CSR for Employees in Steel Companies in Hai Phong City, Vietnam: Different Initiatives for Different Groups of Employees?

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Abstract:
CSR has become a global trend. CSR for employees plays an important role for enterprises such as creating competitive advantages, improving labor productivity, and improving enterprises' performance. However, in Vietnam, this issue has not been paid enough attention by enterprises. Using primary data collected from 400 employees working at steel companies in Hai Phong city, Vietnam and the one-way analysis of variance (ANOVA), this study aims at exploring difference in CSR implementation through evaluation of employees of steel companies in Hai Phong city, Vietnam. Direct workers rated issues of CSR for employees lower than office staffs, especially issues related to conditions of work, social protection, social dialogue, and human development and training in the workplace. Female employees rated the issues of CSR for employees lower than male employees, especially the issue of human development and training in the workplace and they perceived that there existed sexism discrimination in the company. There was not much difference in the evaluation of employees of different age groups on the issues of CSR for employees, however, the younger employees appreciated training opportunities while the older employees appreciated promotion opportunities. When issuing policies and implementing CSR activities for employees, the companies should pay attention to the differences between groups of employees, and give appropriate priorities to the disadvantaged groups.

Keywords: CSR, employee, company, steel industry, ANOVA, Vietnam

1. Introduction
Corporate social responsibility (CSR) has been a long and widely discussed concept in previous studies and among practitioners (Low, 2016). Although there is no commonly agreed definition of CSR, a common aspect in most definitions is that CSR involves the voluntary integration of social and environmental concerns by businesses, 'beyond compliance' (Commission of the European Communities (2001)). Therefore, most attention in scientific field concerning CSR is related to the behavior of business actors.

Results from previous studies show that CSR has positive impacts on business performance of enterprises. CSR can be considered as an important business strategy to build competitive advantage for enterprises (Matten & Moon, 2008). There are more and more enterprises who become aware that they must pursue not only profit goal but also others related to responsibility to society, environment, and related stakeholders, transparency in management, sustainability in production, etc. (Van Yperen, 2006). A successful implementation of policies for employees and social activities for communities bring to enterprises benefits such as building a good relationship with the community, improving enterprises’ performance, image, and reputation, enhancing relationship with customers and partners, and creating the competitive advantage for enterprises (Branco & Rodrigues, 2006).

Currently, a large number of enterprises in Vietnam have begun to pay attention to the CSR index to bring their exports to foreign markets. Many large enterprises have found that CSR is one of the indispensable requirements, because, in the context of globalization and international integration if enterprises ignore CSR, they will not be able to access the world market. In particular, foreign-invested enterprises pay great attention to this index and consider it as a competitive advantage to gain the trust of customers. According to a survey conducted by The Asia Foundation (TAF) in collaboration with the Center for Community Support Development Studies (CECODES) and Vietnam Chamber of Commerce and Industry (VCCI) on participation and contributions to social security and volunteering activities of 500 enterprises, out of 389 enterprises that responded, 333 (85.6%) enterprises actively participated in social activities, and 56 enterprises had little or no understanding of the extent of their participation in social activities. The survey results also show that charity and social security activities are developing in the business community, whether it is a non-profit organization or a typical business enterprise (Cam Anh, 2018). The form of social and charitable activities of enterprises is mainly donation of money (more than 70%) or in kind (about 40%). However, the time that enterprises spend on these activities is quite
Regarding the length of service, the results show that a large share of employees had 2-8 years of working experience followed by high school and below (26.75%), college level (12.25%), and undergraduate and graduate level (24.5%).

In terms of education level, the rate of respondents graduating from vocational schools was the largest (36.5%), followed by high school and below (26.75%), college level (12.25%), and undergraduate and graduate level (24.5%).

In terms of employment status, the largest proportion was the married group at 61.5%, followed by single at 35.5%, and divorced or separated at 3.0%. This indicates a very high proportion of male employees in steel companies. This is also a typical characteristic of the Vietnamese workforce.

Regarding work position, among 400 employees involved in this study, 15.50% of respondents were office staffs and the remaining 84.50% were direct workers.

The data show that the proportion of single/divorced and married employees participating in the survey is significantly different. The largest proportion was the married group at 61.5%, followed by single at 35.5%, and divorced at 3%. This figure is not surprising because as analyzed above, the number of employees belonging to the age group of 30-45 years - the marriage age - was the majority.

In terms of education level, the rate of respondents graduating from vocational schools was the largest (36.5%), followed by high school and below (26.75%), college level (12.25%), and undergraduate and graduate level (24.5%).

