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Factors Affecting the Commitment of Employees to the Organization: The Case of Coconut Processing Enterprises in Tra Vinh and Ben Tre Provinces

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Abstract

The study of factors affecting the commitment of workers who work in coconut processing enterprises (CPE) the commitment in Tra Vinh and Ben Tre provinces. This will help identify strategies to improve the commitment and reduce the intention of workers to quit their jobs. The research results show that the factors of human resource management (HRM, including attracting, training –

advancing, and retaining human resources) and corporate social responsibility (CSR, including for employees, communities, and authorities) have a positive influence on the commitment of workers. In particular, satisfaction with the organization also plays an important role in this relationship.

Keywords: Organizational Commitment, Organizational Satisfaction, Human Resource Management, Corporate Social Responsibility, Coconut Processing Enterprise

1. Introduction

Enterprise development helps the national economy grow sustainably. Vietnam's economic development is due to the process of world economic integration and the openness of the market in the globalization playground. One of the significant challenges encountered is competition for high-quality human resources (HR) between domestic enterprises and foreign-invested enterprises.

Most organizations and managers are aware of this. However, not all businesses and managers are interested in how to maximize the power of the human factor; how to connect and keep workers.

Organizations in the current era of globalization undergo rapid and uncontrollable changes. HRM is a policy required by someone in a management position who is responsible for the personal aspects of HR in the areas of recruitment, screening, training, retraining, and evaluation. HR and HRM functions are seen as important to achieving the purposes of the organization. In addition, commitment can be the key to an organization's success.

Research by Kennedy and Daim (2010) ^[18] found that more than 50% of employees in the United States have not fully performed their job roles, nearly 23% are not performing their roles at all, and nearly 27% are fully performing their roles.

Organizations with highly engaged workforces tend to produce better organizational performance, and leaders will also seek to retain their most talented employees (Shuck, Reio, and Rocco, 2011) ^[27].

Many studies have demonstrated the importance of worker commitment, however, there is a lack of relevant data to identify strategies that will improve satisfaction and commitment. This reduces the intention to change jobs (Berry and Morris, 2008) ^[14]. In Vietnam, there is a lack of similar studies that can solve these issues.

Vietnam is a country with the large scale of coconut cultivation in the world, ranking 7/93 countries with the largest coconut growing area in the world. In addition, Vietnamese coconuts receive extremely high ratings for productivity and quality from the International Coconut Community (ICC, according to Minh and Linh, 2019) ^[9]. This is considered a rare advantage in the coconut business.

The Mekong Delta accounts for the majority with nearly 80% of the country's coconut scale, equivalent to a scale of about 130,000 hectares (Minh and Linh, 2019) ^[9]. Particularly, Tra Vinh and Ben Tre provinces have coconut plantation scales accounting for about 71% of the Mekong Delta and about 53% of the country, namely Ben Tre with over 72,000 hectares and Tra Vinh with nearly 20,000 hectares. In fact, coconut tree products always occupy an important position in the lives of everyday people and are a source of input materials for many industries.

Therefore, the article was made to evaluate the impact of HRM, CSR, and satisfaction on the commitment of workers in CPE in Tra Vinh and Ben Tre provinces.

2. Research Methodology

The article uses a combination of both qualitative research methods and quantitative methods. In particular, qualitative research is carried out based on the review of relevant research papers to propose research models, and find suitable scales for the construction of research scales.

Quantitative research was conducted using questionnaires to collect data. Primary data was surveyed from 4/2022 to 12/2022. The survey subjects are managers and workers who are working officially at CPE in Tra Vinh and Ben Tre provinces. In particular, priority is given to surveying businesses with large scale, brands, and a large number of workers.

The questionnaire was distributed to 634 workers in CPE in Tra Vinh and Ben Tre provinces, resulting in 602 questionnaires, of which 574 data met the requirements of business characteristics and working seniority (minimum 3 years).

The data after collection will be encrypted, noise filtered, and analyzed. The analysis includes scale reliability analysis, Exploratory Factor Analysis (EFA), Confirmation Factor Analysis (CFA), Structural Equation Modeling (SEM), and multigroup analysis with the support of statistical software SPSS and Amos.

