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## **CORPORATE SOCIAL RESPONSIBILITY THROUGH MOTIVATING EMPLOYEES IN TYPICAL STATE-OWNED ECONOMIC GROUPS IN VIETNAM**

In Vietnam, among 10 biggest economic groups (SEGs), four representatives, which are Viettel, Mobifone (belonged to VNPT in the period 1994-2016), Bao Viet Insurance (belonging to Bao Viet Group), Petroleum Insurance (belonging to PVN Group), have been ranked in the top list of 100 most desired employers in the market by Anphabe. This means that the working environment at the parent company or some subsidiaries of these four groups retains good employees and constantly attracts new talents to join. However, with the great potential and incentives on resources received from the Government, the business performance indicators of those State Economic Groups are not really commensurate. The root of the problem lies in the motivation of the workers. Also, the picture of corporate social responsibility is also much more energetic when the business situation of the groups becomes positive. Therefore, this paper focuses on the relationship between CSR and the process of motivating employees to suggest new and more groundbreaking research directions on this issue in the future. This study is one of very few studies which have examined the potential relationship between Corporate Social Responsibility and Employee Motivation, with a look from the inside of the company towards the outside connection with society, communities and the customers. The effects can be imposed in back-and-forth directions between CSR and Employee Motivation activities of the company.

***Key words: corporate social responsibility, employee motivation, state-owned economic groups, Vietnam.***

У В'єтнамі серед 10 найбільших економічних груп (SEGs) чотири представники, якими є Viettel, Mobifone (належала VNPT у період 1994-2016), Bao Viet Insurance (належить Bao Viet Group), Petroleum Insurance (належить PVN Group), увійшли до рейтингу 100 найкращих роботодавців на ринку за версією Anphabe. Це означає, що робоче середовище в материнській компанії або деяких дочірніх компаніях цих чотирьох груп утримує хороших працівників і постійно залучає нові таланти. Однак, зважаючи на великий потенціал і стимули щодо ресурсів, отриманих від Уряду, показники ефективності діяльності цих державних економічних груп насправді не є співмірними. Корінь проблеми міститься у мотивації працівників. Крім того, картина корпоративної соціальної відповідальності також стає набагато жвавішою, коли бізнес-ситуація груп стає позитивною. Коли міжнародні партнери та імпортери вимагатимуть від в'єтнамських підприємств відповідності світовим стандартам безпеки праці, охорони здоров'я працівників і охорони навколишнього середовища, у в'єтнамських підприємств буде сильніша мотивація змінюватися та покращувати свою продуктивність, що означає збільшення конкурентних переваг у глобально інтегрованому середовищі. Таким чином, ця стаття зосереджена на взаємозв'язку

між корпоративною соціальною відповідальністю і процесом мотивації співробітників, що дає змогу пропонувати нові та більш новаторські напрямки дослідження цього питання в майбутньому. Це одне з небагатьох досліджень, які вивчали потенційний взаємозв'язок між корпоративною соціальною відповідальністю та мотивацією співробітників, дивлячись зсередини компанії на зовнішній зв'язок із суспільством, громадами та клієнтами. Результати можуть бути використані у побудові механізмів взаємодії між корпоративною соціальною відповідальністю та діяльністю компанії з мотивації співробітників.

**Ключові слова:** корпоративна соціальна відповідальність, мотивація працівників, державні економічні групи, В'єтнам.

## Introduction

In the trend of economic globalization, the world's major economic groups are always to face with the management of multicultural human resources with efforts to get their activities to reach far beyond national borders. At that time, employees will have diverse needs, personalities, and expectations for managers. Thus, meeting those needs becomes a big challenge for the business administration of the enterprises. Given the situation in Vietnam, management culture is often seen as having high power distance, and collectivism-oriented. These will be barriers for large economic groups, especially State-owned economic groups, in innovating their human resource management (HRM) methods in a more modern and more effective way. The high-power approach will partly lead to the gap between management and employees, while the collectivization orientation often leads to disregarding their individual achievements. Moreover, the success of motivating employees depends to a large extent on whether managers understand the cultural factors that affect employees' views, beliefs and values.

Manpower is human power, which resides in every human being and makes people work. That strength is growing with the development of the human body and to a certain extent, people are eligible to participate in the labor process. We call it the working age. Besides, human resources should be understood in two aspects. First of all, human resources are the source and origin of resources, located in people themselves. That is also the fundamental difference between human resources and other resources. Second, human resources are understood as the total human resources of

each individual person. At that time, human resource is a source capable of creating material and spiritual wealth for society by manifesting in certain quantity and quality at a certain time. In the theory of economic development, people are considered as a factor to ensure sustainable economic growth, so the human capital is even considered a special capital for development.