The average salary of employees was 13.1 million VND per month. The largest share of employees had a salary from 8-12 million VND per month (63.75%). Compared with employees in other industries such as textiles and garment or compared with other steel companies, the salary of employees at the surveyed companies was relatively high. For example, the average salary of employees of Cao Bang Iron and Steel Joint Stock Company was only 7.06 million VND per month.

### 3. Results and Discussion

#### 3.1. Socio-Demographic Profile of the Respondents

Table 1 presents the demographic characteristics of respondents in the surveyed steel companies in Hai Phong city. Regarding the work position, among 400 employees involved in this study, 15.50% of respondents were office staffs and the remaining 84.50% were direct workers. Women accounted for 10.75% while men accounted for 89.25% of total sample. This indicates a very high proportion of male employees in steel companies. This is also a typical characteristic of the Vietnamese workforce.

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In terms of education level, the rate of respondents graduating from vocational schools was the largest (36.5%), followed by high school and below (26.75%), college level (12.25%), and undergraduate and graduate level (24.5%).

Regarding the length of service, the results show that a large share of employees had 2-8 years of working experience (49.0%). 17.75% of employees had worked for less than 2 years and the majority of this group belonged to Viet Nhat Advanced Steel Joint Stock Company, Vinausteel, and Ssesteel.

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### Table 1: Respondent profile

| Profile          | Frequency | Percent | Cumulative Percent |
|------------------|-----------|---------|--------------------|
| Position         |           |         |                    |
| Worker           | 338       | 84.50   | 84.50              |
| Office staff     | 62        | 15.50   | 100                |
| Sex              |           |         |                    |
| Male             | 357       | 89.25   | 89.25              |
| Female           | 43        | 10.75   | 100                |
| Age              |           |         |                    |
| Under 30 years   | 116       | 29.00   | 29.00              |
| 30 - 45 years    | 219       | 54.75   | 83.75              |
| Over 45 years    | 65        | 16.25   | 100                |
| Married status   |           |         |                    |
| Single           | 142       | 35.50   | 35.50              |
| Married          | 246       | 61.50   | 97.00              |
| Divorced         | 12        | 3.00    | 100                |
| Income level     |           |         |                    |
| Below 8 million VND | 61     | 15.25   | 15.25              |
| 8-12 million VND | 255       | 63.75   | 79                 |
| Above 12 million VND | 84     | 21.00   | 100                |
| Education level  |           |         |                    |
| High school and below | 107   | 26.75   | 26.75              |
| Vocational       | 146       | 36.50   | 63.25              |
| College          | 49        | 12.25   | 75.5               |
| Undergraduate and graduate | 98 | 24.50 | 100 |
| Length of service|           |         |                    |
| Below 2 years    | 71        | 17.75   | 17.75              |
| 2-8 years        | 196       | 49.00   | 66.75              |
| Above 8 years    | 133       | 33.25   | 100                |

3.2. Differences in the Employees’ Evaluation of CSR for Employees

#### 3.2.1. Comparative Analysis of Differences in Employees’ Evaluation of CSR for Employees by Working Position

Table 2 and Table 3 present difference in employees' evaluation on issues of CSR for employees between direct workers and office staffs. The results show that generally office staffs appreciated the issues of CSR for employees more highly than direct workers. This result is consistent with the fact that office staffs often receive better benefits and regimes than direct workers. However, there is consensus in evaluation of direct workers and office staffs on some issues of CSR for employees.

For the issues Employment and employment relationships and Health and safety at work, the difference in assessments of direct workers and office staffs was quite small and not statistically significant. However, office staffs rated other issues more highly than the direct workers.

Table 2 shows that direct workers rated the issue Conditions of work and social protection lower than office staffs and the ANOVA analysis result confirmed that this difference was significant. The results of group discussions and the mean value of each item of this issue show that for items related to the company’s compliance with the law on working conditions or the payment of salaries and insurance premiums for employees, both direct workers and office staff highly appreciated and there was no significant difference in the evaluation of two groups. However, direct workers underestimated items related to reasonableness of working hours, weekly time off, holiday and appropriateness of leaders’ behavior with workers. This is partly due to the fact that direct workers have to work more overtime than office staffs. In addition, the leaders are often somewhat stricter and less open with direct workers.

