

ANALYSIS OF THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE ATTITUDES IN HIGHER EDUCATION INSTITUTIONS

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ARTICLE INFO	ABSTRACT
Received: 08/11/2024 Revised: 31/3/2025 Published: 31/3/2025	The aim of this study is to clarify the effects of corporate social responsibility on employee attitudes in higher education institutions. In particular, the study will use the theory of social identity to investigate how corporate social responsibility affects workers' job satisfaction, organizational identification, and work engagement. Data from teaching and non-teaching staff at public higher education institutions in the North of Vietnam were gathered by using self-reported questionnaires. The collected data from 171 responses were analyzed using structural equation modeling approach. This approach made it possible to investigate the proposed correlations between the variables, offering a thorough comprehension of how corporate social responsibility affects employee attitudes. The study's findings show that, in the context of higher education institutions, corporate social responsibility is strongly correlated with work engagement, job satisfaction, and organizational identification. This study examines theoretical contributions in order to give practitioners and scholars interested in this field fresh new insights and knowledge. The results will give higher education institutions useful advices on how to encourage favorable employee attitudes, which will ultimately help the organizations succeed.
KEYWORDS Corporate social responsibility Work engagement Job satisfaction Identification with the organization Higher education institutions	

PHÂN TÍCH MỐI QUAN HỆ GIỮA TRÁCH NHIỆM XÃ HỘI CỦA TỔ CHỨC VỚI THÁI ĐỘ CỦA NHÂN VIÊN TẠI CÁC CƠ SỞ GIÁO DỤC ĐẠI HỌC

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THÔNG TIN BÀI BÁO	TÓM TẮT
Ngày nhận bài: 08/11/2024 Ngày hoàn thiện: 31/3/2025 Ngày đăng: 31/3/2025	Mục đích của nghiên cứu này nhằm làm rõ tác động của trách nhiệm xã hội của tổ chức đến thái độ của nhân viên tại các cơ sở giáo dục đại học. Cụ thể, nghiên cứu sẽ sử dụng lý thuyết về bản sắc xã hội để điều tra cách trách nhiệm xã hội của tổ chức ảnh hưởng đến sự hài lòng trong công việc, nhận dạng tổ chức và sự gắn kết công việc của người lao động. Dữ liệu từ đội ngũ giảng viên và cán bộ hỗ trợ tại các cơ sở giáo dục đại học công lập ở miền Bắc Việt Nam được thu thập bằng cách sử dụng bảng câu hỏi tự báo cáo. Dữ liệu thu thập với 171 câu trả lời đã được phân tích bằng phương pháp mô hình phương trình cấu trúc. Phương pháp này giúp điều tra các mối tương quan được đề xuất giữa các biến, cung cấp sự hiểu biết sâu sắc về cách CSR ảnh hưởng đến thái độ của nhân viên. Các phát hiện của nghiên cứu cho thấy, trong bối cảnh của các cơ sở giáo dục đại học, trách nhiệm xã hội của tổ chức có mối tương quan chặt chẽ với sự gắn kết công việc, sự hài lòng trong công việc và sự nhận dạng về tổ chức của nhân viên. Nghiên cứu này xem xét các đóng góp về mặt lý thuyết để cung cấp cho những người hoạt động thực tiễn và học giả quan tâm đến lĩnh vực này những hiểu biết và kiến thức mới mẻ. Kết quả sẽ cung cấp cho các cơ sở giáo dục đại học những lời khuyên hữu ích về cách khuyến khích thái độ tích cực của nhân viên, điều này sẽ giúp các tổ chức đạt được thành công.
TỪ KHÓA Trách nhiệm xã hội của tổ chức Sự gắn kết công việc Sự hài lòng trong công việc Sự nhận dạng tổ chức của nhân viên Cơ sở giáo dục đại học	