As a special development capital, human resources have a very important meaning in creating production and business results of enterprises. To effectively use social human resources for the development of enterprises, management practices require a professional HRM process at the stages of planning, recruiting, selecting, and motivating employees by orientation, training, personal development, performance evaluation, remuneration, and career development. Herein, motivation can be understood as work motivation, which is defined as the human desire and willingness to increase efforts to achieve a specific goal or result. Those are all of the reasons why people act. Therefore, motivating employees is the fact that an enterprise can influence employees in order to foster their ability to work, shaping their spirit and working attitude in a positive way to bring about positive and more efficient results at work. The expression of businesses with a working environment that creates a lot of motivation for employees includes not only positive business results, high salaries, good benefits, but also long-term engagement of employees. In other words, employee retention is a very good demonstration of the effectiveness of employee motivation.

On the momentum of development and fulfilling their tasks, the SEGs in Vietnam have always maintained their

role as the mainstay of the economy, and one of the tools to regulate the economy as an important macro-economic resource of the State. However, besides the pivotal role of ensuring economic security that SEGs bring to Vietnam's economy, the outstanding problem in the application of the SEG model is the state of big losses. Bank debt is high, overdue debt arises more and more. Most corporations have invested in many other industries, including high-risk industries, while their financial capacity and management experience have not kept pace, thus affecting their operational efficiency and effectiveness even under the concentration of resources on the implementation of the main tasks assigned by the State. The problem which has been raised in recent years is to restructure, equitize and actively divest inefficient non-industry investments of SEGs in Vietnam in particular and state-owned enterprises (SOEs) in general in order to strengthen operational efficiency and avoid loss and waste of the State budget.

Through the multi-faceted status of SEGs in Vietnam, we can see whether the restructuring process of large state-owned corporations in the coming years will be smooth and successful, largely thanks to the competitiveness of human resources. This is further proved when the ownership mechanism, management method and business lines of SEGs have changed, but most of the workforce of the old system will be difficult to change. Therefore, in order to increase the competitiveness and efficiency of production and business activities of SEGs in the integration process, such human resources need to be motivated to work with higher productivity, and constantly fostered to perfect their qualifications as well as skills to stick with and contribute to the ascent of the business. In order to create such motivation for employees, the SEGs will encounter many difficulties and challenges, but also have favorable opportunities in the new situation.

However, it is worth mentioning that corporate social responsibility (CSR) has been a forced choice of many Vietnamese enterprises since its first appearance in the

country. Through surveys and assessments, the vast majority of Vietnamese enterprises, have not yet paid attention to CSR. According to a study by the Central Institute for Economic Management (2014), most Vietnamese businesses do not properly understand their social responsibility. According to statistics, only 36% of surveyed enterprises have a department to monitor the implementation of social responsibility, 28% of enterprises comply with environmental protection, 5% said that they have contributed to the cause of medical care. The lack of awareness of social responsibility has led to fraudulent acts in business and financial reporting, such as failing to ensure labor and production safety; trading in poor quality goods; intentionally polluting the environment. In addition, it is no longer a rare phenomenon that many enterprises violate the law on salary, insurance, and occupational safety for employees [6].

The reason for this situation can be explained in many ways. First of all, it must be seen that the social responsibility of violating enterprises is often overwhelmed and covered by economic profits. For large enterprises with export markets, due to the requirements of customers, they are forced to perform social responsibility. For small and medium enterprises, most are not aware of the importance of social responsibility because they think that the implementation of social responsibility will increase costs for businesses, reduce profits, and reduce the competitiveness of enterprises. In addition, it should be noted that, although Vietnam has institutionalized the content of social responsibility into legal documents and regulations in various forms, the legal framework on this issue is still limited. Unfortunately, many legal documents are not suitable by not adhering to reality, while often creating many gaps for violations. Even when the legal provisions are sufficient, the effectiveness is too low, not having enough deterrent. This fact requires more research to come up with more effective solutions to support, promote and improve CSR in Vietnam.

## Literature Review

### Corporate social responsibility

Corporate social responsibility is a concept that has been extensively studied by academics in the early 2000s [12]. Therefore, the concept of CSR is understood in many different ways by different scholars around the world. Alexander Dahlsrud (2008) has come up with a conclusion about the aspects of CSR after studying more than 30 popularly accepted definitions around the world. Accordingly, CSR relates to corporate responsibility for the environment, society, economy, relationships with stakeholders, and voluntary aspects of actions and decisions that the business makes. This is the aspect that often generates scholarly debates about whether for-profit businesses are paramount or for the welfare of society. Proponents of the profit view argue that businesses perform best when they can create growth in profits from production and business activities. The advocates of the welfare view argue that businesses cannot separate themselves from society but must be an integral part of that social whole, so they cannot keep getting rich when the surrounding society is facing difficulties with a lot of ups and downs [19].