There is a significant difference in the assessment of direct worker and office staff on the issue Social dialogue. Office staffs rated all 9 items higher than direct workers. The most significant difference was for the items The enterprise encourages the employees to contribute opinion and always at work and Enterprise’s regulation, policies and assessment methods related to employees are clear and public. This is partly due to the fact that the office staffs often have higher education level and more opportunities to contribute opinion and initiatives at work. The office staffs also have a better understanding of the company’s policies and regulations and are more aware of their rights.

For the issue Human development and training in the workplace, direct workers also rated lower than office staffs. The difference in evaluation for the items The enterprise organizes training programs to improve skills and knowledge for employees and The enterprise provides opportunities or creates good conditions for the employees to develop their skills and careers was the most significant. This result implies that direct workers perceived that they had less opportunity to be trained as well as to develop careers than office staffs.
Table 2: Differences in Evaluation of CSR Implementation between Direct Workers and Office Staffs

| Issues                                      | Working Position | Mean  | Std. Dev. |
|---------------------------------------------|------------------|-------|-----------|
| 1. Employment and employment relationships  | Workers          | 3.42  | 0.87      |
|                                             | Office staffs    | 3.55  | 0.73      |
| 2. Conditions of work and social protection | Workers          | 3.68  | 0.92      |
|                                             | Office staffs    | 4.07  | 0.59      |
| 3. Social dialogue                          | Workers          | 2.96  | 0.94      |
|                                             | Office staffs    | 3.99  | 0.75      |
| 4. Health and safety at work                | Workers          | 4.07  | 0.71      |
|                                             | Office staffs    | 4.22  | 0.52      |
| 5. Human development and training in the workplace | Workers      | 3.07  | 0.96      |
|                                             | Office staffs    | 3.52  | 0.64      |

Table 3: Results of One-Way ANOVA for Difference in Evaluation of CSR Implementation between Direct Workers and Office Staffs

| Issues                                      | Source of Variation | Sum of Squares | df | Mean Square | F    | Sig. |
|---------------------------------------------|---------------------|----------------|----|-------------|------|------|
| 1. Employment and employment relationships  | Between Groups      | 0.591          | 1  | 0.591       | 2.08 | 0.150|
|                                             | Within Groups       | 113.346        | 398| 0.285       |      |      |
|                                             | Total               | 113.937        | 399| 0.286       |      |      |
| 2. Conditions of work and social protection| Between Groups      | 8.214          | 1  | 8.214       | 10.06| 0.002|
|                                             | Within Groups       | 324.896        | 398| 0.816       |      |      |
|                                             | Total               | 333.110        | 399| 0.835       |      |      |
| 3. Social dialogue                          | Between Groups      | 17.713         | 1  | 17.713      | 16.02| 0.000|
|                                             | Within Groups       | 440.037        | 398| 1.106       |      |      |
|                                             | Total               | 457.750        | 399| 1.147       |      |      |
| 4. Health and safety at work                | Between Groups      | 0.053          | 1  | 0.053       | 0.21 | 0.650|
|                                             | Within Groups       | 101.385        | 398| 0.255       |      |      |
|                                             | Total               | 101.438        | 399| 0.254       |      |      |
| 5. Human development and training in the workplace | Between Groups   | 1.751          | 1  | 1.751       | 5.88 | 0.016|
|                                             | Within Groups       | 118.489        | 398| 0.298       |      |      |
|                                             | Total               | 120.24         | 399| 0.301       |      |      |

3.2.2 Comparative Analysis of Differences in Employees’ Evaluation of CSR for Employees by Sex

Gender discrimination at work has been largely mentioned and discussed. This kind of discrimination comes in many different forms and female employees are normally treated less favorably because of their sex. Table 4 and Table 5 show the difference between male and female employees in evaluation on issues of CSR for employees in steel companies in Hai Phong city.

Female employees rated the issue Employment and employment relationships lower than male employees. The most significant difference is for the item *The enterprise guarantees equal promotion opportunities for employees* and the item *There is no sexism discrimination in the enterprise*. This implies that female employees may had experienced unequal treatment at the workplace which made them feel that there existed sexism discrimination in the company. During the in-depth interviews, female employees responded that they were sometimes denied a promotion opportunity or reward for individuals for successfully completing the task that was given to male employees who were equally eligible as them.

Similarly, female employees also rated the issue *Conditions of work and social protection* lower than male employees, of which, the item *The enterprise ensures fair payments for work of equal value* was rated significantly lower. In addition, the evaluation of female employees on the item *The enterprise provides reasonable working hours, weekly time off, holiday* was significantly lower than that of male employees. The possible reason for this observation is that in addition to the work at the company, female employees are responsible for house chores, thus, when they have to work overtime it would be difficult for them to arrange the time.