3. Theoretical basis

3.1 Human Resource Management Theory

Human Resources

According to Nguyen (2008) ^[6], HR includes the entire working-capable population, regardless of which industry, sector, or region the person is being distributed into and can be considered as social HR.

Tran (2011) ^[8] said that the HR of an organization is formed based on individuals with different roles and is linked together according to certain goals of the enterprise.

In summary, HR is one of the tangible resources, a key resource of a country in general and of each organization in particular. It greatly affects the governance strategies of businesses. This is one of the resources that create a competitive advantage for each business as well as plays a paramount role in the success of an organization.

Human Resource Management

According to Ha (2006) ^[2], HRM is an activity that enhances the effective contributions of individuals to organizational goals while at the same time trying to achieve social and personal goals.

According to Tran (2011) ^[8], HRM is a system of philosophies, policies, and functional activities on attracting, training – developing, and maintaining the HR of an organization in order to achieve results for the organization as well as employees.

According to Wright *et al.* (2003), resource and development processes geared toward providing skills to HR have a direct impact on their attitudes, such as motivation, commitment, and satisfaction. The attitudes and behaviors of workers generally depend on organizations using HRM policies and procedures. Employee attitudes influence their behavior which then affects the performance of the organization.

In a nutshell, HRM is the rational and efficient maintenance, development, coordination, and use of an organization's human resources to accomplish the goals.

The factors of HRM can be mentioned as:

- Attracting human resources including job position analysis and description, personnel recruitment, job selection, and placement;
- Human resource training and development;
- Human resource retention including compensation, evaluation, and labor relations.

3.2 Corporate Social Responsibility

Mohr and Webb (2005) ^[21] have identified the main components of CSR as environmental responsibility and responsibility for volunteerism.

According to Vitaliano (2010) ^[30], CSR is a voluntary action of the enterprise, thereby improving social or environmental conditions."

According to Chaudhary (2017) ^[15], CSR is the implementation of social activities by businesses to create welfare for the community. Businesses profit from communities and reduce society's natural resources, so they have a responsibility to improve the environment and other resources, as well as improve the standard of living for society as a whole by fulfilling the opposite responsibility to society.

Until recent times, there was ample evidence that implementing CSR strategies would help businesses improve their competitiveness (Mandl, 2009) ^[20]. While on the side of the global value chain, CSR implementation provides a sustainable advantage in the competition for sustainability within the chain (Jorgensen and Knudsen, 2006) ^[17].

Bahadır (2016) ^[12] expresses an opinion of the benefits of differentiation and increased access to resources when implementing CSR. In the traditional financial sector, CSR helps maintain stability in the workforce and relationships with organizations in the same industry (Murillo and Lozano, 2006) ^[22].

In the era of globalization and international economic integration, the process of applying CSR plays a key role in the integration of businesses. The application of CSR is increasingly becoming a necessary standard and/or condition in reaching out to countries and economic regions. It can be said that implementing and maintaining CSR is a prerequisite for businesses to enter the global market. From here, CPE also needs to learn to apply and deploy it.

3.3 Job satisfaction

Luthans *et al.* (2007) ^[19] defined, satisfaction is the result of employees' perceptions of how their work can deliver something that is considered important.

Robbins and Judge (2007) ^[24] define satisfaction as positive perceptions of a person's work based on one's assessment of the characteristics of the job.

Riyanto *et al.* (2017) ^[23] describe satisfaction as an emotional and complex response in which the emotional response is the result of encouragement, desires, and expectations about an employee's demands for a job that is tied to the reality they experience.

Many researchers have hypothesized that satisfaction at work is the main premise of workers' job departure. Luthans (2006) suggests that overall job satisfaction measurements are the most informative data a manager or researcher can have for predicting worker behavior. Moreover, it has been hypothesized that high levels of job dissatisfaction lead to workers quitting, especially affecting revenue.

Therefore, it is necessary to develop a comprehensive model

for complex human behavior that takes into account both direct and indirect effects.

3.4 Employee engagement

Robinson *et al.* (2004) defined "commitment" as a positive attitude of employees toward the organization and its values. An engaged employee is aware of business circumstances and works with colleagues to improve performance at work for the benefit of the organization. The organization must work to develop and nurture commitment, which requires a two-way relationship between employers and employees.

