

Quantitative study on the impact of perceived corporate social responsibility on employee performance at plant protection companies in the Mekong Delta, Vietnam

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Abstract: This article presents the results of a formal quantitative survey (Main Study or Official Survey) on the impact of Corporate Social Responsibility Awareness on Employee Performance at plant protection products manufacturing enterprises in the Mekong Delta, Vietnam. The objective is to examine the impact of Perceived Corporate Social Responsibility (PCSR) on employee performance (EP), with the mediating role of organizational trust (OT) and the moderating role of organizational reputation (OR). The Main Study with 385 samples, used SPSS and AMOS to test Cronbach's Alpha, EFA, CFA and SEM models. The results of the impact coefficients showed that PCSR positively affects EWR with OT as the mediator, and OR as the moderator of this relationship. The coefficients obtained prove that the research hypothesis is appropriate. The research results also provide useful information for managers to better understand the impact of PCSR on employee performance, thereby making appropriate strategic adjustments to business goals. Due to the limited space and sample size, this is a limitation of the study.

Keywords: Employee work results, Organizational citizenship behavior, Organizational reputation, Organizational trust; Perceived corporate social responsibility.

1. Introduction

The Perceived Corporate Social Responsibility (PCSR) in the modern context has attracted strong attention since 2000, PCSR has become a decisive factor in the sustainable development of enterprises. PCSR not only enhances the image and reputation of enterprises but also contributes positively to the community and business results of enterprises. Previous studies have focused on the impact of CSR at the macro level, such as Aguinis and Glavas (2012) [1]; Kim et al. (2017) [2], but there is a great need for micro-level analysis, especially on employee behavior [3].

Organizational citizenship behavior (OCB) and task orientation outcomes are important aspects in this study, but studies related to PCSR in the field of human resource management are limited [4]. In Vietnam, although there have been some studies on PCSR, they mainly focus on industries such as banking and fisheries.

This study will examine the impact of PCSR on employee performance in the plant protection products manufacturing sector, with the mediating role of organizational trust. The article will focus on the results of the official quantitative survey (Main Study) with 385 samples, using SPSS and AMOS to test Cronbach's Alpha, EFA, CFA and SEM models. The research results will provide insights for managers in adjusting strategies to improve operational efficiency, towards sustainable development and creating positive values for businesses and society as a whole.

2. Theoretical Basis and Research Hypothesis

2.1. Social Responsibility Awareness & Organizational Trust

Perceived corporate social responsibility (PCSR) is defined by Endsley (1995) [5] as the result of the interaction between employees and the organization. Wei et al. (2020) [6]; Phuoc et al. (2024) [7]; Phuoc and Huan (2024) [8] [8] argue that PCSR reflects how stakeholders evaluate a company's CSR activities. Dahlsrud (2006) [9] emphasizes that PCSR is the way stakeholders understand and interpret information about CSR, while Crane and Matten (2007) [10] argue that it forms and maintains beliefs about a company's CSR. From this, it can be understood that employees' perceptions of CSR reflect how they view these activities of the company.

Organizational trust is the belief of employees that the actions of a company will benefit them. In an organizational environment, employees will perceive the ethical practices of the company in internal and external relationships. Hansen et al. (2011) [11]; Phuoc et al. (2024) [7]; Phuoc and Huan (2024) [8] argue that CSR activities send important signals about the ethics and values of the company to stakeholders such as the government, employees, and customers. Trust is a key element in sustainable relationships and is the foundation for positive exchanges between participants. Blau (1964) [12] proposed the trust mechanism as the foundation for social responsibility, which is well understood through social exchange theory [12]. According to this theory, CSR creates employee trust in the organization, thereby enhancing their commitment and intention to stay. Salanova et al. (2021) [13]; Blomqvist (2000) [14]; Bauman and Skitka (2012) [15] emphasize that CSR influences employees' perceptions of the organization, while Bello (2012) [16] argues that trust in the organization increases compliance with ethical behavior.

Finally, the perception of corporate social responsibility (PCSR) on CSR implementation will create signals about the organization's ethics and values to stakeholders, affecting the feelings, perceptions and trust of employees (OT) towards the organization, thereby bringing many values to the business such as enhancing engagement, reducing recruitment costs and attracting resources, increasing operational efficiency and work results of the business. With the above presentation, the author proposes hypothesis H1.