The evaluation of male employees on the issue *Social dialogue* was slightly higher than that of female employees but the difference was not significant. However, in this issue, female employees rated the item *The enterprise encourages the employees to contribute opinion and initiatives at work* relatively lower than male employees. This can be attributed to the fact that on one hand if females feel their contributions being less valued, they may feel hesitate to speak out with their thoughts and opinions, and on the other hand both males and females tend to trust male voices more. In-depth interviews with female employees reveal the same results. Female employees had the concerns that when they spoke out, their ideas or opinions were usually discounted or ignored.

Both male and female employees rated the issue *Health and safety at work* at high level. The difference in assessments of male and female employees on this issue was not statistically significant.

There is a significant difference in the evaluation of male and female employees on the issue *Human development and training in the workplace*. In general, female rated this issue lower than male employees. The difference in evaluations for the items *The employees will get promotion if they work well*, *The enterprise provides opportunities or creates good*
conditions for the employees to develop their skills and careers, and The training and promotion opportunities are provided on an equal and non-discriminatory basis was the most significant. This result implies that female employees felt being treated less favorably in terms of access to training and promotion opportunities. In-dept interviews with female employees reveal that the companies did not provide much opportunity for employees to improve their skills and professions as well as promotion opportunities, plus, these opportunities are less available to them as compared to male employees.

| Issues                                      | Sex     | Mean   | Std. Deviation |
|---------------------------------------------|---------|--------|----------------|
| 1. Employment and employment relationships  | Male    | 3.47   | 0.75           |
|                                             | Female  | 3.19   | 0.90           |
| 2. Conditions of work and social protection | Male    | 3.76   | 0.68           |
|                                             | Female  | 3.57   | 0.81           |
| 3. Social dialogue                          | Male    | 3.13   | 0.89           |
|                                             | Female  | 3.04   | 0.94           |
| 4. Health and safety at work                | Male    | 4.08   | 0.72           |
|                                             | Female  | 4.21   | 0.63           |
| 5. Human development and training in the workplace | Male | 3.18   | 0.85           |
|                                             | Female  | 2.81   | 0.93           |

Table 4: Differences in Evaluation of CSR Implementation between Male and Female Employees

| Issues                                      | Source of Variation | Sum of Squares | df | Mean Square | F    | Sig. |
|---------------------------------------------|---------------------|----------------|----|-------------|------|------|
| 1. Employment and employment relationships  | Between Groups      | 1.176          | 1  | 1.176       | 4.33 | 0.038|
|                                             | Within Groups       | 107.984        | 398| 0.271       |      |      |
|                                             | Total               | 109.160        | 399| 0.274       |      |      |
| 2. Conditions of work and social protection | Between Groups      | 5.232          | 1  | 5.232       | 3.57 | 0.060|
|                                             | Within Groups       | 583.808        | 398| 1.467       |      |      |
|                                             | Total               | 589.040        | 399| 1.476       |      |      |
| 3. Social dialogue                          | Between Groups      | 0.629          | 1  | 0.629       | 2.02 | 0.156|
|                                             | Within Groups       | 124.268        | 398| 0.312       |      |      |
|                                             | Total               | 124.897        | 399| 0.313       |      |      |
| 4. Health and safety at work                | Between Groups      | 0.249          | 1  | 0.249       | 0.83 | 0.363|
|                                             | Within Groups       | 119.501        | 398| 0.300       |      |      |
|                                             | Total               | 119.750        | 399| 0.300       |      |      |
| 5. Human development and training in the workplace | Between Groups  | 3.141          | 1  | 3.141       | 9.50 | 0.002|
|                                             | Within Groups       | 131.537        | 398| 0.330       |      |      |
|                                             | Total               | 134.678        | 399| 0.338       |      |      |

Table 5: Results of One-Way ANOVA for Difference in Evaluation of CSR Implementation between Male and Female Employees

3.2.3. Comparative Analysis of Differences in Evaluation of CSR Implementation by Age

Employees from different age groups had different assessment on issues of CSR for employees and employee desires varied greatly by age in steel companies in Ha Phong city. Results in Table 6 and Table 7 show that for the issues Employment and employment relationships and Conditions of work and social protection, the difference in assessments of employees at different ages was quite small and not statistically significant. However, the age group under 30 years rated the item The enterprise guarantees equal promotion opportunities for employees considerably lower than the older groups. In in-depth interviews, young employees claimed that they had less opportunities for promotion and advancement than the older employees. The youngest employees also rated the items The employees have team spirit and are in solidarity and There are many sport and music activities in the enterprise significantly lower than the older two groups, implying that they expected more collective activities which strengthen social cohesion in the workplace than the older.

