

Impact of corporate social responsibility on organizational commitment through organizational trust and organizational identification

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ABSTRACT

The objective of this paper is to assess the impact of corporate social responsibility (CSR) on organizational commitment (OC) through organizational trust and organizational identification in Vietnamese pharmaceutical enterprises. The survey results are based on 289 Vietnamese pharmaceutical enterprises, and the results show that CSR activities and policies had a positive impact on organization trust in the organization and positively impact on organizational identification and organizational commitment. Next, the study also conducts a mediate role of organizational trust and organizational identification. The testing results show that organizational trust and organizational identification had a comprehensive mediate role on the relationship between CSR and OC in Vietnamese pharmaceutical enterprises.

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1. Introduction

The concept of social responsibility (CSR) has existed for a long time in the world and has become a mandatory evaluation criterion in many developed countries. The term CSR was officially introduced by Bowen (1953) and conducted a study to suggest that asset manager should not harm the rights and interests of others and they must be held responsible for damages caused by businesses. The concept of CSR has been also defined by many researchers in different ways. Some authors argue that social responsibility implies raising corporate behavior to a level that is consistent with the prevailing norms, values and social expectations (Lys et al. 2015). In addition, Carroll (1979) defines that corporate social responsibility the society's expectations from economy, law, ethics and philanthropy for organizations at a given time. There are two different perspectives on CSR (Liu & Jie, 2015). According to the first view, the enterprise has no responsibility to the society but only to the shareholders and employees of the enterprise, and the State must be responsible to the society; Enterprises are already responsible for paying taxes to the state (Freedman & Jaggi, 1982)). In contrast, others argue that, as one of the actors of a market economy, businesses have used social resources, exploited natural resources and in the process, they cause harm to the natural environment. Therefore, in addition to paying taxes, businesses also have social responsibilities to stakeholders such as the environment, the community, and workers (Lee, 2016).

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In addition, a number of other studies focus on the impact of the organization's social activities on existing employees (Brammer et al., 2007). Riordan et al. (1997) said that CSR would affect the attitude, opinion and behavior of workers. Viswesvaran et al. (1998) analyzed the link between enterprise's CSR and employee's opposing behavior. Research by Maignan et al. (1999) shows that humanistic market orientation and culture could improve employee commitment, customer loyalty, and business performance. Brammer et al. (2007) studied the impact of CSR activities on organizational commitment. The reality shows that CSR implementation of Vietnamese entrepreneurs in the current period of international economic integration and in the coming years is becoming more and more deeply recognized by Vietnamese businessmen and that is also the contribution of Businesses, entrepreneurs in sustainable economic development, through activities to improve the quality of life of workers and their families, benefit both businesses and the common development of social community.

Attachment to the organization is the emotional feeling of employees towards their organization, which is an important factor affecting their working attitude (Mowday et al., 1982). Organizational engagement reflects a worker relationship with an organization and influences the organization's decision to maintain permanent employment (Meyer & Allen, 1997). Workers join organizations for a number of personal needs, a desire to hone their skills and expectations. They hope to work in an environment where they can use their capabilities to meet the needs of the organization. If an organization creates opportunities for employees, the level of employee engagement with the organization can increase (Vakola & Nikolaou, 2005). Attachment to the organization is a topic that has attracted great attention from researchers around the world since the 70s of the 20th century and the research thesis on organizational attachment continues to be developed. Issues of organizational attachment are extremely important to the leadership of organizations (O'Brien, 2005). One of the outstanding reasons explained by the recognition of organizational attachment studies is a key factor in determining employee working behavior (Meyer & Allen, 2004; Herscovitch & Meyer, 2002; Mowday et al., 1979). In particular, with the increase in both speed and scale in organizational changes, administrators are constantly exploring ways to promote closer employee engagement in the organization, thereby increasing competitive advantage (Lok & Crawford, 2001). Schuster (1998) mentions an era in which organizations often face the need for complex changes, so sticking to workers' organizations is considered a valuable resource. It is extremely important to adapt quickly to changing requirements.