H1: Perceived corporate social responsibility affects organizational trust.

2.2. Social Responsibility Awareness & Work Results

Perceived corporate social responsibility (PCSR) can produce positive outcomes for employees at work, encouraging them to build strong relationships with the organization based on a sense of belonging [17]; [18]. According to Dutton et al. (1994) [19], employees tend to exert more emotional and cognitive effort, which in turn creates positive attitudes toward work and affects work outcomes. Work outcomes are part of the corporate goals, directing individuals' attention to actions and providing a framework for interpreting related events [20]. With Dweck (2013) [21] indicating that goal orientation is associated with stable personality and development of attributes such as intelligence and skills.

Vandewalle (1997) [22] and Elliot and Church (1997) [23] divided performance orientation into approach orientation and avoidance orientation, in which performance-oriented individuals are motivated to demonstrate their abilities and avoid failure. According to Barron and Harackiewicz (2000) [24], individuals with a performance-oriented approach strive to achieve goals and outperform others. Therefore, the organization's social responsibility activities affect employees' perceptions and behaviors in achieving work goals. Chaudhary (2018) [25]; Mensah et al. (2017) [26]; Helm (2013); Phuoc et al. (2024) [7]; Phuoc and Huan (2024) [8] also affirmed that companies with good social responsibility will attract good employees, although there is still controversy about the effect of social responsibility on work results. However, Phuoc et al. (2024) [7]; Phuoc and Huan (2024) [8]; Wagner et al. (2004) [26]; Knippenberg et al. (2000) [27] stated that employees with a strong sense of identification with the organization will demonstrate positive behavior and improve work performance in the organization. From the above arguments, the author proposes hypothesis H2:

H_{2a}: Perceptions of corporate social responsibility influence work performance orientation.

H_{2b}: Perceived corporate social responsibility influences citizenship behavior (OCB-I).

H_{2c}: Perceived corporate social responsibility influences citizenship behavior (OCB-O).

2.3. Organizational Trust & Work Orientation Outcomes, Citizenship Behavior

Organizational trust reflects the relationship between employees and the organization and society. According to Podsakoff et al. (1990) [28], organizational trust is the extent to which employees trust their superiors and colleagues. George et al. (2020) [29] describe organizational trust as a social exchange relationship, while Yang and Tsai (2022) [30] relate this to Maslow's hierarchy of needs (1943) [31], arguing that when employees see benefits from organizational behavior, they will respond positively. Organizational trust contributes to performance and goal achievement, influencing employee behavior [32]; [33]; [7]; [8]. Increased organizational trust leads to job satisfaction and improved job performance [34]; [35]; [42]. From these analyses, the author found a correlation between organizational trust and employee performance, thereby proposing hypothesis H3.

Organizational citizenship behavior (OCB) has been extensively studied, with Organ (1988) [36]; Organ (1989) [41] identifying five components: altruism, politeness, conscientiousness, civic virtue, and sportsmanship. Chaudhary (2020) [5] extended this definition to include non-compulsory event participation behaviors and suggested improvements. Williams and Anderson's (1991) [37] study divided OCB into OCB-O (organization-oriented) and OCB-I (individual-oriented). However, the specific influence of organizational trust (OT) on OCB-I and OCB-O is still limited, so the author proposed hypotheses H4 and H5.

H3: Organizational trust affects task orientation outcomes.

H4: Organizational trust affects citizenship behavior (OCB-I)

H5: Organizational trust affects citizenship behavior (OCB-O)

2.4. Research Model

With the above presentation content and hypotheses, the research model is shown in Figure 1.

