021). By the time the organizational identity is verified there will be a partial impact on the positive relationships between employees and the organization, once CSR situations get out of control (Chen 2011) perceptions, employees' personal feelings will have assessments and suggestions for resolution (He and Brown 2013). Strategies for innovation, creativity or mediation (Song and Yu 2018) are constantly forming and aiming for the unity of views between all employees and the organization.

Employees as internal members (Celsi and Gilly 2010) show pride in the organization by demonstrating competence and analyzing the views of others, identifying views together, creating powerful effects, improving efficiency and job satis-

faction (Nouri et al. 2017). Employees support each other, provide each other with a uniform sense of will, they will do volunteer actions and carry out their civic behavior with the organization on the basis of pride and trust in the organization (Im and Chung 2018). The feeling of pride in the business brings a strong uniformity in the minds of employees.

Organizations today see engaged employees as strategic partners in their businesses (Pandita and Bedarkar 2015). Attitudes about new work, uniformity of thought will be important variables in predicting performance as well as employees' desire to stick to work (Dalal et al. 2012). However, the most basic thing still lies in the personal attributes of employees such as knowledge, skills, abilities, personality, job position ... tied to the overall goal of the organization (Markos and Sridevi 2010) will connect employees to the organization together. Communicative understanding in the workplace (Welch 2011), a personal stance related to marketing a solid and homogeneous organization from employees to leaders (Kumar and Pansari 2014) positively impacts employees' intentions to stay with the organization for the long term. As a result, the productivity and attitude of employees to participate in labor and work are enhanced (Robertson, Birch and Cooper 2012), the organizational performance achieved will exceed expectations. We assess the nature of the employee-organization relationship is very important (Eldor and Vigoda-Gadot 2017) in particular, the synergy of employee identification with the organization and the active participation of employees in an organization (Dream 2020, Son 2017) have an impact on employee engagement with the organization.

H3: Social responsibility positively affects organizational identification

H4: Employee pride in the organization positively affects organizational identification

H5: Organizational identification positively affects employee engagement.

2.6. The Relationship Between CSR and Employee Engagement

Organizational attachment is the strength of the individual's identification with the organization (Closon, Leys and Hellemans), the intention to stick with it for the long term, the desire to contribute to that organization on the basis of showing employee pride in the organization (Aguilera et al.). There are two key elements of attachment: the rational factor and the emotional commitment factor from the IDS point of view. The emotional factor (employee perception) was also pointed out by Robinson in his research (Bhuvanaiah and Raya 2014). Employees have trust and frankly share views with superiors, the nature of the work makes employees feel motivated will help improve performance. The company has good feedback from customers, partners, veteran employees who have a positive impact on employees that will make them prouder. Being able to work in a team with your colleagues is also a factor that makes employees stick with the business longer-term. The same school views on psychological factors (trust, self-compassion, attachment to colleagues) have Smith's research (Smith, Smith and Rollo 1974, Gregson 1987, Bhuvanaiah and Raya 2014). Madhura Bedarkar

argues that the presence of employees in celebrations promotes employee performance and well-being (Bedarkar, Pandita and Sciences 2014). When it comes to corporate social responsibility (CSR), employees react differently in the workplace when it comes to it (Joshi and Sodhi 2011, Koh and El'Fred 2001). When employees work for social welfare in the form of social responsibility is a way to raise employee pride (Terry, Callan and organizations 2000). Dr. Nguyen Quang Huy (2017) pointed out the relationship between CSR and the trust and cohesion of employees (Huy 2017) in BIDV commercial joint stock bank in Quang Tri. In his master's thesis, author Pham Duy Phuong pointed out the relationship between CSR for employees and commitment at Tan Cang Port One Member Limited Liability Company Cai Mep Thi Vai (Phuong 2020).

Therefore, we propose:

H6: CSR positively affects employee engagement

2.7. Intrinsic Motivation of Employees with the Organization

Intrinsic motivation is defined by scholars as a set of resources that motivate an individual to perform work that comes from within the individual itself (Pinder, 1998). Thus, it can be said that intrinsic motivation is a definition of psychology, this motivation is formed in the process of human interaction with the living environment.