This paper assesses the impact of CSR on employee commitment. The structure of the article in addition to the introduction includes: Literature review, research methods, research results and conclusions.

2. Literature review

2.1. Corporate social responsibility

Corporate Social Responsibility (hereinafter referred to as CSR) is a concept developed after business ethics, CSR is being concerned by businesses in the current period. There are several definitions of CSR. According to Mohr et al. (2001), CSRs are activities that minimize or eliminate the dangers arising in society as well as maximize certain effects in the long run. Dahlsrud (2006) perceives social responsibility as "a description of the phenomenon by which businesses act to achieve both economic and legal goals with social and environmental goals". Dahlsrud (2006) argues that, "due to today's business environment, the increasing degree of globalization, new stakeholders, the legal environment between different countries, thus the expectation of social responsibility will be different. However, in general, the most important issue is the balance between the economy and the rule of law and the impact on the environment". According to Vitaliano (2009), CSR is a voluntary action of enterprises, thereby improving social or environmental conditions. The author said that the subjects was related to businesses and they uphold the corporate social responsibility of social issues, environment, human rights, gender more than benefits.

2.2. Aspects of CSR

Just like the definition of CSR, the views on the components of social responsibility are equally rich and each school, each author conceives the components of social responsibility differently. Saeid et al. (2015) argue that CSR is expressed through three components; namely economic responsibility, legal and ethical responsibility (both ethical and business laws), and volunteerism. Mohr and Webb (2005) argue that CSR includes two components that are environmental responsibility (minimizing the impact of businesses on the environment, using recyclable, environmentally friendly materials, and the program aims to save water and energy) and responsibility for charity (regularly contributing to charity, having programs for employees to participate in charitable activities, and giving some products of businesses for those difficult people in need).

According to Becker Olsen et al. (2006) the concept of corporate CSR is expressed through brand awareness, through product quality, customer trust, brand trust, citizenship, corporate motivation and corporate reputation.

2.3. Importance of CSR

There is an increasing evidence that corporate social responsibility strategies help businesses improve their competitiveness (Mandl, 2009). Practice in countries shows that the implementation of corporate social responsibility affects the competitive competence of businesses in many ways: improving production processes and / and improving products, customer satisfaction

and loyalty, higher productivity, higher employee motivation and engagement, better corporate image, cost savings and increased profit margins due to more efficient use of resources (Mandl, 2009; Lin et al. 2009). From another perspective, considering the global value chain, implementing CSR helps businesses have sustainable competitiveness in the chain. Udayasankar (2008) suggests that there is evidence that CSR implementation helps enterprises create advantages based on differentiation and increase advantages to access resources. Vyakarnam et al. (1997) suggested that enterprises implement CSR to improve reputation, image and increase confidence as well as loyalty. This can maintain workforce stability and relationships with financial institutions (Murillo & Lozano, 2006). Researching corporate environmental responsibility, Masurel (2006) argues that the main motivation comes from seizing market opportunities and / and complying with the law. In the context of globalization and integration, CSR implementation of enterprises plays a key role in the development process of enterprises. First of all, corporate social responsibility standards are becoming one of the conditions in trade. For businesses, these are new rules, forcing businesses to apply and implement CSR if they want to go further. Specifically, some customers require their suppliers to implement CSR in accordance with Sedex standards. Enterprises that have passed the evaluation of the qualified Sedex standards will be selected as suppliers. In addition, in industries characterized by global supply chains led by customers such as the garment industry, the implementation of CSR of enterprises is even more important. Enterprises need to implement CSR to find and maintain a foothold in the global supply chain. In other words, implementing CSR is a “passport” to the world market of businesses.

In short, the role of corporate social responsibility performance is increasingly evident to businesses. This becomes increasingly important as businesses increasingly contribute to the economic development of countries. In that sense, the influence of businesses on society is increasingly concerned by the community and this also pressures businesses to implement CSR strategy.