The most well-known scholar in the field, Carroll, A.B. (1991), has introduced

the concept: Social responsibility is all the economic, legal, ethical and philanthropic issues of an organization that are expected by society in a given time. Along with this concept, Carroll introduces a pyramid model (Fig. 1) that describes an order of responsibilities that make up CSR and asserts that CSR can only become a reality if managers become ethical and more virtuous rather than unethical and immoral [4].

Accordingly, CSR includes 4 directions of responsibilities: Economic, Legal, Ethical and Philanthropic, arranged in order of increasing concern, implying that business is considered as an economic entity to exist in the society. So, the most basic function of it is to ensure economic goals. Then come the legal, ethical, and philanthropic responsibilities.

Economic Responsibility simply refers to profit maximization, business development investment, and dividend payment to owners and/or shareholders. Being economically responsible also means being able to create and maintain jobs for the community, contributing products and services that are useful and not harmful to society. All other responsibilities must be based on the business sense of economic responsibility.

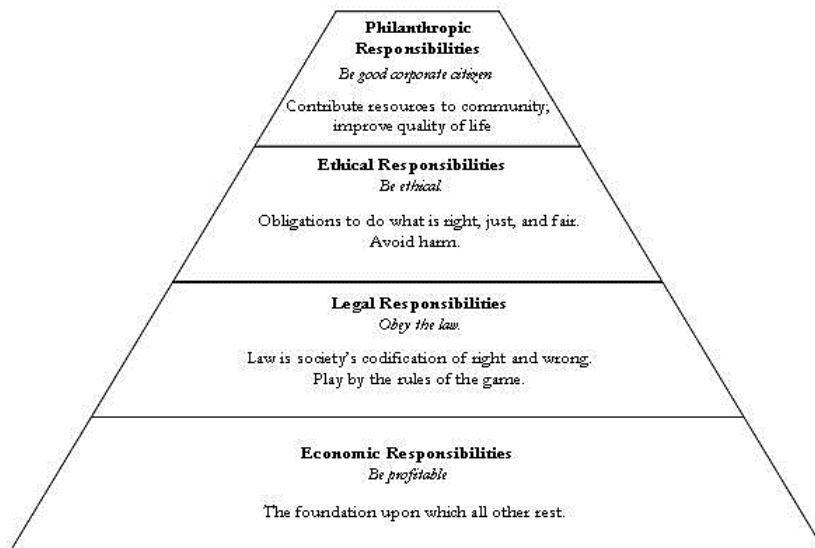


Fig. 1. The Pyramid of Corporate Social Responsibility

Source: [4, p.42]

Legal Responsibility is the minimum requirement for a business. Every enterprise pursuing their economic goals must be within the legal framework. For instance, businesses must be honest about their products or services by not destroying the environment and paying taxes in full according to the regulations of the State. Economic and Legal Responsibility are two integral parts of CSR.

Ethical Responsibility expands the obligations of the business, requiring the business to make commitments beyond the law. This is a voluntary responsibility, but in Carroll’s view it is at the heart of CSR. Ethical responsibility can be to use clean ingredients, not to use genetically modified foods in production, or to maintain reputation with partners, and to compete in a healthy way with competitors.

Finally, the Philanthropic Responsibility is the highest responsibility, beyond the expectations of society. This responsibility refers to being a “good citizen” who proactively improves the world around them, such as sponsoring community projects, consulting expertise for non-profit organizations, donating to support the disadvantaged.

In 1995, Jacquie L’Etang introduced a model of CSR from an ethical perspective for management leaders (Fig. 2). This model overcomes the prejudices in the previous traditional approach of scholars to CSR when analyzing stakeholders (employees, investors, customers and environmental activists). Put on top, Jacquie focuses on

the keyword “responsibility” to classify the responsibilities that businesses must perform into 3 main groups: (1) direct responsibility, (2) indirect responsibility and (3) philanthropy of the enterprise.

Direct responsibility is expressed in matters that are close to the company’s internal (mostly employees) and also outside the enterprise when that enterprise conducts its business activities, Enterprises must not only ensure a safe working environment from the inside, but also comply with legal regulations related to occupational safety and health. In addition, indirect responsibility is related to the position, power and influence of the business on government policy and on the media. These indirect effects to some extent return to affect the stability of the market, the welfare of the society and the customer’s view of the products and services of the enterprise. When those two responsibilities can be fulfilled due to the binding of the law, the philanthropic spirit of the business makes them act according to their moral instincts through simply wanting to do good things.