Shuck and Wollard (2010) [28] define an employee's commitment as the individual's state of awareness, emotion, and behavior toward the desired outcome of the organization. How employees feel about their organization is important, however, it is equally important to understand why they feel the way they do.

Saks (2006) [26] has noted that there is little empirical evidence of factors that can explain or predict employee commitment.

Attridge (2009) [10] found that highly engaged employees contribute greatly to an organization's competitiveness. Accordingly, 84% of employees are highly engaged in work confidence knowing that they can positively affect the quality of work performance of employers; only 31% of furloughed employees feel that they can positively affect the quality of employer performance.

Managers engage employees in support of organizational goals that not only improve or increase employee performance but also keep employees committed to the organization (Azoury *et al.*, 2013) [11]. However, when managers lack employee engagement, it can cause problems for the organization.

Based on the definitions discussed above, commitment is manifested as energy or power focused on achieving organizational goals. While what it takes to build an engaged and successful organization is not always expensive to implement, many organizations fail to govern and implement those pertinent elements.

4. Research hypothesis

Research by Pham and Nguyen (2013) [7] shows that career development opportunities, remuneration, and working environment are important factors that have the same impact on worker commitment.

Research by Do and Nguyen (2013) [1] shows that promotion opportunities, reward and welfare policies, relationships with leaders, working conditions, and relevance to career goals have a positive impact on long-term commitment with young worker businesses.

Based on data collected from 160 workers from the office block in Can Tho, Nguyen *et al.* (2014) showed that the factors affecting workers' organizational commitment are organizational culture, knowledge sharing, personal characteristics, the relationship between workers and organizations, and organizational structure.

Hypothesis H1: HRM positively affects the corporate commitment of workers.

Chaudhary (2017) [15] highlights the potential of CSR to have an impact on employee attitudes and behaviors in the organization's work environment.

Chaudhary (2019) [16] shows that CSR has a significant positive influence on commitment. Psychological conditions

of meaning, safety, and willingness mediate in this relationship.

Le (2018) [4] concluded that CSR and commitment have a significant positive impact on business performance and that organizational identity is also an intermediary for this relationship.

Hypothesis H2: CSR positively impacts workers' enterprise commitment.

Sageer *et al.* (2012) [25] identified various organizational satisfaction variables affecting workers' commitment such as factors related to organizational development, job security, job duties, remuneration and welfare policies, promotion, and career development.

Tran (2011) [8] gives results, the effect of work on the sense of effort and effort, the influence of recruitment on the sense of pride and love of the organization is the strongest. This result implies that workers work actively and proudly in the organization precisely because they love their work and have good relationships in the workplace.

Research by Ho and Pham (2019) [3] shows that the commitment components are influenced by the factor of greater effort when they are satisfied at work. Working in accordance with their abilities, feeling that their goals are in line with the overall goals of the organization, the pride of the workers, and the brand of the organization. The workers will be more loyal when receiving the support of the organization.

Hypothesis H3: Organizational satisfaction has a positive impact on workers' commitment.

On the other hand, the factors that make up the above-mentioned satisfaction seem to coincide with those of the HRM examined earlier. The important role of satisfaction is also shown in the research model of Ho and Pham (2019) [3] when satisfaction is the result of the process of HRM and is also a premise for the commitment to organize. Therefore, the author has the following hypothetical addition:

Hypothesis H4: HRM has a positive impact on workers' organizational satisfaction.