2.4. Organizational commitment

Employee engagement is a sense of the employee's psychology for his or her organization, which is an important factor affecting their work attitude. Organizational engagement reflects an employee's relationship with an organization and influences the decision to maintain permanent employment with the organization (Meyer & Allen, 1997). Workers join organizations for a number of personal needs, wanting to hone their skills and expectations. They hope to work in an environment where they can use their capabilities to meet the needs of the organization. If an organization provides opportunities for workers, the employee's organizational attachment can increase (Vakola & Nikolaou, 2005). One of the theoretical foundations in this area is Social Identity Theory (SIT). The concept of social identity is understood as the sense of self-concept made up of individual knowledge and feelings about the status of group members that individual shares with others.

2.5. The relationship between CSR and AOC

Maignan et al. (1999) state that enterprises are proactive in social responsibility and coupled with improved employee engagement and loyalty as well as organizational performance. Social responsibility plays an important role in improving employee organizational commitment when people increasingly pay attention to environmental issues. More specifically, the latter study by Nejati and Ghasemi (2013) also reaffirms that CSR has a positive impact on employee engagement. In general, previous studies on the impact of corporate social responsibility on employee commitment to the organization can be classified into two categories.

First, the authors analyze how corporate social performance affects potential employees (Albinger & Freeman, 2000; Backhaus et al., 2002; Greening & Turban, 2000; Turban & Green, 1996). These studies support the notion that CSR creates a good reputation for a company's business and increases its attractiveness. In this sense, CSR will increase awareness of the organization's reliability to a person seeking employment (Viswesvaran et al., 1998).

Second, the authors focus on the impact of the organization's social activities on existing employees (Brammer et al., 2007; Maignan et al., 1999; Peterson, 2004; Riordan et al., 1997; Rupp et al., 2006; Viswesvaran et al., 1998; Wood & Jones, 1995). Riordan et al. (1997) suggested that CSR will affect employee attitudes, attitudes and behaviors. Viswesvaran et al. (1998) analyzed the link between CSR and employee opposition. Research by Maignan et al. (1999) shows that humanistic market orientation and culture will improve employee engagement, customer loyalty, and business performance. Brammer et al. (2007) studied the impact of CSR activities on organizational attachment.

In this study, we investigate the impact of CSR on AOC through two intermediate variables, organizational trust and organizational identification and the importance of CSR moderator variable.

3. Research method

3.1. Research sample

From ancient times to the development of society today, the pharmaceutical industry still holds a very important and irreplaceable position in life. In particular, in the current life, people's health care needs are increasing, both in quality and quantity, requiring a high quality pharmaceutical human resource.

According to statistics of BMI Research, in 2018, the market size of Vietnam's pharmaceutical industry reached US \$ 5.9 billion, up 11.5% over the previous year. Vietnam became the second largest pharmaceutical market in Southeast Asia, belonging to the group of 17 countries with the highest pharmaceutical growth in the world. Despite strong growth, the situation of domestic pharmaceutical production is still limited, only meeting about 52.5% of domestic pharmaceutical demand, the rest must be through imports. According to statistics of the Drug Administration of Vietnam, as of May 16, 2019, Vietnam has about 180 enterprises (enterprises) producing pharmaceuticals and 224 domestic factories producing GMP standards (good practice), drug production. Domestic pharmaceutical companies mainly produce simple dosage forms, functional foods, and generic drugs (pharmaceuticals with exclusive expiry date). Although pharmaceutical industry plays an important role in economy and social life. However, human resources of the pharmaceutical industry are inadequate and do not meet the quality requirements. Vietnamese pharmaceutical enterprises often lose high quality human resources. Based on the theory of social resources and the theory based on resources we consider CSR to be a special resource of Vietnamese pharmaceutical enterprises. When implementing CSR, employees will be attached to the business and committed to the business for a long time.