In 2008, A. Dahlsrud introduced a 5-dimensional model in CSR. They are the environmental dimension, the social dimension, the economic dimension, the stakeholder dimension, and the corporate self-discipline dimension. In particular, the environmental dimension is mainly related to the natural environment when businesses are said to have a sense of preserving the natural environment by making efforts to implement

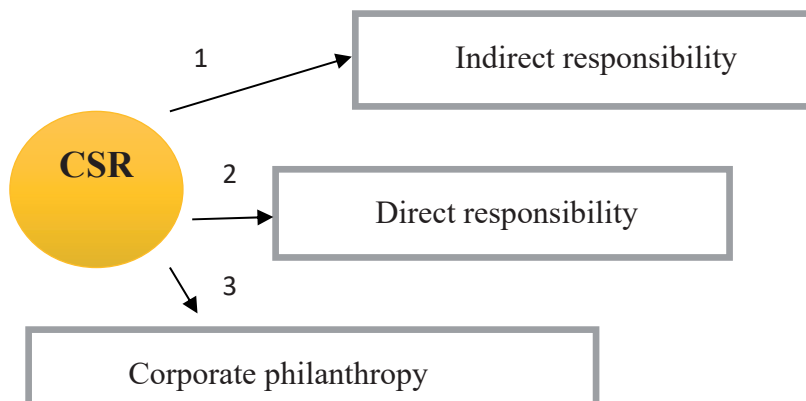


Fig. 2. CSR in terms of ethics  
Source: [11]

environmentally friendly business activities; the social dimension refers to the relationship between business and society when business is also a contributing factor to the process of building a better society in many aspects; economic dimension emphasizes the financial, socio-economic aspects that a business must comply with and conduct in the course of its operations such as paying taxes or maintaining profits; the stakeholder dimension refers to groups of individuals and organizations involved in their interactions with the business; the fifth dimension of self-discipline often refers to activities that are not specified in the law but are based on the ethical values or traditions that the business inherits [2]. Fig. 3 depicts this theory.

This model is randomly generated from a counter that automatically ranks the content dimensions of the CSR definitions determined by the Google search engine, so we can see that the information given is objective. Of those randomly considered definitions, 8 definitions cover all 5 information dimensions (accounting for about 40%) but there are 37 definitions covering 1 information dimension (100%), so this study has focused on the analysis of 37 definitions satisfying the minimum condition, with at least 1 dimension of CSR information mentioned.

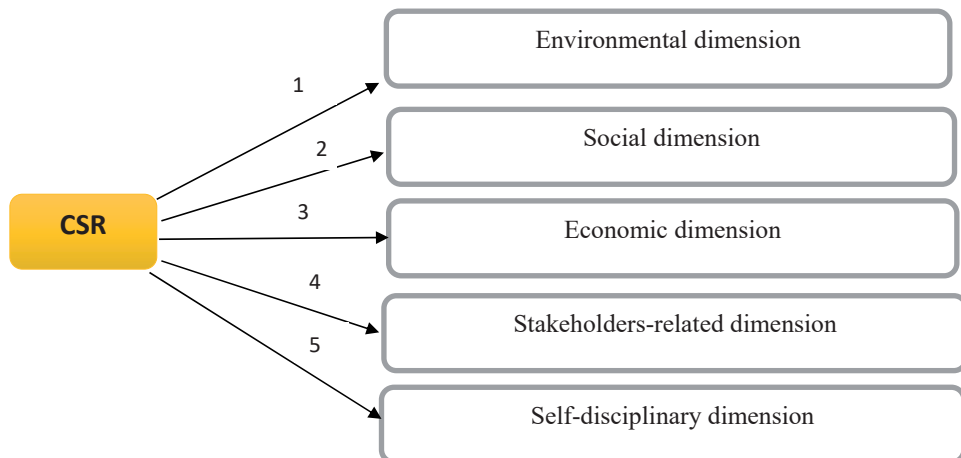
In 2018, Bing Zhu and Andre Habisch contributed a theory to better shape the

process of measuring CSR in enterprises. With their theoretical model, the two authors suggest a modern approach for understanding, implementing and measuring the effectiveness of CSR in Chinese enterprises, especially for economies in transition and developing. The two basic questions that need to be answered for the content groups of this model are: “Are the principles of CSR well followed?” and “How have the contents in the management process of CSR been implemented by enterprises?” [3].

Particularly for stakeholders, the centralized model clarifies the responses to multiple stakeholder requests in great detail. It is community when it comes to culture, arts, education, quality of life, safety and environmental awareness; and it is the customer when it comes to the quality of products/services and the safety of their consumption; and it is workers when it comes to equality of opportunity, occupational safety and health; and there are also shareholders and distributors involved.