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1. Introduction

Contemporary higher education institutions (HEIs) are confronted with mounting demands from diverse stakeholders such as consumers, non-governmental organizations, and policymakers, to exhibit social and environmental responsibility. One of HEIs' top concerns now is the development of future leaders committed to responsible management practices. HEIs have a vital role to play in producing the next generation of leaders and policymakers. Therefore, in order to promote the development of ethically and socially conscious businesses, it is essential to establish corporate social responsibility (CSR) policies in educational institutions as a model to achieve positive outcomes [1], [2]. An organization's reputation, brand image, and public impression can all be greatly improved by taking part in CSR projects. Stakeholders and the general public are more likely to think favorably of businesses that show a sincere commitment to CSR [3]. Positive acknowledgment for ethical behavior can draw in socially conscious customers who choose organization that uphold moral principles. Organizations show their commitment to tackling social and environmental issues when they give CSR top priority. An organization can cultivate loyalty and sustain support from stakeholders by exhibiting ethical practices, which will lead to long-term advantages and enduring connections. Furthermore, participation in regional and societal groups is becoming increasingly important for HEIs, and it is at the center of university administration's concerns [4]. However, universities have mostly remained on the outside of the ongoing conversation about CSR, and there is a dearth of research on CSR in the field of education. Hong [2] showed that the creation of a framework that makes it easier to connect people with society, as well as between academics and the commercial sector, is still in its infancy.

Although, there are some studies focusing on the macro-level perspective of CSR such as environmental outcomes such as changes in toxic [5] and carbon emissions [6], social innovations [7]. There exist few researches on the micro-level perspective of CSR, particularly its impact on the attitudes and behaviors of employees in the higher education sector [8]. Numerous researches have examined the implications, methods, and processes that underlie the relationship between CSR and organizational performance [9], [10]. As a result, it is necessary to analyze the outcomes of CSR from the standpoint of primary stakeholders and pay particular attention to how it affects employee attitudes and behaviors [11].

Previous research on the relationship between CSR initiatives and the attitudes and behaviors of employees focus on employee's identification with the organization, work satisfaction, commitment to the organization, perceived justice, and employee loyalty [8], [11]. However, these outcomes of CSR are studied separately in studies without full and comprehensive studies on the interactions between variables. Besides, the perception of students on CSR in HEIs has been the primary focus of previous research, while perspectives from staff in the organization have been seem being neglected [12]. The issue is contradictory because employees are not given enough attention even though they are acknowledged as important stakeholders in CSR initiatives. Furthermore, there is a lack of research on CSR in non-profit organization as HEIs, despite the fact that many studies have been conducted on the perceived value of CSR and its relationship to work outcomes, attitudes, and behaviors in different profit enterprises.

The current study aims to rectify several shortcomings by investigating the effects of the environmental and social components of CSR on employee identification with the organization, work engagement, and job satisfaction. The variables in the research model are evaluated based on the perspective of employees in the organization including academic and non-academic staff. The study will contribute to enrich the theoretical framework on the impact of CSR on employee behavior and attitudes in the light of social identity theory and the filling the conspicuous lack of research on CSR in the context of HEIs.

2. Methodology

2.1. Research model

The research model comprises six hypotheses (shown in the Figure 1).