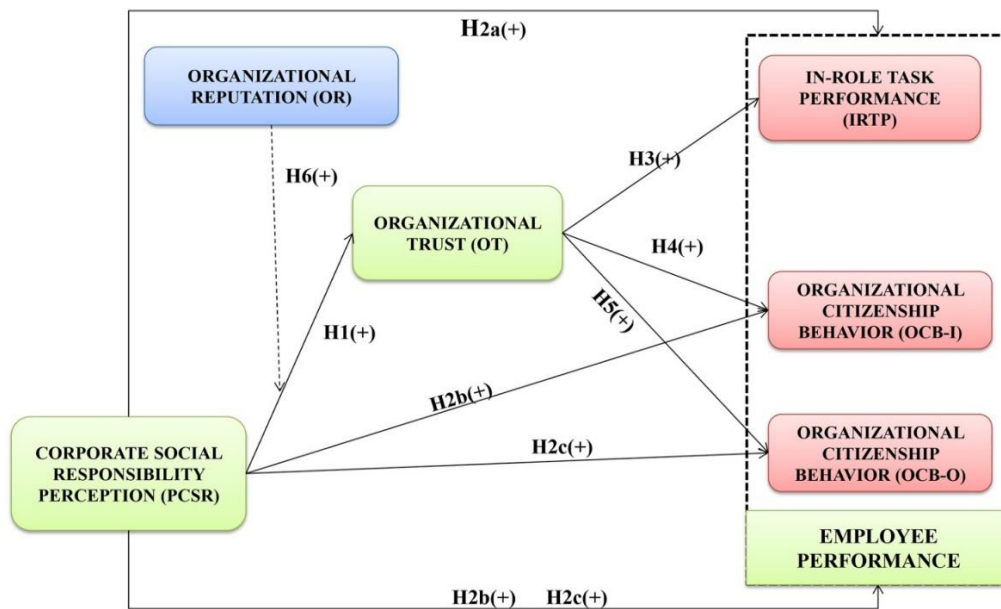


Figure 1.
Research model.

3. Research Methods

In this study, the author combines both qualitative and quantitative research methods. In the previous article, the qualitative research method and Pilot test quantitative research were presented. In this article, the author presents the official quantitative research results with a sample size of 385 samples. The survey subjects are employees working at enterprises in the field of plant protection drugs in the Mekong Delta, Vietnam, through a questionnaire.

The questionnaire was constructed with many new attributes and aspects, suitable for the characteristics of businesses in this field, based on the inheritance and adjustment from the scales of Turker(2009)[38], Pearce et al(1994)[39], Top et al(2015)[40], Williams et al(1991)[37], Chaudhary(2020)[25], Organ(1988)[36], Podsakoff et al(1990)[28], with the consensus of experts.

The author used a 5-point Likert scale and used SPSS and AMOS version 4.2 software to check the related coefficient values. The survey was conducted by sending the survey directly and sending the Google Form link via applications such as Zalo, Viber, WeChat and WhatsApp. After eliminating invalid responses, the remaining 385 valid questionnaires were coded and analyzed.

4. Results and Analysis

4.1. Demographic information

The survey resulted in 385 valid responses and demographic information is shown in Table 1.

Table 1.
Demographic information.

Information	Select	Number (people)	Rate (%)
Giới tính	Female	138	35.8 %
	Male	241	62.6 %
	Other	6	1.6 %
year old	22-30	173	44.9 %
	31-40	96	24.9 %
	41-50	77	20.0 %
	> 50	39	10.1 %
Marital status	Single	165	42.9 %
	Married	220	57.1 %
Job position	Staff	346	90.1 %
	Manage	39	9.9 %
Education level	Other	204	53.0 %
	Finished University	127	33.0 %
	Master	54	14.0 %
	PhD	0	0.0 %
Income/month	<10 million	148	38.4 %
	10-15 million	122	31.7 %
	15-20 million	73	19.0 %
	> 20 million	42	10.9 %
Total		385	100%

4.1.1. Scale Test Results with Cronbach's Alpha Coefficient

The reliability test results obtained showed that all 9 scales were reliable with Cronbach's Alpha values ranging from 0.78 - 0.923, all ≥ 0.6 .

Table 2.
Summary of cronbach's alpha test results.

Scale name	Observation variable	Cronbach's alpha	Result
PCSR - Stakeholders	4	0.806	Accept
PCSR - With staff	4	0.83	Accept
PCSR - With customers	3	0.79	Accept
PCSR - With the government	3	0.781	Accept
OR - Reputation	5	0.9	Accept
OT - Organizational trust	5	0.901	Accept
EP - Job task orientation	9	0.923	Accept
EP - OCB-I	5	0.875	Accept
EP - OCB-O	5	0.885	Accept

4.1.2. Evaluate the Scale Using Exploratory Factor Analysis (EFA)

EFA analysis with 43 observed variables showed that KMO = 0.913 (> 0.5), and Bartlett's Test had Chi-square = 10,180.489, df = 903, Sig. = 0.000 (< 0.05). The total variance extracted reached 60.357% ($> 50\%$), proving that the 9 extracted factors explained 60.357% of the variation in the data. The Eigenvalue of the last factor was 1.041 (> 1), meeting the criteria for factor analysis (Table 3; Table 4).