Based on previous research, it has been shown that corporate social responsibility plays an important role as an incentive for workers to assess whether the work they are doing is really meaningful or not. In many studies, it is asserted that the contributions to society of workers and the organization they are working for are a way to make employees feel that their work is meaningful, when employees of the organization feel that the work they are doing brings practical values to society, will give them a sense of meaning, their work brings good things to the environment, to society (Ng, 2019; Slack, 2015). These good feelings give employees joy, satisfaction or satisfaction or love for their work. These may be unique emotions, but they play a role in increasing the persistence of employee resources. In particular, the meaning of the link between social responsibility and intrinsic motivation can be explained through the theory of social exchange. The good feelings generated during the experience of social responsibility activities provide a tremendous resource for motivating the discovery of new things, personal development of employees (Slack, 2015). In another way, this activity can be understood as the fact that the individual takes the initiative in exploring their organization and work environment in order to satisfy their curiosity and desire for commitment and dedication.

The fact that employees of the firm participate in the social responsibility activities of the organization makes these people aware that they are playing a part in improving the living environment, making society better, which increases the self-esteem of workers significantly (Geldenhuys, 2014; Du, 2015), this sense of meaningful work makes them more confident in themselves, this mindset makes them more motivated to explore their own work (Du, 2015), but employees' beliefs about performing social responsibility activities give

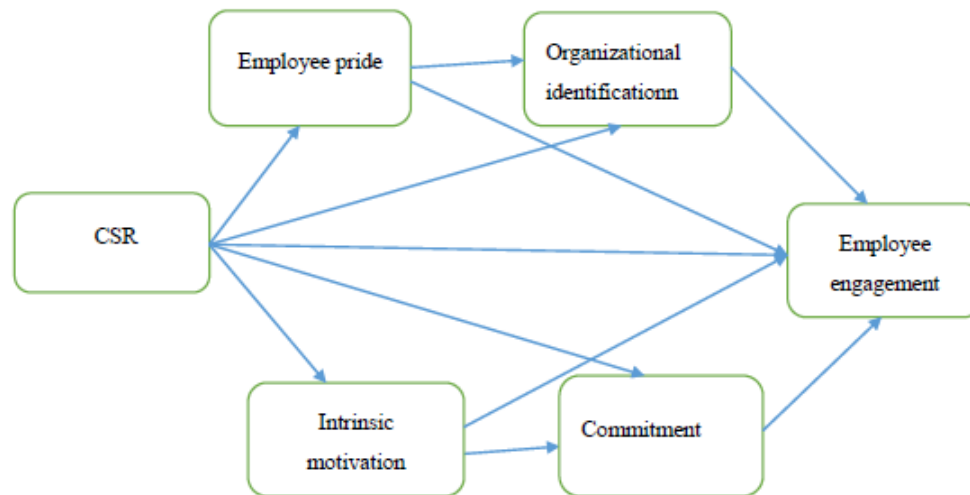


Fig. (1). Proposed research model.

them the opportunity to experience and express their own intrinsic motivation. In a powerful way, numerous studies have demonstrated that meaning in work facilitates employees to develop intrinsic motivation (Syahrul, 2020; Li, 2015). Besides, feeling that the social responsibility activities that I carry out bring practical meaning to society helps to improve employee morale in a positive way such as satisfaction with the work that I perform (Siu, 2015), commitment and attachment to work at the organization (Hyun, 2021). From these arguments we propose the hypothesis:

H7: Social responsibility positively affects the intrinsic motivation of employees.

H8: Intrinsic motivation positively influences an employee's emotional commitment.

H9: Intrinsic motivation positively affects employee engagement.

2.8. Emotional Commitment

Jernigan, Beggs, and Kohut (2002), define that emotional commitment is employee engagement, identification, and engagement with the business in which they work. Emotional commitment is the emotional relationship that individuals create with the organization, which is the result of performing positive activities and tasks in the business (Meyer, Allen, 1991).