**Employee motivation**

In terms of motivation, Vroom V.H. (1964) argued that it is the desire and voluntariness of each individual, following a model of each individual’s job performance [22]. Deci et.al. (1975) suggested that work motivation consists of a diverse set of interdependent relationships that explain



**Fig. 3. CSR in terms of contents**

Source:[2]

the direction, skills, understanding of tasks and activities that individuals engage in [7]. Employees, in the theory, are reluctant to perform in the work environment. Work motivation also refers to the basic psychological state that leads to the behavior of individuals. In general, work motivation is a need, want or desire that takes place inside an individual that causes them to manifest into a certain behavior. Mahmoud A. Wahba et al. (1976) suggested that individuals want to work to understand their abilities and self-determination in work [14]. When motivated by internal motivation, individuals in the organization complete their work mainly because of the enjoyment and passion for that work and tend to accept difficulties, challenges, even temporarily fail to succeed. Afterwards, Hofstede, G. (1977) suggested that motivation represents the psychological process that creates awakening, orientation and persistence to perform voluntary activities to achieve goals [10].

After 1970s, Walker, James W. (1980) argued that intrinsic motivation is the individual's need for accomplishment, success, and satisfaction in work [23]. Motivation represents an individual's desire to do a good job in order to satisfy herself. Kovach, K.A. (1995) suggested that individuals are motivated to work when they seek pleasure, interest, satisfy curiosity, self-expression and want a challenge at work [13]. Sandra G. and Bernard W. (1996) divides motivation into three main parts. The first part deals with the stimuli associated with the hardware or energy behind each individual actions. People are driven by their interest in making a good impression on others, doing interesting work, and being successful at what they do. The second part deals with people who choose and direct the behavior they perform. The third part deals with retention behavior, which clearly defines how much time it takes people to maintain their efforts to achieve their goals. Deci et.al. (1999) defined work motivation as the set of forces originating from within or outside of an individual that create, guide and maintain human work-related behavior [8].

In the beginning of 21<sup>st</sup> Century, Carsten A. Holz. (2003) describes work motivation as an internal motivation, based on the basic conscious and unconscious needs of an individual that lead the individual to work to achieve goals [5]. It can be said that work motivation is a complex internal state that we cannot observe directly, but it really affects behavior. Yves Tiberghien (2007) argued that not only an internal force creates a motivation to work, but also an external force or both, which all lead to persistent actions until the goal is achieved [25]. The goal is to satisfy one or more needs, and this need is the difference between the expected state and the actual state. From these points of view, we can divide motivation into two basic components: intrinsic motivation and extrinsic motivation.

In 2010, Pia DiPaola Clark also suggested that motivation involves a whole set of internal states of effort that are often described as efforts, and desires, which cause us to act in a certain way [18]. It is the inner state that affects and motivates all of us. George Kofi Amoako (2011) stated that work motivation is the willingness to demonstrate a high degree of effort towards organizational goals on the basis of satisfying individual needs [9]. Ovidiu-Iliuta Dobre (2013) argued that there are many different views on work motivation, but it is clear that work motivation is a relationship between the individual and the organization [16]. Individual achievements and organizational goals are independent processes linked by individual work motivation. Individuals who push themselves to meet organizational goals are also aligned with their personal goals. That is, the goals of the organization are immediately aligned with those of the individual.

In overall, the theory of the Hierarchy of needs of A. Maslow (1943) can be considered as one of the most widely accepted theories of human motivation naturally in the research world. This is also the biggest paradox that A. Maslow's theory creates. In 1985, Patzig and Zimmerman in their book, *Organizational Management*, showed that Maslow found that 85% of physiological needs, 70% of

safety needs, 50% of social needs, 40% of esteem needs, and 10% of self-actualization needs are had been met in American society at the time [17]. The popularity of this theory is understandable because of the clarity and ease of application of the five stages that A. Maslow gave in the hierarchy. These are a ladder of criteria to help us evaluate the labor motivation of employees in SEGs in Vietnam later on. These criteria are classified into content groups:

#### *Physiological elements*

The lowest levels of human needs relate to the motivating factors for satisfying the basic biological desires of the species, such as the need for air, food, water, and shelter. These needs are certainly considered to be the most basic, essential needs; without which people can get sick or even die.

Enterprises can have many ways to meet these needs of employees, but the simplest way can be seen as paying salaries and bonuses to employees for them to buy food, drink and accommodation for themselves. However, businesses also need to be aware that there are many ways to satisfy those physiological needs of employees besides paying salaries and bonuses, for instance, by providing coffee breaks or opportunities to rest for a regeneration their labor power. Moreover, the working efficiency of employees is also very much related to their health status, so resting is not enough, while workers need to be facilitated to exercise because of the specifics of their jobs. Currently, it is even more important while most white-collar jobs are heavily related to technology and desks, the employees have very little time to exercise their health. By keeping its workforce healthy, businesses can hope to get better business results because their employees will be able to be more productive.

#### *Safety elements*

When the physiological needs are met at a relatively satisfactory level, people will arise new needs at a higher level, called safety needs. This need is associated with the desire to work in a safe and stable environment psychologically as well as physically of

employees, away from risks and dangers to themselves.