Table 3.
KMO and Bartlett's Test.

Kaiser-Meyer-Olkin measure of sampling adequacy.		0.913
Bartlett's test of Sphericity	Approx. chi-square	10180.489
	df	903
	Sig.	0.000

Table 4.
Total extracted variance.

Factor	Initial eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings ^a
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total
1	12.793	29.751	29.751	12.400	28.837	28.837	8.125
2	4.261	9.909	39.661	3.894	9.057	37.894	3.936
3	2.988	6.949	46.609	2.627	6.110	44.004	8.440
4	2.370	5.512	52.122	1.965	4.570	48.573	7.257
5	1.834	4.265	56.386	1.463	3.401	51.975	7.652
6	1.687	3.923	60.309	1.299	3.022	54.997	7.334
7	1.381	3.211	63.520	0.974	2.266	57.263	6.197
8	1.144	2.660	66.181	0.720	1.673	58.936	5.437
9	1.041	2.420	68.601	0.611	1.421	60.357	6.309
10	0.816	1.897	70.498				
11	0.772	1.795	72.293				
12	0.748	1.740	74.033				
13	0.649	1.509	75.542				
14	0.648	1.506	77.049				
15	0.625	1.454	78.503				

16	0.583	1.356	79.859				
17	0.551	1.281	81.140				
18	0.528	1.228	82.368				
19	0.523	1.216	83.584				
20	0.462	1.073	84.657				
21	0.442	1.027	85.684				
22	0.429	0.997	86.681				
23	0.403	0.938	87.620				
24	0.395	0.918	88.538				
25	0.370	0.860	89.398				
26	0.355	0.826	90.224				
27	0.346	0.805	91.029				
28	0.344	0.800	91.829				
29	0.328	0.763	92.592				
30	0.305	0.709	93.301				
31	0.304	0.706	94.007				
32	0.285	0.662	94.669				
33	0.272	0.633	95.302				
34	0.262	0.610	95.913				
35	0.239	0.556	96.469				
36	0.232	0.539	97.008				
37	0.225	0.523	97.531				
38	0.212	0.493	98.024				
39	0.196	0.456	98.480				
40	0.191	0.445	98.924				
41	0.174	0.404	99.328				
42	0.159	0.370	99.698				
43	0.130	0.302	100.000				

Extraction method: Principal axis factoring.

4.1.3. Scale Evaluation by Confirmatory Factor Analysis (CFA)

CFA analysis results were performed for the scales and CFA results with regression weights and standardized regressions as shown in Table 5.

Table 5.
CFA analysis results.