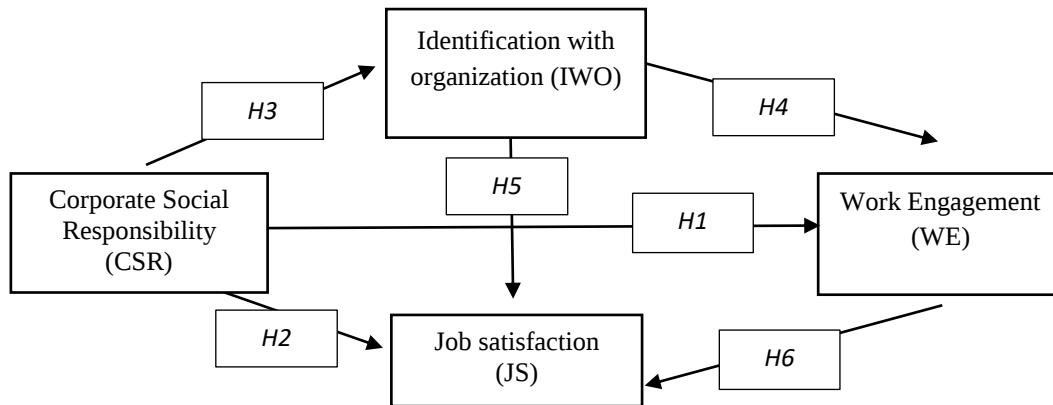


Figure 1. Proposed Research Model

H1: CSR activities had a positive influence on employee's work engagement

H2: CSR activities had a positive influence on employees' job satisfaction

H3: CSR activities had a positive influence on employee's identification with their organization

H4: There is a positive association between employees' identification with the organization and work engagement.

H5: There is a positive association between employees' identification with organization and job satisfaction

H6: There is a positive association between employees' work engagement and their job satisfaction

2.2. Measurements

The investigation utilized a seven-point Likert scale to assess the environmental and social aspects of CSR, identification with the organization, work engagement, and job satisfaction. The scale employed a range of values from 1 to 7, with 1 representing a response of "strongly disagree" and 7 representing a response of "strongly agree." The holistic assessment of every variable was determined by consolidating all the data points of the various items considered within each aspect.

Corporate Social Responsibility (CSR) is measured with 12 items which utilized from earlier research conducted by [13], [14]. The elements of CSR include the social and environmental dimensions which the environmental dimension comprises of five items and the social aspect consists of seven items. *Identification with the organization* is measured with six items adopted from the organizational identification scale [15]. This scale typically includes items such as "I feel a strong sense of belonging to this organization" or "I am proud to be associated with this organization." *Work engagement* is carried out by employing seven teen-items that was formulated by [16] with the primary objective of detecting employees who exhibit high levels of engagement. *Job satisfaction* uses a five-item instrument that had been employed in prior studies conducted by [17].

2.3. Data collection and analysis

Data was collected from teaching and non-teaching staff working at public universities located at the North of Vietnam. A total of 300 questionnaires were disseminated and valid sample was

171. It can be observed that there were 49.7 percent were identified as the teaching staff, while 50.3 percent were classified as the non-teaching staff. It is noteworthy to mention that the questionnaires were completed by female (54.4%) and male (45.6%). As for the educational background of the respondents, about 40.3%, 42.7% and 17% of the respondents has bachelor and master and doctor degree respectively. In terms of tenure, 32% of employees working for the institution for 2-3 years; comparatively, among different tenure duration, the employees who have 6-7 working years are the highest (43.9%). The study utilized the SEM-PLS methodology to estimate the proposed structural model. SmartPLS3.0 software was utilized in the research.

3. Empirical findings and discussion

3.1. Evaluation of measurement model

The assessment of the construct psychometric properties of the constructs are done and the results showed that all the loading factors for CSR, IWO, JS and WE showed over 0.7 excluding CSR4 and IWO6 that two items are deleted in the measurement model.

Composite reliability (CR) measures the internal consistency of a construct by evaluating the extent to which the indicators within the construct correlate with each other. The CR values obtained in this study ranged from 0.882 to 0.969 in Table 1, exceeding the recommended threshold of 0.70. These high CR values indicate that the measurement items within each construct exhibit strong internal consistency and reliability.

Cronbach's alpha is another measure of internal consistency that assesses the reliability of a construct by calculating the average correlation among its items. The table 1 shows the results of Cronbach's alpha values obtained in this study ranged from 0.832 to 0.966, indicating high internal consistency within each construct. These values suggest that the items within each construct are highly correlated and measure the same underlying concept reliably.

The average variance extracted (AVE) was used to evaluate convergent validity. AVE values higher than 0.5 indicate satisfactory convergent validity [18]. In this study, the AVE values ranged from 0.599 to 0.651 in Table 1, exceeding the cutoff point of 0.5. This suggests that the measurement items within each construct have a high level of saturation on their respective factors and support convergent validity.