Businesses can meet this need of workers in a variety of ways, such as by protecting their sales staff from environmental risks by equipping them with safety equipment or necessary security. Physiological safety is very critical. By offering health and disability insurance programs, businesses help increase certainty in ensuring that employees are not financially affected when they are unfortunately sick. Moreover, job stability also affects the psychology and enthusiasm of employees. Accordingly, enterprises can also think about the policy of not firing but only transferring employees in any difficult circumstances.

#### *Social elements*

Sometimes, A. Maslow also calls this social need the love need because after people are satisfied with the previous two levels of needs, they begin to have more of the desire to be loved, cared and to belong to some kind of ownership or social relationship [1].

Businesses often do things like sponsoring social activities such as office parties or company picnics to meet this kind of needs of employees. Similarly, the organization of internal sports teams or movements of the enterprise also gives employees the opportunity to satisfy their social needs when they are mobilized and participate in teambuilding games, playing in a collective manner with colleagues who have worked hard at desk work with them before. In general, this need represents the desire of individual employees to have a feeling of belonging and acceptance by the social organization they are working for, by which they love, admire and cherish their positions in the organization and want to contributed much more regardless of the size of that organization. Accordingly, large enterprises will have more impressive way of organizing than small businesses. Nonetheless, creating and maintaining important emotional relationships involve friendship, co-workmanship, closeness and community (family) in business which are all extremely necessary.



*Esteem elements*

A. Maslow believes that we not only need to be liked by someone from a social perspective, but we also need to earn their respect and admiration [1]. In other words, employees also have a need for being respected, which stems from their achievements and being recognized and appreciated by others for what they have done for the common goals. These needs can be divided into two main groups. First, it is the craving for power, achievement, fulfillment, and confidence in facing the world, as an independence and a freedom of a human being. Second, it is the craving for fame, recognition, attention, importance, and gratitude from others.

Things like creating a parking space exclusively for employees or awarding the title of “employee of the month” are all possible means that businesses can use to show respect for their employees, for instance. The measure of reward for employees provides explanations for the self-improvement of employees, which is a very effective way for employees to achieve their need of esteem. For modern corporate governance, creating a career orientation for each position with promotion milestones that can be achieved if individuals achieve specific results is a useful job and helps to connect employees with businesses in a true job satisfaction.

*Self-actualization elements*

Although all of the above needs are fulfilled, we still sometimes feel that some dissatisfaction will arise in the future if the individual is not doing what is right for himself. This is like a musician who must compose music, or an artist who must paint, and a poet who must compose poems so that she can be truly, completely satisfied and happy. This means that employees want to realize themselves in the way they wish for. Doing so, they pay attention to what they can do and if they want to do it, and they must act to be able to do it. Then, they will use their creativity and energy to the fullest to turn them into a valuable asset to the organization that they are contributing to. This is a motivating factor for self-improvement in a high-order requirement.

To satisfy this need of employees, enterprises must also think about creating conditions for employees to satisfy previous lower-level needs to have a premise to reach this highest need. However, at this highest demand ladder step, businesses can also think about creating a working environment that promotes creativity and continuous improvement on the part of employees towards new achievements of theirs.

***Corporate social responsibility through motivating employees***

Workers are a part of society and they also have relatives next to them who need their income to make ends meet. Enterprises that motivate employees to work well, work overtime, achieve valuable results that can be deservedly rewarded, help employees fulfill their responsibilities to their families and relatives. That is the expression of CSR from the inside of that enterprise. Through independent studies on CSR and employee motivation presented, we can see some common points that the implementation of CSR contributes to motivation for employees dynamically and vice versa (Table 1).

**Methodology**

When comparing quantitative and qualitative research, Wilson argued that a balanced use of the two should be used in modern research. Implementing this is to use the strengths of both qualitative and quantitative research [21]. Furthermore, mixed methods can deal with the increasing complexity of social realities. Understanding that a combination of both qualitative and quantitative research methods provides a better and extended understanding of the research topic.