The difference in assessments of employees of different age groups on the issues Social dialogue and Health and safety at work was not statistically significant. However, the oldest group rated the item The enterprise documents and investigates all accidents and related health and safety issues lowest as compared to the younger groups. This is possibly due to the fact the oldest group had been working at the enterprise for a longer time, thus, they had experienced and observed more cases related to health and safety issues.

Assessments on the issue Human development and training in the workplace were significantly different among employees of different age groups. The most significant difference was for the items related to opportunities for training and promotion. The youngest employees rated the item related to training opportunities (The enterprise provides opportunities or creates good conditions for the employees to develop their skills and careers, The enterprise organizes training programs to improve skills and knowledge for employees) significantly higher than the older employees while the old employees rated the item related to opportunities for promotion (The employees will get promotion if they work well).
significantly higher than the younger. This result may stem from two reasons. Firstly, younger employees normally have more access to training opportunities while older employees have more promotion opportunities. Secondly, the youngest and least-tenured employees are the most likely to care about and expect more for opportunities for promotion, while the most-tenured and oldest employees are more likely to care about and expect more for opportunities for development and training at the workplace.

| Issues                                      | Age               | Mean  | Std. Deviation |
|---------------------------------------------|-------------------|-------|----------------|
| 1. Employment and employment relationships  | Under 30 years    | 3.38  | 0.93           |
|                                             | 30 – 45 years     | 3.44  | 0.79           |
|                                             | Over 45 years     | 3.55  | 0.85           |
| 2. Conditions of work and social protection | Under 30 years    | 3.69  | 0.86           |
|                                             | 30 – 45 years     | 3.77  | 0.74           |
|                                             | Over 45 years     | 3.73  | 0.77           |
| 3. Social dialogue                          | Under 30 years    | 3.11  | 0.83           |
|                                             | 30 – 45 years     | 3.09  | 0.92           |
|                                             | Over 45 years     | 3.24  | 0.90           |
| 4. Health and safety at work                | Under 30 years    | 4.09  | 0.69           |
|                                             | 30 – 45 years     | 4.12  | 0.66           |
|                                             | Over 45 years     | 4.02  | 0.79           |
| 5. Human development and training in the workplace | Under 30 years    | 3.21  | 0.85           |
|                                             | 30 – 45 years     | 3.17  | 0.90           |
|                                             | Over 45 years     | 2.90  | 1.05           |

Table 6: Differences in Evaluation of CSR Implementation across Age

| Issues                                      | Source of Variation | Sum of Squares | df  | Mean Square | F   | Sig.  |
|---------------------------------------------|---------------------|----------------|-----|-------------|-----|-------|
| 1. Employment and employment relationships  | Between Groups      | 0.616          | 2   | 0.308       | 1.07| 0.344 |
|                                             | Within Groups       | 114.321        | 397 | 0.288       |     |       |
|                                             | Total               | 114.937        | 399 | 0.288       |     |       |
| 2. Conditions of work and social protection| Between Groups      | 1.067          | 2   | 0.533       | 2.05| 0.130 |
|                                             | Within Groups       | 103.093        | 397 | 0.260       |     |       |
|                                             | Total               | 104.160        | 399 | 0.261       |     |       |
| 3. Social dialogue                          | Between Groups      | 1.165          | 2   | 0.583       | 1.50| 0.224 |
|                                             | Within Groups       | 154.195        | 397 | 0.388       |     |       |
|                                             | Total               | 155.360        | 399 | 0.389       |     |       |
| 4. Health and safety at work                | Between Groups      | 1.074          | 2   | 0.537       | 1.91| 0.149 |
|                                             | Within Groups       | 111.364        | 397 | 0.281       |     |       |
|                                             | Total               | 112.438        | 399 | 0.282       |     |       |
| 5. Human development and training in the workplace | Between Groups      | 22.430         | 2   | 11.215      | 17.56| 0.000 |
|                                             | Within Groups       | 253.507        | 397 | 0.639       |     |       |
|                                             | Total               | 275.937        | 399 | 0.692       |     |       |

Table 7: Results of One-Way ANOVA for Difference in Evaluation of CSR Implementation across Age