Our research sample was conducted on 289 enterprises and pharmaceutical manufacturers in Vietnam. We sent survey questionnaires to all 180 enterprises and 224 domestic manufacturing facilities meeting GMP standards according to the statistics of the Drug Administration. Each unit sent us 5 questionnaires to senior, middle and staff managers. Within 3 months, we collected 918 questionnaires. However, after data entry and classification, there were only 889 qualified questionnaires for data analysis and research model verification.

3.2. Research model

Fig. 1 shows the research model of the proposed study of this paper.

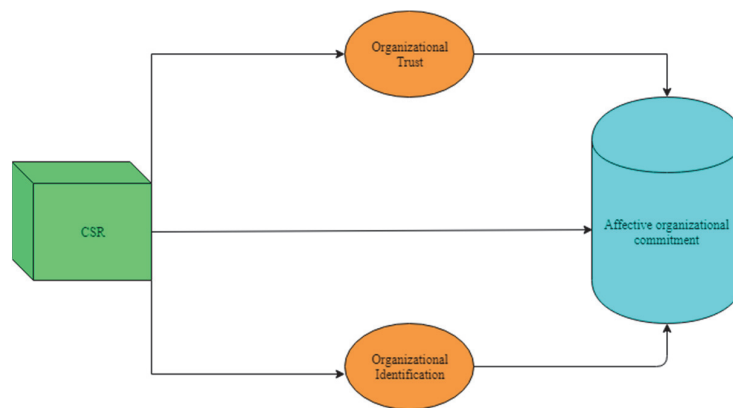


Fig. 1. Research models

In our research model:

Corporate Social Responsibility is measured in 17 items according to the 5 aspects of corporate social responsibility: CSR with the environment, employees, customers, governments and suppliers. These scales were developed from Roberts and Dowling (2002); Saeidi et al. (2015); Phan et al. (2019) and Weber (2008). The scales are measured using a 5-point Likert scale ranging from strongly agree to strongly disagree.

Organizational trust: Measured by 5 items developed from Guinot et al. (2013) (two thousand and thirteen). The scale used is a 1- to 5-point Likert type one, with 1 being the lowest level of trust and 5 the highest.

Organizational Identification: Includes 6 items developed from research by Carmeli (2005) and (Gautam et al., 2004). The scales are adjusted to suit the Vietnamese context. All scales are measured using a 5-point Likert scale ranging from strongly agree to strongly disagree.

Affective organizational commitment: Measured by 8 items developed from Rainey (2014), Solinger et al. (2008), Stazyk et al. (2011), Fischer and Mansell (2009). The scales are measured using a 5-point Likert scale, scale ranging from strongly agree to strongly disagree.

The research hypotheses are as follows:

H₁: CSR has a positive impact on Organizational Identification.

H₂: CSR has a positive impact on Organizational Trust.

H₃: CSR has a positive impact on Affective organizational commitment.

H₄: Organizational Trust has an intermediary role in the relationship between CSR and Affective organizational commitment.

H₅: Organizational Identification plays a mediating role in the relationship between CSR and Affective organizational commitment.

3.3. Data analysis

The assessment of reliability of the scale is executed by SPSS software through Cronbach's alpha coefficient. Criteria for assessing the reliability of the scale are Cronbach's alpha coefficient of 0.6 or higher, which can be used in case of new research concept and types of variables with total correlation coefficient smaller than 0.3. (Hair et al. 2006, 2011, 2013). Cronbach's alpha coefficient is a statistical test used to check the coherence and correlation between observed variables.

- Factor analysis: although the scale has been developed, until now there is no complete theoretical framework for cohesion and factors affecting cohesion, thus factor analysis is necessary. Factor analysis is only used when KMO coefficient (Kaiser-Meyer-Olkin) is at or above 0.5. Variables with a total correlation coefficient less than 0.3 are considered trash and will be removed from the scale. To achieve discriminant validity, the difference between factor load factors must be greater than or equal to 0.3. The method of extracting "Principal Axis Factoring" with the "Promax" rotation is used in the factor analysis of independent components. The salient feature of EFA is that factors are drawn from statistical results, not from theory. The basic structure of the data determines the factor structure. Thus, EFA is conducted without knowing how many factors and each observing variable will belong to.