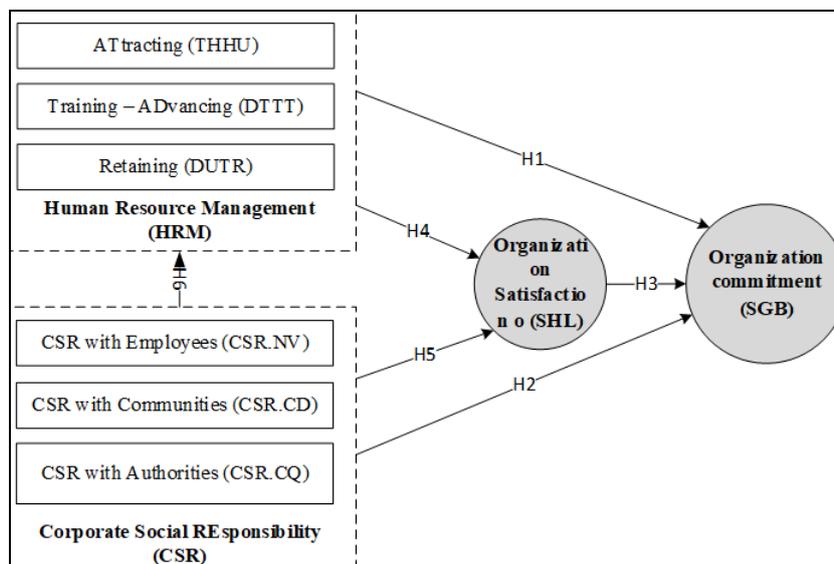
Workers and business stakeholders will feel satisfied with the business when they have a positive perception of its business activities. CSR implementations are supposed to boost employee satisfaction and loyalty because these activities increase workers' positive perception of the organization. In addition, many studies have shown that CSR has a positive influence on worker attitudes and behaviors (Barnett, 2007) [13].

In the opinion of Skudiene and Auruskeviciene (2012) [29], CSR activities and behaviors outside and within the enterprise are considered to have a positive influence on the worker's motivation. They also have an impact on the worker's satisfaction with the organization as well as the workers' activities. From there, the author proposes the following hypothesis:

Hypothesis H5: CSR has a positive effect on worker's satisfaction.

Hypothesis H6: CSR has a positive effect on the HRM of the enterprise.

Based on the above-mentioned hypotheses and the analyses presented, the proposed research model is shown in Fig 1.



Source: Author's Synthesis, 2023

Fig 1: Proposed research model

Table 1: Sample collection results

Demographics		Frequency	Percent	Cumulative percentage
Gender	Female	295	51.4	51.4
	Male	279	48.6	100.0
	Total	574	100.0	
Age range	Less than 30	141	24.6	24.6
	From 30 to less than 40	186	32.4	57.0
	From 40 to less than 50	137	23.9	80.8
	From 50 and above	110	19.2	100.0
	Total	574	100.0	
Education	Primary	140	24.4	24.4
	Intermediate	185	32.2	56.6
	College	139	24.2	80.8
	University or higher	110	19.2	100.0
	Total	574	100.0	
Working position	Business	123	21.4	21.4
	Production	168	29.3	50.7
	Accounting	120	20.9	71.6
	Human resource	107	18.6	90.2
	Quality Control	56	9.8	100.0
	Total	574	100.0	
Working time	From 3 to less than 5 years	139	24.2	24.2
	From 5 to less than 10 years	200	34.8	59.1
	From 10 to less than 15 years	133	23.2	82.2
	15 years or more	102	17.8	100.0
	Total	574	100.0	
Income (million VND/month)	Less than 5 million	113	19.7	19.7
	From 5 million to less than 10 million	176	30.7	50.3
	From 10 million to less than 15 million	132	23.0	73.3
	From 15 million to less than 20 million	104	18.1	91.5
	From 20 million or more.	49	8.5	100.0
	Total	574	100.0	

Source: Author's Synthesis, 2023

5. Research results

5.1 Sample statistics

The results of the sample collection are listed as shown in Table 1.

5.2 Reliability and exploratory factors analysis results

The results of the scale reliability analysis showed relevance when Cronbach's Alpha reliability factor was greater than 0.6 and all variable correlation coefficients – total was

greater than 0.3 (Table 2).

Factor analysis results with a KMO coefficient of 0.849 (greater than 0.5) and a Sig. value of the Bartlett test of 0.000 (less than 0.05). This shows the relevance of the EFA analysis. The result was extracted from 8 factors with an Eigenvalue value greater than 1 with a total variance of about 56% (greater than 50%). The factor loadings results show that all coefficients are greater than 0.5 and that the observed variables are grouped as initial divisions (Table 2).