Standardized regression weights (Group number 1- Default model)				Regression weights: (Group number 1 - Default model)						
			Estimate				Estimate	S.E.	C.R.	P
EP9	<--	IRTP	0.759	EP9	<--	IRTP	1			
EP3	<--	IRTP	0.781	EP3	<--	IRTP	1.062	0.067	15.938	***
EP4	<--	IRTP	0.752	EP4	<--	IRTP	0.967	0.063	15.255	***
EP5	<--	IRTP	0.81	EP5	<--	IRTP	1.055	0.063	16.643	***
EP10	<--	IRTP	0.804	EP10	<--	IRTP	1.068	0.065	16.497	***
EP6	<--	IRTP	0.709	EP6	<--	IRTP	0.924	0.065	14.272	***
EP2	<--	IRTP	0.758	EP2	<--	IRTP	1.035	0.067	15.394	***
EP7	<--	IRTP	0.724	EP7	<--	IRTP	0.951	0.065	14.618	***
EP1	<--	IRTP	0.706	EP1	<--	IRTP	0.962	0.068	14.193	***
OR2	<--	OR	0.884	OR2	<--	OR	1			
OR3	<--	OR	0.854	OR3	<--	OR	0.907	0.041	22.079	***
OR5	<--	OR	0.844	OR5	<--	OR	0.915	0.042	21.616	***
OR4	<--	OR	0.744	OR4	<--	OR	0.814	0.046	17.546	***
OR1	<--	OR	0.685	OR1	<--	OR	0.681	0.044	15.485	***
OT3	<--	OT	0.8	OT3	<--	OT	1			
OT1	<--	OT	0.813	OT1	<--	OT	0.972	0.055	17.585	***
OT5	<--	OT	0.802	OT5	<--	OT	1.03	0.06	17.288	***
OT4	<--	OT	0.794	OT4	<--	OT	1.002	0.059	17.073	***
OT2	<--	OT	0.814	OT2	<--	OT	1.073	0.061	17.614	***
EP15	<--	OCB_I	0.755	EP15	<--	OCB_I	1			
EP12	<--	OCB_I	0.823	EP12	<--	OCB_I	1.123	0.069	16.17	***
EP14	<--	OCB_I	0.779	EP14	<--	OCB_I	0.998	0.066	15.236	***
EP11	<--	OCB_I	0.8	EP11	<--	OCB_I	1.025	0.065	15.685	***
EP13	<--	OCB_I	0.673	EP13	<--	OCB_I	0.91	0.07	13.004	***
EP20	<--	OCB_O	0.827	EP20	<--	OCB_O	1			
EP17	<--	OCB_O	0.831	EP17	<--	OCB_O	1.016	0.054	18.723	***
EP19	<--	OCB_O	0.778	EP19	<--	OCB_O	0.91	0.053	17.105	***
EP16	<--	OCB_O	0.749	EP16	<--	OCB_O	0.903	0.056	16.254	***
EP18	<--	OCB_O	0.714	EP18	<--	OCB_O	0.881	0.058	15.272	***

Standardized regression weights (Group number 1- Default model)				Regression weights: (Group number 1 - Default model)						
			Estimate				Estimate	S.E.	C.R.	P
PCSR6	<--	PCSR_B	0.788	PCSR6	<--	PCSR_B	1			
PCSR7	<--	PCSR_B	0.834	PCSR7	<--	PCSR_B	1.008	0.061	16.526	***
PCSR5	<--	PCSR_B	0.703	PCSR5	<--	PCSR_B	0.782	0.057	13.804	***
PCSR8	<--	PCSR_B	0.645	PCSR8	<--	PCSR_B	0.812	0.065	12.542	***
PCSR2	<--	PCSR_A	0.773	PCSR2	<--	PCSR_A	1			
PCSR1	<--	PCSR_A	0.749	PCSR1	<--	PCSR_A	0.95	0.07	13.652	***
PCSR3	<--	PCSR_A	0.729	PCSR3	<--	PCSR_A	0.976	0.073	13.337	***
PCSR4	<--	PCSR_A	0.612	PCSR4	<--	PCSR_A	0.762	0.068	11.219	***
PCSR13	<--	PCSR_D	0.76	PCSR13	<--	PCSR_D	1			
PCSR12	<--	PCSR_D	0.756	PCSR12	<--	PCSR_D	0.914	0.072	12.778	***
PCSR14	<--	PCSR_D	0.702	PCSR14	<--	PCSR_D	0.929	0.077	12.139	***
PCSR9	<--	PCSR_C	0.712	PCSR9	<--	PCSR_C	1			
PCSR10	<--	PCSR_C	0.816	PCSR10	<--	PCSR_C	1.128	0.083	13.62	***
PCSR11	<--	PCSR_C	0.713	PCSR11	<--	PCSR_C	0.99	0.08	12.343	***

The results of EFA analysis showed convergent validity, when the observed variables were classified into factor groups with factor loading coefficients consistent with the original scale. Discriminant validity was also confirmed, when each variable had only one loading coefficient greater than 0.5, proving that the variables had practical significance and qualified for the next testing steps. Specifically, 9 factors were extracted including: Task Oriented Outcomes (IRTP); Organizational Reputation (OR); Organizational Trust (OT); Individual Citizenship Behavior (OCB-I); Organizational Citizenship Behavior (OCB-O); PCSR-B; PCSR-A; PCSR-D; and PCSR-C. The rotation matrix showed that the observed variables were clearly distributed, demonstrating high convergence in each factor and good discrimination between groups.