- Evaluation of measurement model: Scale reliability: Composite Reliability (CR) is greater than 0.7. The convergence value: the scale reaches the convergence value when the variance extracted (Average Variance Extracted - AVE) is greater than 0.5 and statistically significant (p-value is less than 0.05). Differential value: the variance of the highest correlation coefficient (Maximum Shared Variance - MSV) is less than the extracted variance (MSV < AVE); The square root of AVE is greater than the correlation between the two concepts.

- Test the research hypotheses: we use linear structure model (SEM) to test the hypotheses of the research model. SEM is an extension of a general linear model, which allows testing a set of regression equations at the same time. SEM is used to estimate measurement and structural models of multivariate theoretical problems. The measurement model specifies the relationship between the implicit variables and the observed variables, providing information about the measurement attributes of the observed variables. We use Bootstrap techniques to test research models and test research hypotheses. SPSS 22 software and Smart PLS 3.6 are used to perform the above techniques.

4. Research results

The results of testing the reliability of scales and EFA discovery factor analysis by SPSS 22 software are shown in Table 1. The results show that all scales have Cronbach Alpha coefficient > 0.7 and total correlation coefficient > 0.4 and factor loading > 0.5. Thus, according to Hair et al. (2006, 2011, 2013) and Henseler et al. (2009, 2015), these latent scales and variables satisfy the subsequent analysis in the overall SEM model using Smart PLS 3.6 software. The results of analyzing the general reliability of the latent variables in the research model are shown in Table 1 below:

Table 1
Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Affective organizational commitment	0.887	0.887	0.886	0.660
Corporate social responsibility	0.927	0.935	0.922	0.527
Organizational Identification	0.885	0.891	0.885	0.659
Organizational trust	0.863	0.874	0.864	0.616

From the results in Table 1, all research variables have Cronbach Alpha > 0.8, which is extremely good, since these variables are very good, according to Hair et al (2006). Following the Composite Reliability > 0.8 is very good and finally the Average Variance Extracted (AVE) > 0.6 is very tight.

Table 2
Discriminant Validity (Fornell-Larcker Criterion)

	Affective organizational commitment	Corporate social responsibility	Organizational Identification	Organizational trust
Affective organizational commitment	0.812			
Corporate social responsibility	0.226	0.726		
Organizational Identification	0.459	0.265	0.812	
Organizational trust	0.541	0.376	0.409	0.785

The factors in Table 2 are all smaller than the diagonal coefficients, with the largest being 0.541 < 0.726 proving the factors that ensure discriminant value.

Table 3

R Square

	R Square	R Square Adjusted
Affective organizational commitment	0.360	0.358
Organizational Identification	0.170	0.169
Organizational trust	0.142	0.140

From Table 3, the factors in the model account for 36% of the variation in the underlying variable Affective organizational commitment. Here, we only study the role of CSR in influencing the AOC with an excellent 36% explanation.

Table 4

f Square

	Affective organizational commitment	Corporate social responsibility	Organizational Identification	Organizational trust
Affective organizational commitment				
Corporate social responsibility			0.256	0.165
Organizational Identification	0.218			
Organizational trust	0.234			

Since the F - square value is greater than 0.15 so the variables in the research model are interlinked and explained to each other.

Table 5

The results of the Fit

	Saturated Model	Estimated Model
SRMR	0.063	0.063
d_ ULS	1.886	1.899
d_ G	0.521	0.555
Chi-Square	2015.835	2067.952
NFI	0.821	0.833

Looking at the indicators that appear in Table 5, we see that the research model is strongly correlated with the research data and the study is appropriate and feasible. The hypothesis test results are given in Fig. 2 as follows:

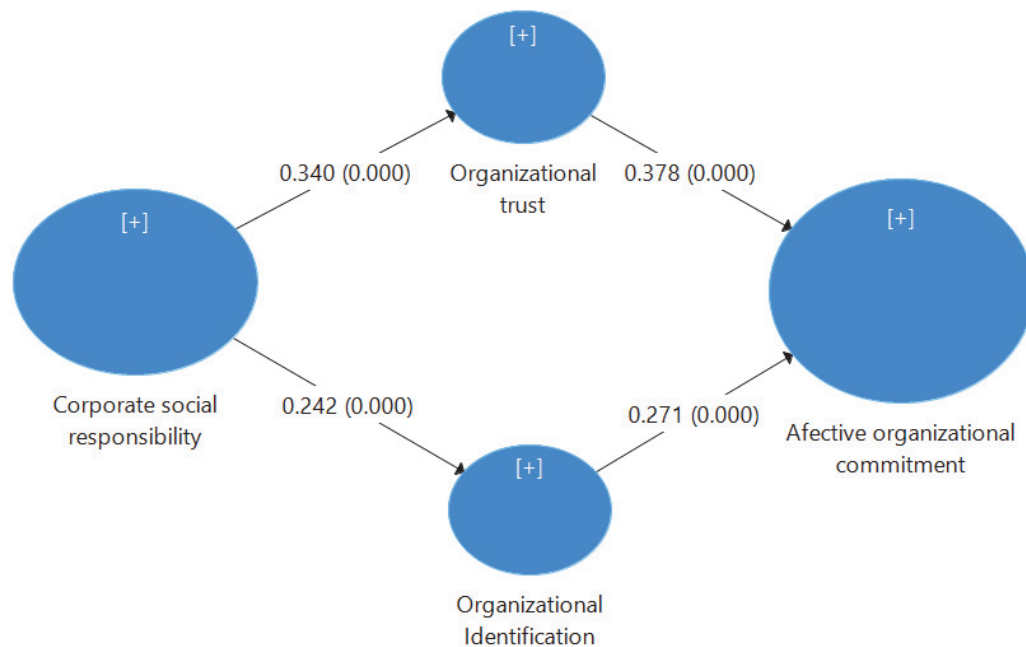


Fig. 2. Hypothesis test results

Bootstrap analysis method is a collection of several analysis techniques based on the principle of resampling to estimate parameters that traditional statistical methods do not have a solution. In this study, we use the Bootstrap method with the number of repeating samples $N = 1000$. From the bootstrap results in Fig. 2, CSR has a strong impact on Organizational trust with an impact factor of up to 0.340 at 1% significance level ($P_value = 0.000$). This means that the implementation of CSR by Vietnamese pharmaceutical enterprises makes employees and managers feel confident in their organizations and have strong faith in their organizations. Implementation of CSR means that Vietnam's pharmaceutical enterprises carry out activities to ensure workers' rights, implement appropriate benefits and benefits, pay attention to employees and ensure a safe working environment with development opportunities. At the same time, with environmentally responsible, social, community, supplier and customer actions will create a good impression on employees about the company's business ethics so they feel confident in organizations. This means that the H_2 hypothesis is supported. Next, CSR has a strong positive impact on Organizational Identification with an impact level of 0.242 at 1% significance level ($P_value = 0.000$). This means that Vietnamese pharmaceutical businesses, implementing CSR, will improve their reputation and image, so that the people working in these businesses will feel proud of their organization and when they mention the name of their organizations, they will feel excited as if they mentioned themselves. Therefore, CSR activities increase the brand value of the business but at the same time it will make employees feel proud of their business (Organizational Identification). This means that hypothesis H_1 is supported. Next, organizational trust has a very strong impact on Affective organizational commitment, with an impact factor of 0.378 at 1% significance level ($P_value = 0.000$). Indeed, when employees have faith in their organizations and they will tend to commit to accompany the organization in all circumstances. Therefore, creating trust for employees is very important, since the business activities face a lot of risk factors. Today, the company may be huge, but tomorrow we may fall into bankruptcy. Without employees accompanying the company in difficulties, it is difficult for the company to develop sustainably. Especially in the context of the current Covid 19 pandemic, it is very important. Thus, H_4 is supported.