Table 2: Reliability and exploratory factors analysis results

Observable variable	Cronbach's Alpha	Factor							
		1	2	3	4	5	6	7	8
SHL1	.884	.846							
SHL2		.791							
SHL3		.742							
SHL4		.714							
SHL6		.705							
SHL5		.677							
CSR.NV2	.900		.864						
CSR.NV1			.854						
CSR.NV5			.793						
CSR.NV3			.764						
CSR.NV4			.731						
CSR.CQ5	.827			.864					
CSR.CQ1				.743					
CSR.CQ2				.673					
CSR.CQ4				.659					
CSR.CQ3				.586					
DTT3	.818				.819				
DTT2					.737				
DTT4					.683				
DTT1					.680				
CSR.CD2	.800					.776			
CSR.CD1						.730			
CSR.CD3						.727			
CSR.CD4						.598			
THHU3	.801						.790		
THHU1							.758		
THHU2							.722		
SGB4	.821							.754	
SGB2								.716	
SGB1								.689	
SGB3								.623	
DUTR2	.793								.779
DUTR1									.756
DUTR3									.652
Eigenvalues		6.897	3.516	2.846	2.582	2.291	2.028	1.271	1.155
Variance Explained (%)		19.072	28.169	35.314	41.541	46.998	51.685	54.202	56.309
KMO coefficient						.849			
Bartlett's Test (Sig.)						.000			

Source: Author's Synthesis, 2023

Therefore, the analysis results are Suitable with the requirements, all observable variables are used as input data for CFA factor analysis in the next step.

5.3 Confirmation Factor Analysis results

The results of the analysis of the relevance of the CFA model are presented in Table 3.

Table 3: Confirmation Factor Analysis results

Index	Analytical value	Reference values	Evaluate
Significance level of Chi squared (χ^2), p-value	0,000	p-value > 0.05	Not suitable
Genus squared adjusted to degrees of freedom (χ^2/df or Cmin/df)	1,905	$\chi^2/df \leq 3$	Good
TLI Index	0,941	TLI ≥ 0.90	Suitable
CFI Index	0,947	CFI ≥ 0.90	Suitable
GFI Index	0,913	GFI ≥ 0.90	Suitable
RMSEA Index	0,040	RMSEA < 0.06	Very suitable

Source: Author's Synthesis, 2023

5.3.1 General relevance

According to the results of Table 3, only the p-value = 0.00 (less than 0.05) is not suitable but temporarily accepted for

cases where the sample size is not large enough. The rest of the parameters are suitable. In conclusion: The measurement model is suitable with the actual data.

5.3.2 Reliability

Composite reliability (CR) and Average Variance Extracted (AVE) results are summarized in Table 4. All composite reliability coefficients of the elements are greater than 0.6. In conclusion: The model achieves a value in terms of reliability.

Table 4: Summary of reliability and average variance extracted results

Scale	Composite reliability	Average variance extracted
SHL	0.885	0.563
CSR.NV	0.901	0.645
CSR.CQ	0.833	0.503
DTTT	0.819	0.534
CSR.CD	0.801	0.504
THHU	0.802	0.574
SGB	0.822	0.535
DUTR	0.794	0.563

Source: Author's Synthesis, 2023

5.3.3 Convergence value

The results of all unnormalized and normalized weights were greater than 0.5 and the average variance extracted results (Table 4) were greater than 0.5. In conclusion: The model reaches convergence values.

5.3.4 Distinguishing values

The results of the r-correlation coefficient test between the component concepts showed that all CRa values were greater than the critical value ($t_{\alpha/2, n-2}$) = 1.964, or with 95% reliability, the p-value was less than 0.05. Conclude the correlation coefficient of distinct conceptual pairs from the value 1. In conclusion: The model reaches a distinguishing value.

5.3.5 Unidirectionality

The model has indicators that conform to testing standards and does not detect correlations between measurement errors. The model conclusion is unidirectional.

5.3.6 Theoretical relevance value

The research model has a selective succession, confirmed by experts along with the author's addition to the appropriate employee commitment to the case of coconut processing enterprises in Tra Vinh and Ben Tre provinces should be

valid for the theoretical relevance value.