4.1.4. SEM Linear Structural Model Testing

Structural Equation Modeling (SEM) analysis determined the relationships among the factors, with unstandardized weights presented in Table 6 and standardized weights in Table 7, illustrated in Figure 2.

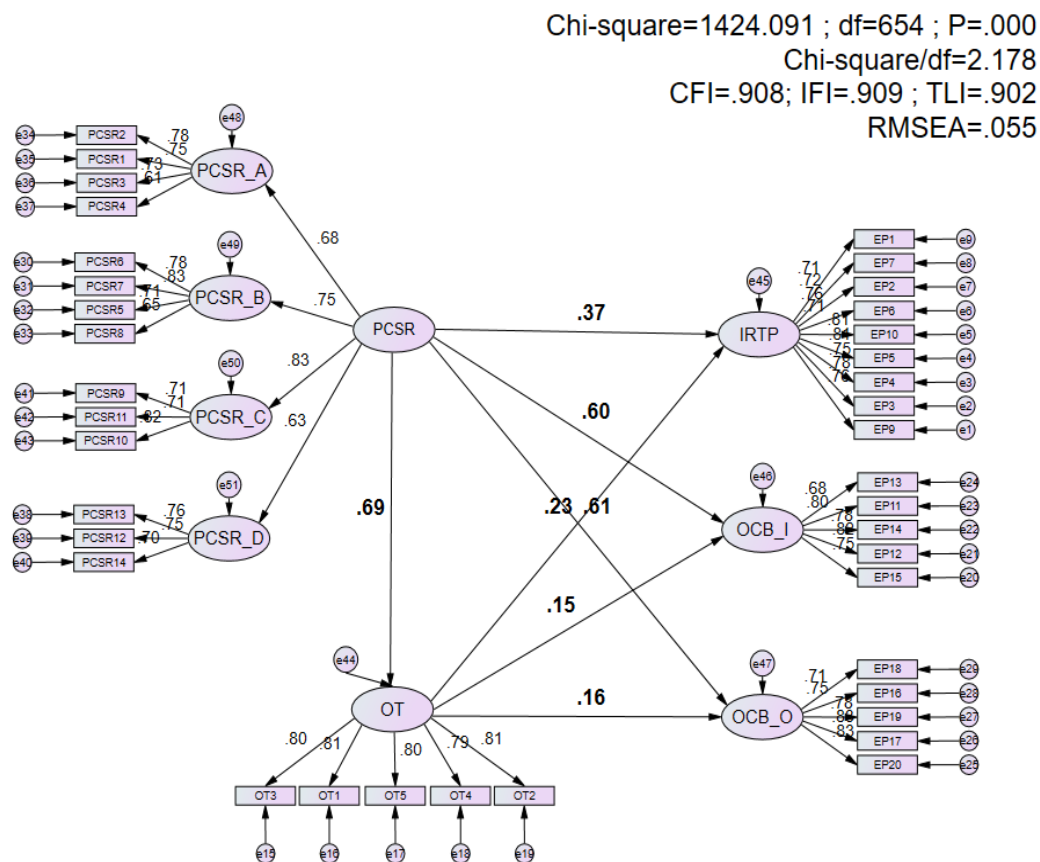


Figure 2.
 SEM results of the research model (standardized).

Table 6.
Unstandardized weights of the SEM model.

Relationship			Estimated value	SE	CR	P
PCSR	→	PCSR_A	1.000			
PCSR	→	PCSR_B	1.265	0.140	9.038	0.000
PCSR	→	PCSR_C	1.207	0.134	9.015	0.000
PCSR	→	PCSR_D	0.933	0.117	7.971	0.000
PCSR	→	OT	1.124	0.130	8.667	0.000
PCSR	→	IRTP	0.565	0.130	4.347	0.000
PCSR	→	OCB_O	0.945	0.144	6.582	0.000
PCSR	→	OCB_I	0.901	0.141	6.372	0.000
OT	→	IRTP	0.211	0.071	2.967	0.003
OT	→	OCB_I	0.140	0.068	2.068	0.039
OT	→	OCB_O	0.151	0.070	2.174	0.030

Table 7.
Standardized weights of the SEM model.