Several studies have demonstrated that the implementation of social responsibility activities gives its employees pride (Tsourvakas, 2018). This pride makes employees psychologically more engaged with the organization (Tyler, 1999) which is true in situations where the employees of the business contribute to the positive characteristics of the business. In particular, many scholars argue that organizational social responsibility is considered one of the sources of employee pride, pride because this social responsibility creates for employees an emotional commitment to the organization, causing these people to want to stick with the organization, in some cases saying that they are embarrassed to leave a socially responsible organization (Onkila, 2015). Accordingly, many empirical studies have proven this connection, they assert that social responsibility creates pride for employees,

this pride is the basis for creating an emotional bond, this bond is what makes employees become connected to their organization (Smith & Tyler, 1997; Tyler & Blader, 2000; 2001; 2002; 2003). From this evidence, this study proposes that:

H10: Social responsibility has a positive effect on employees' emotional commitment.

H11: Emotional commitment positively impacts employee engagement with the organization.

From the above hypotheses, the authors propose the research model in Fig. (1):

3. RESEARCH METHODOLOGY

3.1. Questionnaire Design

To test the proposed research hypotheses, this study uses a questionnaire survey method to collect data. The survey subjects of the study were employees of companies in Hanoi. The authors chose these people because they are people who work directly in businesses with or without CSR, they are the ones affected by the CSR policies of the business in practice so it is possible to verify whether or not CSR activities increase the behavior associated with the organization. The current study applies the scale of previous research and has been revised to fit the context of businesses in Vietnam. The scale used by the study was the Likert-5 scale which ranged from 1 expressing complete disagreement to 5 expressing complete agreement. In which, CSR was evaluated consisting of 4 items taken from (Mensah and Henry 2017), employee pride consisted of 5 items applied from (Gouthier and Rhein 2011, Shiota, Campos and Keltner 2003), organizational homogeneity consisted of 5 observations taken from (Glavas and Godwin 2013), employee commitment to 3 items modified from (Tsourvakas, 2018), the intrinsic motivation of employees consists of 4 items applied from (Ng, 2019; Slack, 2015). To have a more consistent questionnaire, we applied back – translation technique by specialists in English and marketing. That means the original English items were translated into Vietnamese and then translated back to English, the specialists in English and marketing

compared the two versions and modified to have a draft version. This draft version is tested and checked with 10 employees in a pilot test and then the final version of questionnaire was fixed.

3.2. Data Collection

The purpose of the study is to assess the impact of CSR on employee engagement in Hanoi, assessing the role of intermediaries affecting the relationship between CSR and employee engagement in Hanoi. Therefore, questionnaires were developed that were sent to individuals who are working in businesses in Hanoi. The questionnaire was sent by the author at complete random. The questionnaire is made up of 28 main questions so according to Hair, Black, Anderson & Tathan the minimum sample size is $28 \times 5 = 140$ questions. The author submitted 250 questionnaires and obtained 216 valid data. The author encrypts this data using SPSS software and performs subsequent statistical and data analysis steps using SPSS and Amos software. The demographic information of the study sample is detailed in the table below (table 1):

Table 1. The Demographic Information.

	Information	Amount	Rate (%)
Gender	South	117	54.2
	Female	99	45.8
Age range	From 22 to under 28 years old	70	32.4
	From 28 to under 35 years old	77	35.6
	From 35 to under 40 years old	39	18.1
	From 40 years old to under 45 years old	27	12.5
	Be 45 years of age or older	3	1.4
Education	Under High School	14	6.5
	High school	24	11.1
	College	27	12.5
	University	104	48.1
	Postgraduate	47	21.8
Working position	Director	13	6
	Administer	25	11.6
	Staff/specialists	159	73.6
	Contributors	19	8.8
Seniority	Less than 1 year	38	17.6
	From 1 year to less than 3 years	86	39.8

	From 3 to less than 5 years	47	21.8
	5 years or more	45	20.8
Income	Less than 12 million	8	3.8
	From 12 to 18 million	97	44.9
	From 18 to 21 million	49	22.7
	From 21 million or more	62	28.6
Type of business	100% foreign owned company	24	11.2
	Joint Stock Company	77	35.6
	Private companies	18	8.3
	Limited Company	97	44.9

4. RESEARCH RESULTS

This study applied the SEM path model to test hypotheses through Amos 20 software (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Compared with other empirical analytical methods, the proposed research model is the most suitable for this method because it focuses on predicting and explaining the complex relationship between the variables in the model and consistent with the small research sample ($n = 216$).