Initially, qualitative research methods should be used. Secondary data is the data which have been already available, published through scientific articles in the same field, topic, project report, published documents, operated by management levels, etc. They can be easy to collect, and require less time and budget in the collection process. This is again an important type of literature reviewing sources in the study of the social sciences. This method can be applied to the content of work with many published

Table 1

**The relationship between CSR and the process of motivating employees in working environment of the enterprises**

No.	Employee motivation [1]	Corporate Social Responsibility (CSR)
1	Physiological	Better income for employees Provide accommodation for employees so that they can work safely and confidently There is a space to practice health exercises and regenerate labor power for employees
2	Safety	Meet the equipment and facilities for the working process, meeting the occupational safety and hygiene Ensure physical safety, mental safety and even financial safety for employees
3	Love and belonging	Create co-worker cohesion in the business organization to have a positive working environment Create a connection with the community and a spirit of voluntary participation in the common tasks of the community, society and the country Protect the community, protect the environment and protect the business' customers
4	Esteem	Employees are respected -> Businesses are respected -> Products and services sold are respected -> Customers feel valued -> The social community feels appreciated
5	Self-actualization	Employees can develop themselves -> qualifications, skills and experiences in serving customers and the social community will be better Happy employees -> Products and services with positive spirit -> Good energy is spread to the community and society

Source: Authors' compilation (2021)

documents of leading scholars, prestigious specialized scientific journals, well-known international organizations, large enterprises, and highly directional and legal documents of the agencies of the Communist Party of Vietnam and the State of the Socialist Republic of Vietnam.

The following study will use the contents of Table 1, combined with an online questionnaire survey for 430 employees at SEGs. With the basic quantitative research method used, the research will continue as follows:

***Data collection method***

The data collection was conducted through primary data in the survey. The primary data group is collected according to the information from the quantitative survey questionnaire.

***Sampling method***

As a result of the survey, there have been 396 people who answered the questionnaire validly, calculated on 430 samples emitted and

403 samples collected in the fourth Quarter of 2021. Because probabilistic sampling requires a complete list of numbers. quantity of sample components in a population, so it is difficult for research when surveying a very huge number of workers in SEGs. Therefore, the non-probability sampling method is applied when the probability of selection cannot be calculated accurately. Specifically, the snowball sampling method is used to take advantage of the relationships of respondents within the business organization to spread survey information.

***Data analysis method***

Analysis of the data obtained in the survey is also carried out depending on whether the data is qualitative or quantitative. With qualitative data, frequently used methods such as historical-specific analysis, synthesis, generalization, induction, interpolation combined extrapolation, comparison, and forecasting methods will be used to draw useful conclusions. With

quantitative data, to measure, the authors use a 5-point Likert scale from 1 to 5 corresponding to completely disagree to completely agree for the observed variables. After receiving data from the online questionnaire survey, which are synthesized through Excel 2013 files, the authors will use the SPSS version 22 analysis software to conduct tests to provide descriptive analysis for the results. Some observed variables and some more in-depth analysis of CSR assessment in SEGs in Vietnam.

The scale in the analysis will first be tested for the Cronbach's Alpha reliability coefficient. Variables with item-total correlation coefficient of less than 0.3 will be excluded, and the scale will be accepted for analysis in the next steps when the Cronbach Alpha reliability is from 0.6 or higher [15]. The results presented in this paper are when reliability has been tested.

At last, the hypothesized model of relationship between CSR, Employee Motivation and Corporate Readiness in performing CSR and motivation work to their employees will be examined through the use of SEM model (path diagram) with RMSEA and other fit-related indices like CFI, TLI, and NNFI. This is done through the aid of JASP 16.3 with Lavaan syntax.

### **Findings and Discussion**

#### ***Physiological and safety needs***

Based on the regression results, descriptive statistics on groups of variables have a certain influence on work motivation. Descriptive statistics show that this scale is rated relatively well by the majority of respondents. However, "Reasonable Allowances of Corporations" is rated the lowest compared to the rest of the criteria with an average score of 4.34. This requires leaders to publicize allowances and ensure fairness for employees who contribute a lot at work.

According to the results of descriptive statistics, we see that this scale is rated relatively well by the majority of respondents. However, "I enjoy very practical benefits of corporations (body insurance, periodic health check-up, welfare bonus)" is rated the lowest compared to the remaining criteria

with average of 4.03. This suggests that the Corporations need to make their policies transparent at the first meeting of the year so that their employees can understand their policies at the Corporations as well as regularly train and disseminate the policies of Corporations.

#### ***Love and belonging needs***

According to the results, we see that this scale is rated relatively well by the majority of respondents. However, the scale "Comfortable and happy working atmosphere" was rated the lowest compared to the other criteria with an average score of 4.31. This shows that the company's leaders need to pay attention to improving the working environment to be much more comfortable and more joyful.

Also, according to descriptive statistics, we see that the scale of the job's fun is rated relatively well by the majority of employees. However, "I am encouraged to be creative in doing work." the respondents rated the lowest compared to the remaining criteria with an average score of 4.27. Therefore, it is necessary to have exchanges between leaders and employees in the Corporations to motivate employees to work when encouraged and shared by leaders. This requires a lower Power Distance Index to be settled.