Relationship			Coefficient
PCSR	→	PCSR_A	0.678
PCSR	→	PCSR_B	0.747
PCSR	→	PCSR_C	0.832
PCSR	→	PCSR_D	0.634
PCSR	→	OT	0.687
PCSR	→	IRTP	0.374
PCSR	→	OCB_O	0.606
PCSR	→	OCB_I	0.602
OT	→	IRTP	0.229
OT	→	OCB_I	0.153
OT	→	OCB_O	0.159

The SEM analysis results show that the model has 654 degrees of freedom, with a Chi-square value of 1424.091 (P-value=0.000), Chi-square/df=2.178 (<3). The CFI=0.908, TLI=0.902, IFI=0.909 (>0.9) and RMSEA=0.055 (<0.08) indicators are all good, indicating that the model fits the actual data. The unstandardized regression coefficient estimates in Table 4.8 also show that all relationships are statistically significant (p<5%).

4.1.5. Model Testing with Bootstrap Method

This test evaluates the reliability of the estimates in the model with a replicate sample of N=1,000. The results from 1,000 observations show that the bias is very small, proving that the model is still significant with a large sample size, so the estimate is reliable. The Mean column shows the regression coefficient of the bootstrap estimate, the Bias column is the difference between the Mean and the regression coefficient when not using the bootstrap, and the SE-Bias column is the standard deviation of the Bias. The C.R (Critical Ratios) value is calculated by dividing the Bias by the SE-Bias. If C.R < 1.96, the p-value > 5% is inferred, reject H_a, accept H₀, showing that the deviation is not statistically significant at the 95% confidence level, confirming the accuracy of the model (see Table 8).

Table 8.

Model estimation results with Bootstrap method.

Parameter			SE	SE-SE	Mean	Bias	SE-Bias	CR
PCSR	→	PCSR_A	0.050	0.001	0.675	-0.002	0.002	-1.00
PCSR	→	PCSR_B	0.054	0.001	0.750	0.003	0.002	1.50
PCSR	→	PCSR_C	0.034	0.001	0.832	0.000	0.001	0.00
PCSR	→	PCSR_D	0.061	0.001	0.633	-0.001	0.002	-0.50
PCSR	→	OT	0.057	0.001	0.689	0.002	0.002	1.00
PCSR	→	IRTP	0.090	0.002	0.373	-0.001	0.003	-0.33
PCSR	→	OCB_O	0.135	0.003	0.604	-0.002	0.004	-0.50
PCSR	→	OCB_I	0.131	0.003	0.601	0.000	0.004	0.00
OT	→	IRTP	0.091	0.002	0.230	0.000	0.003	0.00
OT	→	OCB_I	0.133	0.003	0.152	-0.001	0.004	-0.25
OT	→	OCB_O	0.135	0.003	0.156	-0.002	0.004	-0.50

4.1.6. The Moderating Role of Organizational Reputation and Hypothesis Testing Results

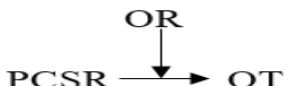
The results of the analysis using Process Procedure for SPSS Version 4.2 showed that organizational reputation (OR) moderated the relationship between perceived social responsibility (PCSR) and organizational trust (OT). Specifically, PCSR had a positive and statistically significant impact on OT (coeff = 0.7697, $p = .0000$), meaning that as employees' perceptions of social responsibility increased, their trust in the organization also increased. Similarly, organizational reputation also positively affected organizational trust (coeff = .1558, $p = .0003$), indicating that employees in organizations with good reputations trust the organization more. In particular, the moderating effect of the PCSR * OR interaction was also statistically significant (coeff = 0.1850; $p = 0.0166$), with a positive coefficient (+), indicating that organizational reputation strengthens the positive relationship between PCSR and OT (Table 8). And the results of theoretical model estimation and Bootstrap show that the hypothesized relationships in the model all reach statistical significance with P-value ranging from 0.000 to 0.005 (95% confidence level). The results of hypothesis testing are presented in (Table 9; Table 10).

Table 9.

Results of testing the moderating role.

Model Summary						
	R	R-sq	MSE	F	df1	df2
P	.5823	.3391	.4244	65.1537	3.0000	381.0000
P	.0000					
Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.8895	.0334	116.2801	.0000	3.8237	3.9552
PCSR	.7697	.0602	12.7896	.0000	.6514	.8880
OR	.1558	.0431	3.6129	.0003	.0710	.2406
Int_1	.1850	.0769	2.4050	.0166	.0338	.3363

Table 10.
Hypothesis testing results.