4. Conclusion

The study also shows that there were differences in the assessment of office staffs and direct workers, male and female employees, and among employees at different ages in some issues of CSR for employees while the groups' assessment has consensus for other issues. In general, direct workers rated issues of CSR for employees lower than office staffs, especially issues related to conditions of work, social protection, social dialogue, and human development and training in the workplace. The direct workers perceived that they had less opportunity to contribute opinion and initiatives at work and less opportunities to be trained as well as to develop careers than office staffs. This is also a fact that is happening quite commonly in both domestic and foreign-invested enterprises in Vietnam. Except for the issue of health and safety at work, female employees rated the issues of CSR for employees lower than male employees, especially the issue of human development and training in the workplace. Female employees perceived that there existed sexism discrimination in the company and they responded that they were treated less favorably in terms of receiving training and promotion opportunities or reward. There was not much difference in the evaluation of employees of different age groups on the issues of CSR for employees. The only significant difference was for the issue of human development and training in the workplace. The younger employees appreciated training opportunities while the older employees appreciated promotion opportunities. The results show that according to employees' assessment, there was discrimination in the company's behavior with groups of employees, and different groups of employees had different expectations about the company's supportive activities. Therefore, when issuing policies and implementing CSR activities for employees, the companies should pay attention to the differences between groups of employees, and give appropriate priorities to the disadvantaged groups.
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### Appendix

| Code | Items of CSR for Employees |
|------|----------------------------|
| EER  | Employment and employment relationships |
| EER1 | The company complies with the labor law and government’s regulations related to rights and benefits of employees |
| EER2 | The company guarantees equal promotion opportunities for employees |
| EER3 | There is no sexism discrimination in the company |
| EER4 | There is no discrimination among employees coming from different areas in the company |
| EER5 | The company protects employees’ personal data and privacy |
| EER6 | The employees have team spirit and are in solidarity |
| EER7 | The Trade Union works efficiently and plays an important role in the company |
| CWS  | Conditions of work and social protection |
| CWS1 | Working conditions are in compliance with national laws and regulations |
| CWS2 | The company offers appropriate and adequate salary and bonus |
| CWS3 | Salary is paid in full and on time |
| CWS4 | The company ensures fair payments for work of equal value |
| CWS5 | The company provides reasonable working hours, weekly time off, holiday |
| CWS6 | The company offers appropriate and adequate overtime allowance |
| CWS7 | There are many sport and music activities in the company |
| CWS8 | The company pays adequate social insurance, health insurance for employees |
| Code | Items of CSR for Employees |
|------|-----------------------------|
| CWS9 | Leaders have appropriate behavior with staffs and workers |
| SD  | Social dialogue |
| SD1  | The company respects the right of employees to form or join their own organizations in order to enhance their interests or to bargain collectively |
| SD2  | The company provides reasonable notice to employees where operational changes have a major impact on the job |
| SD3  | When the employees have any concern, they can easily approach the leaders and supervisor |
| SD4  | Leaders listen to employees’ opinion |
| SD5  | The company encourages the employees to contribute opinion and initiatives at work |
| SD6  | The company is willing to take the responsibility for any occurred problems |
| SD7  | Leaders of the company promptly deal with complaints of employees |
| SD8  | Company’s regulation, policies and assessment methods related to employees are clear and public |
| SD9  | The company often participate in charitable activities and contributes to campaigns and projects that promote the well-being of the society |
| HSW1 | The company provides safe and clean working conditions for employees |
| HSW2 | Health checks for employees are implemented periodically |
| HSW3 | The company has medical clinic |
| HSW4 | The company well implements fire prevention and fighting plan |
| HSW5 | The company provides adequate personal protect equipment for employees |
| HSW6 | The new employees are fully guided health and safety issues for employees |
| HSW7 | The employees are not allowed to use alcohol drink during lunch time |
| HSW8 | The company requires that employees follow all safety practices at all times and ensure that employees are in compliance with procedures |
| HSW9 | The company documents and investigates all accidents and related health and safety issues |
| HDT1 | The company organizes training program to improve skills and knowledge for employees |
| HDT2 | The employees will get promotion if they work well |
| HDT3 | The company provides opportunities or creates good conditions for the employees to develop their skills and careers. |
| HDT4 | The employees are re-trained through the working process |
| HDT5 | The direct boss plays an important role in training and developing his/her staffs |
| HDT6 | The new employees are trained on cultural values of the company |
| HDT7 | The company ensures that when needed, help is provided to redundant workers with access to new job support, training and counseling |
| HDT8 | The training and promotion opportunities are provided on an equal and non-discriminatory basis |

Table 8