Moreover, the evaluation of discriminant validity of constructs was assessed through the use of Fornel-Larcker criteria [19]. Since all of the values for the square of AVE in the diagonal are bigger than the correlations in the row and the column, the result shown in Table 1 is consistent with the Fornel and Larcker postulation.

Table 1. Analysis of reliability, convergent and discriminant validity

Constructs	Cronbach alpha	CR	AVE	CSR	WE	IWO	JS
Corporate Social Responsibility (CSR)	0.947	0.954	0.633	0.796			
Job satisfaction (JS)	0.887	0.915	0.646	0.285	0.804		
Identification with the organization (IWO)	0.832	0.882	0.599	0.346	0.371	0.774	
Work engagement (WE)	0.966	0.969	0.651	0.381	0.414	0.610	0.807

3.2. Results of hypotheses testing

Once the measurement model's validity and reliability have been established, the structural model's prediction and the correlation between the variables are assessed. Assessing the collinearity is the first stage in evaluating the structural model. Table 2's data demonstrate that all of the constructs' variance inflation factor (VIF) values fall significantly below the threshold of 3. Therefore, the problem of collinearity does not exist.

Table 2. Results of the hypotheses testing

Hypotheses	Path	β	P values	VIF	Effect size (f^2)	Decision
H3	CSR -> IWO	0.285	0.000	1.000	0.088	Accepted
H2	CSR -> JS	0.261	0.001	1.088	0.079	Accepted
H1	CSR -> WE	0.160	0.039	1.174	0.039	Accepted
H5	IWO -> JS	0.297	0.000	1.088	0.101	Accepted
H4	IWO -> WE	0.189	0.006	1.198	0.052	Accepted
H6	WE -> JS	0.484	0.000	1.251	0.332	Accepted
R-square adjusted:						
	IWO	0.076				
	JS	0.191				
	WE	0.424				

Note: Corporate Social Responsibility (CSR), Identification with the organization (IWO), Work engagement (WE), Job satisfaction (JS)

The model testing as presented in Table 2 showed that about 42.4% explanation variance of work engagement could be offered by corporate social responsibility (CSR), identification with the organization (IWO); 19.1% variations in job satisfaction could be explained by CSR, identification with the organization (IWO) and work engagement (WE); while, about 7.6% variations in identification with the organization could be explained by CSR. This is due to the coefficient of determination (R-square adjusted) for WE, JS and IWO (0.424; 0.191, and 0.076 respectively) as depicted in Table 2.

Furthermore, the path coefficients' statistical significance and applicability were investigated in order to confirm or refute the study's hypotheses. The result of the hypotheses revealed a positive and statistically significant relationship among the variables in the model (Table 2). All tested hypotheses are accepted. In which, the effect size (f^2) is be examined to determine the weight of the path coefficient. The result as presented in Table 2 indicates that JS has a strong effect on, WE (0.332) and while, there are weak effects on the rest of relationship among variables.

3.3. Discussion

Implementing CSR programs can provide workers a sense of responsibility, which will boost their engagement in organizational goals [20]. Several scholarly studies have shown that CSR and employee work engagement in an organizational context are positively correlated. The CSR policies have a beneficial effect on job satisfaction because people view socially conscious companies favorably. Organizations with a high value on social responsibility try to give their workers' employment meaning. Superior talent may be drawn in by this strategy, which could boost productivity and retention rates while also raising employee satisfaction [21]. Marin and Ruiz [22] indicated that CSR is mirrored in an organization's image, which influences how staff members view the organization and how much they identify with it. De Roeck et al. [11] indicated that an organization's prestige can make its workers feel proud, which encourages them to take constructive acts that reflect their affiliation with the company. The affective-cognitive relationship that exists between people and the organization they work for is known as identification with an organization. Organizational identity is one of the main factors influencing employee engagement [23]. Employees who identify with their company do so because their personal identities are intertwined with the identity of the organizations [24]. Employees who form a close psychological bond with their organizations are more likely to take on the objectives of the organizations as their own [24], [25]. Consequently, individuals exhibit higher degrees of dedication to accomplishing their goals and higher levels of involvement in their career endeavors.