Hypothesis				Regression coefficient	Result
H1	PCSR	→	OT	0.687	Accept
H2a	PCSR	→	IRTP	0.374	Accept
H2b	PCSR	→	OCB-I	0.606	Accept
H2c	PCSR	→	OCB-O	0.602	Accept
H3	OT	→	IRTP	0.229	Accept
H4	OT	→	OCB-I	0.153	Accept
H5	OT	→	OCB-O	0.159	Accept
H6				0.185	Accept

5. Conclusion & Recommendations

5.1. Conclusion

The official quantitative research process with 385 samples and using SPSS software, Version 4.2 to test the reliability of the scale through Cronbach's Alpha coefficient, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM). The results show that corporate social responsibility (PCSR) awareness has a positive impact on organizational trust (OT), similar to previous studies by Endsley (1995) [5] and Dahlsrud (2006) [9]. The study also pointed out important aspects of PCSR, including responsibility to employees, customers and the government. The results of regression coefficient analysis showed that PCSR has the strongest impact on organizational trust (OT) with a coefficient of 0.687, followed by organizational citizenship behavior of the individual aspect (OCB-I), organizational aspect (OCB-O). The model meets the measurement standards of fit with CFI = 0.908, TLI = 0.902 and RMSEA = 0.055. With the obtained β coefficients, it shows that the perception of social responsibility to customers has the strongest impact ($\beta = 0.832$) on OT, while responsibility to employees ($\beta = 0.747$) also creates a significant impact. OT has a strong impact on work results (IRTP) with $\beta = 0.229$, showing that employees tend to complete tasks better when they trust the organization. And the research results confirm that PCSR not only improves work results but also through OT and organizational citizenship behavior (OCB), especially OCB-O has a higher impact coefficient than OCB-I. In addition, organizational reputation (OR) is identified as a positive moderator in the relationship between PCSR and OT.

From the above findings, the study extends the theory of job performance and social exchange, emphasizing that CSR activities create value for the enterprise, impact on PCSR; OT; OCB-I and OCB-O; on employee work outcomes, impacting on performance in business operations. Future studies should consider other factors such as socioeconomic and organizational factors to better understand PCSR and employee behavior in organizations, especially in the field of production and trading of plant protection products.

5.1.1. Contribution of the Study

The findings of this study are important for enhancing awareness of corporate social responsibility (CSR) in enterprises. The link between organizational trust (OT) and work performance (EWR) not only creates a positive work environment but also promotes organizational citizenship behavior (OCB), which benefits both the organization and employees. When PCSR is enhanced, organizational trust will lead to better work outcomes, improving employee performance and satisfaction. Organizational citizenship behavior not only reflects cultural values but also builds a sustainable work environment.

This study emphasizes that commitment from leaders and employees in implementing CSR values is the key to building a strong organization in the future. Furthermore, the study confirms that PCSR is a

key variable in enhancing EWR, IRTP, and OCB (including OCB-O and OCB-I), with organizational trust (OT) playing a mediating role. Corporate social responsibility (CSR) practices not only benefit society but also create value for businesses and employees, contributing to sustainable development.

From there, the implementation of corporate social responsibility creates a sense of social responsibility among employees, builds trust among employees. That will help businesses not only achieve economic success but also demonstrate responsibility to the community. Commitment from the entire organization will be a solid foundation for building a sustainable and prosperous business in the future.

5.1.2. Limitations and Future Research Directions

This paper focuses on the results of formal quantitative research and in this study only focused on 385 samples in the Mekong Delta region, Vietnam, so the results do not fully reflect the entire plant protection products industry. To have a deeper understanding of corporate social responsibility (PCSR) awareness and its impact on organizational trust (OT), organizational citizenship behavior (OCB), as well as employee work orientation (IRTP), it is necessary to expand the number of survey samples, research areas and surveys.

Future research should also consider additional moderating factors such as corporate vision, mission, and leadership awareness. The development scale of this study will be the basis for further research, and the survey should be expanded to many different enterprises and provinces to obtain more comprehensive results on the plant protection products industry.

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