5.4 Linear structure analysis results

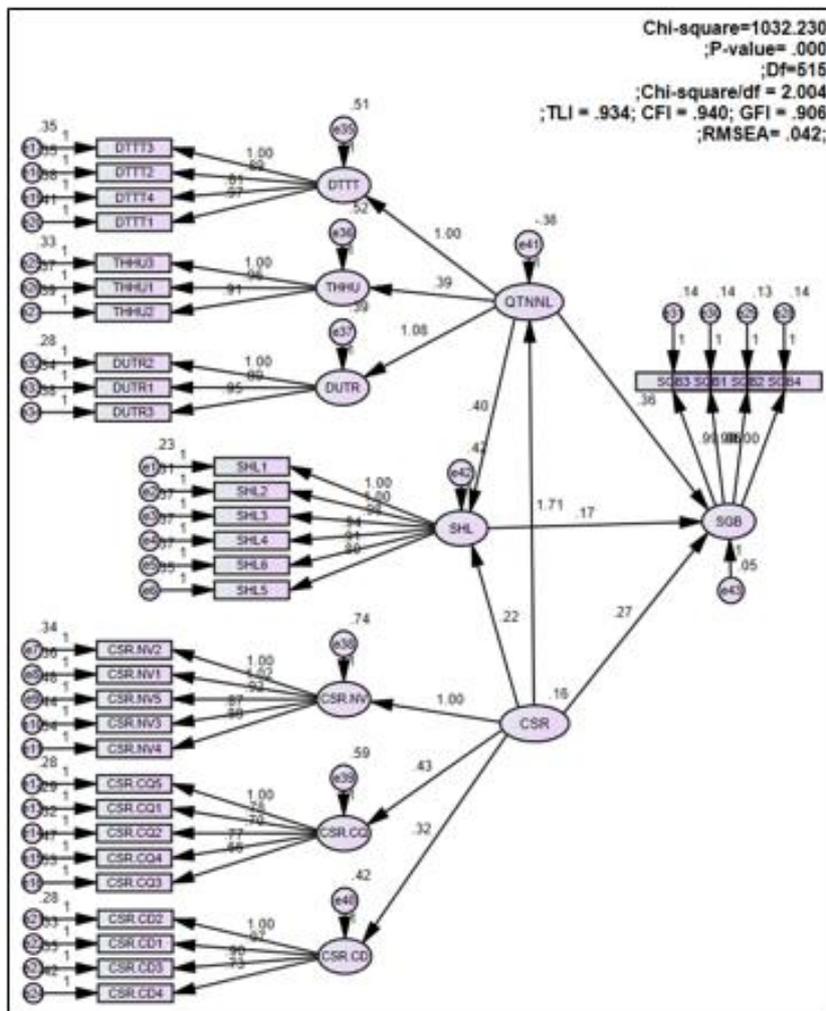
The results of the conformity analysis of the SEM linear structure model are presented in Table 5 and Fig 2.

Table 5: Structural Equation Modeling results

Index	Analytical value	Reference values	Evaluate
Significance level of Chi squared (χ^2), p-value	0,000	p-value > 0.05	Not suitable
Squared limbs adjusted to degrees of freedom	2,004	$\chi^2/df \leq 3$	Good
TLI Index	0,934	TLI \geq 0.90	Suitable
CFI Index	0,940	CFI \geq 0.90	Suitable
GFI Index	0,906	GFI \geq 0.90	Suitable
RMSEA Index	0,042	RMSEA < 0.06	Very suitable

Source: Author's Synthesis, 2023

According to Table 5 results, only p-value = 0.00 (less than 0.05) is not suitable but acceptable for cases where the sample size is not large enough. The remaining parameters are all suitable, so the conclusion of the SEM structure model is Suitable with the actual data.



Source: Author's Synthesis, 2023

Fig 2: Results of Structural Equation Modeling – not standardized

Table 6 shows the results of the regression estimation of the SEM model.

Table 6: Results of linear structure scale recovery estimation

Relationship			Coefficient	Standard error	CRa value	p-value
QTNNL	<---	CSR	1.709	0.595	2.873	0.004
SHL	<---	QTNNL	0.398	0.116	3.421	0.000
SHL	<---	CSR	0.219	0.073	2.997	0.003
SGB	<---	QTNNL	0.358	0.088	4.075	0.000
SGB	<---	CSR	0.274	0.050	5.490	0.000
SGB	<---	SHL	0.166	0.032	5.121	0.000

Source: Author’s Synthesis, 2023

The test results show that there is no basis to refute the research hypotheses. In summary, the results of the linear structure model test show that the theoretical model is Suitable for the survey dataset.