4.1. Scales Measurement Evaluation

To evaluate the scales, the current research used Cronbach's alpha ($C\alpha$), composite reliability (CR) and average extracted variance (AVE). In which, the minimum loading factor is 0.538 and the highest is 0.897, satisfying the cut-off value 0.5. Besides, values of $C\alpha$ ranging from 0.80 to 0.914 and values of CR ranging from 0.806 to 0.912 are both greater than the level 0.7 (Bagozzi & Yi, 1988). These evidence confirm the reliability of the scales satisfying the requirements. In addition, AVE values from 0.548 to 0.675 both satisfy cut – off value of 0.5 (Fornell & Larcker, 1981), indicating that the convergence value is satisfactory (Table 2).

Table 2. Measurement model evaluation

Variables	AVE	CR	$C\alpha$
Employee pride	0.557	0.807	0.806
CSR	0.675	0.912	0.914
Intrinsic motivation	0.633	0.896	0.901
Organizational identification	0.570	0.806	0.821
Commitment	0.593	0.852	0.850
Employee engagement	0.548	0.811	0.811

To test discriminant validity, this research first used the AVE value of each variable in the correlation to other variables. Then, the analytical results showed that the square root of AVE is greater than the correlation coefficient with other variables, demonstrating that the scales ensure discriminant validity (Table 3).

Table 3. Construct AVE Correlation.

	EP	CSR	IM	OR	CO	EN
EP	1	0	0	0	0	0
CSR	0.222	1	0	0	0	0
IM	0.454	0.691	1	0	0	0
OR	0.312	0.231	0.446	1	0	0
CO	0.138	0.319	0.390	0.161	1	0
EN	0.331	0.650	0.736	0.368	0.305	1

4.2 Evaluation of Structural Model

The method of verifying models using SEM linear structure is a commonly used method. Accreditation by this method allows scholars to combine implicit concepts with scales, be it independent or combined with the research model used. The model fit results of the SEM linear structure model test step are shown Table 4.

The table above presents important results in the SEM linear structure model test. The above results prove that the theoretical model used by the author is consistent with market data. The test coefficients of the SEM linear structure model obtained all meet the set evaluation criteria and are suitable for the circumstances of this study. Specifically, the obtained P-factor of $0.000 < 0.05$ satisfies the set criteria. CMIN / df, CFI, TLI, RMSEA, PCLOSE indicators are 0.934, 0.924, 0.054, 0.186 respectively meeting the criteria for measuring model fit coefficient. GFI=0.852 is acceptable due to the

Table 4. Model Fit.

Quota	P	CMIN/df	GFI	CFI	TLI	RMSEA	PCLOSE
Result	0.000	1.636	0.852	0.934	0.926	0.054	0.186
Evaluation criteria	<0.05	<3	>0.8	>0.9	>0.9	<0.06	>0.01

Table 5. Unstandardized and Standardized Regression Coefficients.

			Unstandardized Regression Coefficients	Standardized Regression Coefficients	P
EP	<---	CSR	.161	.253	.001
IM	<---	CSR	.601	.704	.000
OR	<---	CSR	.140	.179	.019
CO	<---	CSR	.159	.196	.007
OR	<---	EP	.323	.263	.002
CO	<---	IM	.233	.321	.005
EN	<---	CSR	.239	.300	.002
EN	<---	IM	.440	.472	.000
EN	<---	EP	.205	.136	.006
EN	<---	CO	.312	.259	.002
EN	<---	OR	.101	.199	.038

context of the study and the sample size used by this study is 216. Therefore, the model that we used in this study is consistent with market data.