Maintaining a positive and solid employment connection through fostering a strong sense of identification among employees with their organization may well be one of the organization's most critical jobs. Understanding organizational identity is crucial for comprehending a variety of

workplace actions [26]. An emotive and cognitive tie between the organization and the person involves belonging to the organization and results in a variety of positive attitudes and actions at work. Stronger organizational identification makes people more likely to perform in accordance with the organization's objectives and goals [27] and more likely to want to remain with the organization [28]. It may help people achieve their goals and stay motivated, which would boost both that motivation and work satisfaction. Employees that have a strong and positive connection to their company are also highly engaged, motivated, and committed to their work, which results in job satisfaction. Work engagement refers to a state of intense involvement and devotion towards one's profession. One characteristic of this phenomena is the condition of being devoted, absorbed, and active in carrying out job obligations [29]. Work engagement is a positive and fulfilling workplace situation that benefits employees as well as the firm as a whole. High levels of work engagement among employees increase their likelihood of experiencing job satisfaction. The relationship between work engagement and job satisfaction suggests that motivated individuals have a greater sense of fulfillment and happiness as a result of their work [30].

4. Theoretical contribution and practical implication

4.1. Theoretical contribution

The current study makes a substantial addition to the continuing body of research on the implementation of CSR in HEIs. Our study aims to explore the possible benefits of fostering positive attitudes within the organization. The convergence of CSR practices is the main emphasis of this study, which also examines how workers' perceptions of CSR affect their attitudes and behaviors at work. This study could be a ground-breaking investigation into the relationship in the context of higher education. The study's research paradigm improves understanding of the processes that connect employee attitudes and behavior to the perceived degree of CSR. These findings extent the comprehensive insights theory contribution in the light of the social identity theory. This study's novel theoretical contribution highlighted work engagement in the relationship between personal identity and employment attitudes. Attitude formation is aided by identity. As an alternative, it could be beneficial to see organizational identification and work engagement as the individual's relationship with their organization and their relationship with their work. In summary, a close relationship between an employee and their employer is a crucial precondition for a strong attachment with their job, and this relationship is directly linked to attitudinal and behavioral consequences. This study makes a minor step toward merging organizational identification and work engagement research by arguing that relationships with one's job and the organization can affect significant results.

4.2. Practical implication

Our model identifies many significant issues for HEIs in terms of managerial implications. Employee attitudes and behavior are positively impacted when organization allocates resources to social and environmental issues, particularly implementation of CSR practices. This suggests that in order to maximize employee attitudes and eventually increase the returns on their CSR efforts, organizations should integrate their CSR initiatives into their long-term strategy. HEIs should instead give internal stakeholders—like staff and administration—priority in order to foster their interest in and participation in the subject matter.

5. Limitation and future research direction and conclusion

5.1. Limitation and suggestions for further research

Some limitations must be noted, despite the present study might have potential implications in the context of education. First, several limited numbers of Northern education institutions were selected to participate. The sample must be more typical of larger populations with a variety of

demographic and geographic respondents in order to improve the generalizability of the study findings. Second, because the model conducted cross-sectional method that it assesses users' opinions at a particular moment in time. Because people's preferences and opinions are likely to alter as they gain more experience, longitudinal surveys are recommended for use in future study.

5.2. Conclusion

The results show that in order to generate positive employee attitudes, such as work engagement, job satisfaction, and identification with the organization, CSR activities, policies, and practices targeted at internal stakeholders in HEIs must be successfully implemented. In this situation, the role of human resource management could be very important in supporting the development, execution, and delivery of a CSR strategy in a dynamic and engaging way.

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