Finally, Organizational Identification has a fairly strong positive impact on Affective organizational commitment at the impact level of 0.271 at the 1% significance level ($P_value = 0.000$). When employees are proud of their organization, they commit themselves to stick with the organization and accompany it in all circumstances. This means H_5 is supported. Table 6 summarizes the results of testing the hypotheses:

Table 6
Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Corporate social responsibility → Organizational Identification	0.242	0.244	0.031	7.767	0.000
Corporate social responsibility → Organizational trust	0.340	0.344	0.033	10.216	0.000
Organizational Identification → Affective organizational commitment	0.271	0.272	0.046	5.952	0.000
Organizational trust → Affective organizational commitment	0.378	0.380	0.035	10.687	0.000

Next, we examine the intermediary role of two intermediary variables in the research model, Organizational trust and Organizational Identification. According to Hair et al. (2014), the steps to verify intermediary roles are as follows:

Step 1: Test the direct impact of CSR on Affective organizational commitment

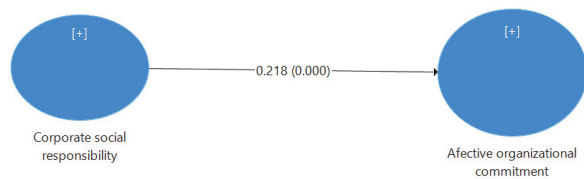


Fig. 3. Direct impact test

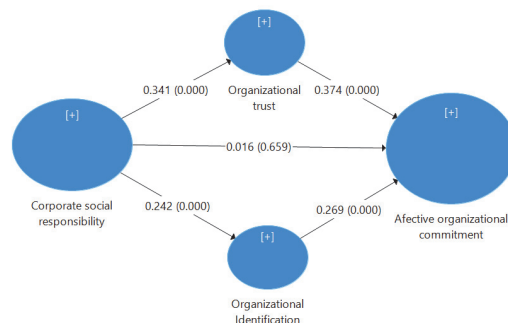


Fig. 4. Testing intermediary roles

The results of Fig. 3 show that when considering only the direct impact of CSR on Affective organizational commitment, the direct impact was statistically significant at the strong impact level of 0.218 at the 1% significance level ($P_value = 0.000$). This means that hypothesis H_3 is supported and step 1 is satisfied to further test the mediating role of the two intermediate variables in the research model. In the overall SEM model, when considering the simultaneous impact of all factors, CSR is

no longer statistically significant ($P_value = 0.659 > 0.05$) with Affective organizational commitment. This means that Organizational trust and Organizational Identification have a total intermediary role in the relationship between CSR and Affective organizational commitment. This means that the hypothesis H5 and H6 are supported.

5. Conclusion

A research report on 200 domestic and international enterprises operating in Vietnam was recently conducted by the Central Institute for Economic Management and Research (CIEM) in collaboration with the Japan Trade Promotion Organization (JETRO). It was found that most enterprises with positive growth results and good integration were enterprises with good human resource base and effective human resource management method. This shows that the attachment has a strong impact on the business results of businesses. The organizational identity is generally evaluated quite well, in general, the above factors show that employees most value the company they work for, considering it as their second home. On the basis of the theory of CSR, employee engagement with the organization, organizational identity affects business results of enterprises, inheriting previous studies, researching and building models of CSR components and the employee engagement with the organization affects business results of enterprises under the impact of intermediary organizational identification variables.

Today, CSR and organizational commitment have become one of the important and indispensable contents in modern management activities of all businesses in the world. CSR standards and organizational commitment are becoming an important factor affecting the sustainable development of businesses. On the other hand, in enterprises with 100% foreign capital and private enterprises, it is also necessary to consider investing in CSR activities and the employee's organizational attachment as these are factors that contribute to improve business results.

The results also have shown that when businesses perform social responsibility and contribute on improving the efficiency of their businesses, they also benefit and create trust for their customers and partners. On the contrary, if they do not perform well socially, businesses will face negative feedback from their workers, customers, stakeholders and especially from the social community.

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