6. Governance implications

6.1 Implications for components of Human Resource Management

▪ *Attract resources*

To improve the ability to attract HR, the author suggests that CPE needs to create sympathy with candidates; determine the exact criteria to recruit and the recruitment plan that attracts candidates; and treat candidates like customers. Treating candidates as "job applicants" not only alienates them but also affects the image of the business. Treating candidates fairly, ensuring that any candidate's resume is reviewed and responded to, regardless of the outcome.

▪ *Training and promotion*

In order to enhance the role of training and promotion, the author proposes training to improve the qualifications of workers; complete the labor organization structure, and develop criteria for evaluating employee capacity and quality, especially internal training. This is the solution chosen by many businesses because of its efficiency and maximum cost-time savings.

▪ *Maintain resources*

In order to improve the commitment with the organization of employees, the author proposes that business leaders need to implement remuneration policies according to their capacity and professional qualifications, as well as the contributions of each individual; implement a reward policy for employees who successfully complete assigned tasks such as travels, in-kind rewards, achievement badges...; Implement remuneration policies in a good and correct way not only through salary and bonus policies but also units and organizations must regularly visit; encourage and promptly support situations and cases where individuals face difficulties in life so as not to be affected by work and have timely solutions and the right support.

6.2 Implications for components of Corporate Social Responsibility

▪ *Social responsibility for employees*

The author proposes the following recommendations: CPE encourages employees to regularly participate in Corporate Social Responsibility programs that will help promote the spirit of awareness and pride; applying occupational health and safety systems to employees through the application of OHSAS 18001; raising awareness of social responsibility for related subjects, through training courses, communication consultation sessions, experience sharing; implementing fair and democratic management decisions without discrimination; businesses create flexible conditions for a good balance between life and work for employees.

▪ *Social responsibility to the community*

The author proposes the governance implications for enterprises as follows: Always consider assessing environmental as well as social impacts on production and business activities of enterprises; take measures to prevent pollution, and have a daily waste and wastewater management system. Combining the use of environmental protection materials. Actively organizing business activities in response to environmental protection. Limiting the level of negative impact on the environment in operation

▪ *Social responsibility to the government and state*

To develop sustainably and stably, enterprises must fulfill their responsibilities to the government and the state. CPE needs to organize the accounting work, and prepare and submit honest, accurate, and timely financial statements in accordance with the law on accounting and statistics. Declaring taxes, paying taxes, and fulfilling other financial obligations as prescribed by law. Enterprises must accurately, honestly, and fully declare the contents of the tax return to the tax authority according to the form prescribed by the Ministry of Finance and fully submit the documents and documents specified in the tax return.

6.3 Implications for organizational satisfaction

CPE’s management system must clearly understand the tasks of each certain type of work in order to get the right assignment for each worker. In addition, leaders with greater age and seniority must demonstrate emotional intelligence (which is to their advantage) to establish trusting relationships with workers (younger ones). This facilitates trust and respect through policies and institutions.

6.4 Organizational engagement and performance

A workforce of satisfied and engaged employees has an exponential impact on productivity, whether those who quit reduce efficiency and consume some of the organization's resources.

7. Contributions and limitations of research

In theory, the study added to the amount of scholarly knowledge by identifying workers' commitment to CPEs through the HRM, CSR, and satisfaction platforms at work. In practical, the findings from the results of this study could lead to the development of strategies to address how commitment increases in CPEs and may limit the level of engagement caused by absenteeism. In addition, research also has some limitations that will create opportunities for future studies. Firstly, the sample selected based on a non-probability sampling method may not be entirely representative of the whole. Secondly, the scope only includes subjects in Tra Vinh and Ben Tre provinces. Therefore, future research can expand the scope of the investigation. Thirdly, the research model can be expanded to learn more about the content and scales of

"Attention to detail", "Results orientation", "Stability", or "Empowerment", and "Straightforwardness".

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