The model has 5 concepts included to test the suitability of the hypothesis: Social responsibility, employee pride, identification, employee commitment, intrinsic motivation of employees. The criteria for assessing the conformity of the model are all standard, concluding that the model used in this study is suitable. After checking the suitability of the model, the hypothesis is tested through regression testing. The unnormalized regression coefficient is presented in the table 5:

The unnormalized P-value between the concepts is less than 0.05 so it is concluded that the concepts used by the author in this research model are statistically correlated. The Standardized regression coefficients shown in table 11 are all positive inferring that the proposed hypotheses are accepted.

The table below shows the normalized regression coefficient, which shows the impact of independent variables on the dependent variable. From the table above, CSR is the factor that has the greatest impact on internal motivation ($\beta = 0.704, p < 0.005$) and employee engagement ($\beta = 0.300, p < 0.005$), intrinsic motivation is the most influential factor on employee engagement ($\beta = 0.472, p < 0.005$).

5. CONCLUSION

In recent times, CSR is a topic that has received a lot of attention from both academics and economic organizations. The existence and development of a business is influenced

by many factors, not only economically, profitably, a business that wants to develop sustainably is highly dependent on the CSR of that business with the community. For this reason, planning CSR activities in a clear way is no less essential than making a business strategy. Today, businesses doing business in a fiercely competitive environment, a business that makes any decision needs to consider the immediate profits and long-term benefits of devoting a portion of its budget to CSR activities. Today, CSR is a development trend applied by many businesses (Dos, 2017). (Thao et al., 2019) affirms that CSR is an indispensable activity in the operation of any business that wants to have long-term development, CSR gives businesses trust from customers, trust, loyalty of employees.

Based on the mixed qualitative research method combined with quantitative, the implementation topic obtained a number of results, namely:

Firstly, in terms of access, the topic contributes to the theoretical system in addition to the measurement criteria that evaluate the CSR activities of an organization. This is a basis for further studies to inherit and develop a scale system that measures the CSR activities of a business.

Second, the study attempts to clarify the relationship between the latent variables used in the topic as well as the relationship between the latent variable and the observed variable. Specifically, the research topic shows the relationship between CSR and employee engagement, the relationship between CSR and employee satisfaction, their identification with the organization, the relationship between CSR and the intrinsic motivation of employees, their commitment to the business. In addition, the study also confirmed that in the context of the study, there is a positive relationship between employee satisfaction and their engagement, and the identification of employees with the organization has a positive effect on their engagement with the business. Intrinsic motivation and employee engagement are two factors that positively affect employee engagement with the organization. The results of the hypothesis test show that in the context of the study, CSR has the greatest impact on intrinsic motivation, followed by employee engagement. Furthermore, the intrinsic motivation of employees in this study was the factor that had the strongest impact on employee engagement with the organization. As can be seen, there is a close relationship between CSR, the intrinsic motivation of employees and their attachment to the organization. Commitment is a factor strongly influenced by internal motivation and this is also a factor that has a great impact on employee engagement. The results in table 18 show that employee pride in the organization has a positive effect on employee identification with the organization ($\beta = 0.263$). The results of the study also proved that there are differences in the influence of CSR on different factors, different factors have a different impact on employee engagement with the business.

In this study, CSR creates a positive influence on employee intrinsic motivation, employee engagement, employee pride in the organization, employee commitment, and employee identification with the organization in descending order. This result is entirely relevant, social identity theory states that people perceive themselves in the context of their develop-

ment, good CSR practices promote identity and from there they develop positive behaviors with the organization such as civic behavior with the organization, intrinsic motivation. Research proves that intrinsic motivation, CSR, employee commitment, identification, pride are factors that have a positive influence on employee engagement, It seems that intrinsic motivation is the most influential factor, then CSR factors, employee commitment, identification, pride. This finding also reinforces the previous thesis In many studies, it is asserted that the contributions to society of workers, of the organization in which they are working, are a way to make employees feel that their work is meaningful, when employees of the organization feel that the work they are doing brings practical values. for society, will give them a sense of meaning, their work brings good things to the environment, to society (Ng, 2019; Slack, 2015). These good feelings give employees joy, satisfaction, or satisfaction or love for their work, which in turn increases their engagement with the organization.

The study attempts to accomplish set objectives and answer research questions. This topic has several contributions to reasoning as follows:

Firstly, additional measurement criteria evaluate the CSR activities of an organization. This is a basis for further studies to inherit and develop a scale system that measures the CSR activities of a business.

Second, research shows that CSR has a positive impact on employee loyalty. This finding reinforces previous research on the subject. The topic indicates that CSR has an employee engagement impact ($\beta=0.300$. $p=0.02$), similarly (Paulík, Kombo and Ključnikov 2015) indicates that employees stick with the business despite not knowing if their business has CSR. However, there is still a statistical relationship between CSR and employee engagement. This can be explained by the fact that employee engagement is influenced by many factors such as compensation, leadership style of managers. The factors mentioned above can have a greater impact on employee engagement. This finding provides the reasoning with a basis for managers of small and medium-sized firms to make reasonable policies and budgets for their CSR policies.

Next, research shows that CSR is a factor that positively affects the pride, intrinsic motivation of employees, identification, and commitment of employees. This finding reinforces many previous studies and is also a contribution to the research theory of CSR activities in Vietnam. This is an important contribution of research to the reasoning, managers of small and medium-sized firms can consider this as a basis for making their own corporate governance policy. To increase employee loyalty to the business, leaders need to introduce CSR policies with the community or CSR in the business to increase employee satisfaction.

Finally, in addition to CSR, this document also examines how factors such as intrinsic motivation, pride, commitment, and identification affect employee engagement with the organization. This study examines the relationship more fully than most current studies. Many other documents only focus on considering 1 of the factors mentioned above. Therefore,

this study contributes to a more complete literature on the topic of quality in relation to worker satisfaction.

Besides its theoretical contributions, this document also has practical contributions. First, the study provides executives in grassroots businesses with accurate CSR policymaking. Research shows that CSR has an effect on employee loyalty. Therefore, it is necessary for managers to have CSR policies, which can be policies on CSR activities with the community or welfare policies that businesses give to their employees to increase their loyalty, thereby promoting beneficial behaviors for businesses. Research shows that CSR is a factor that influences employee loyalty in small and medium-sized businesses at a low level. Therefore, managers can rely on this to plan the budget for CSR in the firm.

Next, the study also found that CSR is an important factor in motivating workers to engage in positive behaviors with the organization. Therefore, it is also necessary to consider policies to promote this relationship.

Finally, research demonstrates that motivation, commitment, pride, and identification have a big impact on employee engagement. This is an important basis for making governance decisions in a practical environment.

Through the analysis and discussion of the results of the research, it is realized that the topic has tried to fulfill the set goals and answer research questions, as evidenced by the topic having a certain contribution academically as well as practically. However, the study also has some limitations as follows:

- Firstly, the small research sample, the study only collects data from workers on firms and organizations in Hanoi to conduct research. With a small sample size of $n = 216$, the sample is incomplete and cannot be representative. In the future, scholars may consider expanding the sample of both the number and audience of respondents.

Second, the study only attempts to clarify some of the relationships that affect employee engagement, this study only looks at the direct impact of potential variables such as employee pride, consistency, satisfaction and commitments, CSR to the level of employee engagement with the organization. Future documents may consider considering relationship quality as an intermediary for the relationship between CSR and employee engagement.

In addition, future studies may consider adding additional factors to the employee engagement model to provide a literature review on this topic. The commitment factor in the research being tested is the commitment of employees when they are aware of the company's CSR to the community. Since commitment is a factor with a two-way effect, further studies can consider examining commitment as an intermediate variable, how does CSR commitment of firms have an impact on engagement of employee. And how employees will respond to the company's commitments.

Finally, in addition to making employees stick with the business, what impact can CSR also create for the business. For example, the employee's satisfaction with the business, the employee's level of desire to contribute to the business. Or examine the impact of CSR on customer satisfaction, their loyalty or positive word-of-mouth behavior of consumers.

Future scholars may consider these topics for further contributions to theory as well as practice.

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