#### ***Esteem needs***

Descriptive statistics show that this scale is rated relatively well by the majority of employees. Whether employees are appreciated or not, their contributions are recognized and shared depends much on the business leadership team. However, "Leaders are always friendly when communicating with employees" was rated the lowest compared to the other criteria with an average score of 4.11. The relationship at work is simply a subordinate and superior relationship. In order to avoid the situation of false respect, the Corporations organize "Suggestion Boxes" for all employees to comment on all aspects of the Corporations and only the Board of Directors can read the letters. This comment is confidential. This form helps the Board of Directors understand the employees' thoughts and

Table 2

**Survey results on Income and Remuneration Packages**

Observed variables	Min.	Max.	Mean	Std. Deviation
The income I receive is commensurate with the work results	2	5	4.36	0.652
My income is enough to make both ends meet	2	5	4.38	0.692
Fair income distribution	2	5	4.39	0.713
The Corporation's allowances are guaranteed to be reasonable	2	5	4.34	0.662
The Corporation fully participates in paying for employees with all kinds of insurance, according to legal regulations (social insurance, health insurance, unemployment insurance, etc.)	1	5	4.25	0.827
I enjoy practical benefits of the Corporation (body insurance, periodic health check, welfare bonus)	1	5	4.03	0.843
I am provided with full information about remuneration policies	1	5	4.17	0.819
The Corporation fully settles the sickness and maternity policies as prescribed	2	5	4.31	0.811
The Corporation deals with flexible leave when employees need it	1	5	4.18	0.855

Source: Authors' survey (2021)

Table 3

**Survey results on Working environment**

Observed variables	Min.	Max.	Mean	Std. Deviation
The space where I work is cool and well-lit	2	5	4.33	0.579
Strict and clear working hours regulations	2	5	4.36	0.622
Comfortable and happy working atmosphere	2	5	4.31	0.615
Everyone is friendly and polite to each other	2	5	4.41	0.617

Source: Authors' survey (2021)

aspirations, thereby making appropriate policies to improve the motivation of the employees of the Corporations. In addition, leaders of corporations need to pay attention to being friendly when communicating with employees. From there, the respondents will see the closeness and sharing from the leaders of the Corporations that are dedicated to the job. When employees are respected, they are more likely to arrange their work and private lives more. It is the ability of workers to balance work-life. This criterion will also contribute to creating more work motivation in them when the working spirit becomes the most comfortable.

Descriptive statistics also show that Balancing Capability is rated relatively well by the majority of employees. However, "My

work schedule can be arranged flexibly" was the lowest rated compared to the remaining criteria with an average score of 3.75. Therefore, the Company's leaders need to discuss more to arrange a more flexible working schedule, suitable for each group of employees. Thereby, the Corporations can create work motivation for employees with peace of mind.

***Self-actualization needs***

Descriptive statistics show that this scale is rated relatively well by the majority of employees. However, "I know the necessary conditions to develop myself." has been rated the lowest compared to the remaining criteria by the respondents with an average score of 3.73. Therefore, corporations need to have more annual training sessions to improve

professional skills. The form of training needs to be flexible, suitable to the time and work of each group so that employees can arrange to attend. Corporations also create favorable conditions for employees to participate in classes such as allowing employees to change shifts to fit the class schedule, support tuition fees, books for employees, and have a bonus scheme if employees complete the courses with excellent results. In short, the policy of the career path should be well disseminated and widely open.

According to the research results, the independent variable of Training and Promotion has a strong impact on the working motivation of employees at SEGs. The majority of respondents rated

the observed variable the highest (I know the necessary conditions for promotion and personal development) with an average score of 3.98. It shows that the leadership of SEGs must clearly establish the necessary conditions for employees to be promoted and develop themselves; thereby, motivating them to work harder to complete the job exceptionally. In addition, the leadership of SEGs also needs to develop policies for planning and developing staff fairly so that each of them knows the necessary conditions for promotion and personal development. From the values employees can accumulate to develop themselves, they will bring positive things to the community and society in the production and business process of the enterprises.

Table 4

#### Survey results on Leadership Relationship and Balancing Capability

Observed variables	Min.	Max.	Mean	Std. Deviation
Leaders are very serious when working	2	5	4.21	0.710
Leaders are always friendly when communicating with employees	2	5	4.11	0.708
Leaders always create conditions for me to discuss work-related issues	2	5	4.37	0.526
My work schedule is flexible	1	5	3.75	1.068
Having family time	1	5	3.84	1.072
Be able to take care of myself and family	1	5	3.82	0.981
I'm not in the mood to worry about family-related issues when I come to work	1	5	3.96	1.124

Source: Authors' survey (2021)

Table 5

#### Survey results on Education/Training and Job Promotion

Observed variables	Min.	Max.	Mean	Std. Deviation
I know the necessary conditions to be promoted	1	5	3.94	1.059
The Corporation's policy of planning and developing staff and employees is fair	1	5	3.82	1.061
I know the necessary conditions to be develop myself	1	5	3.73	1.063

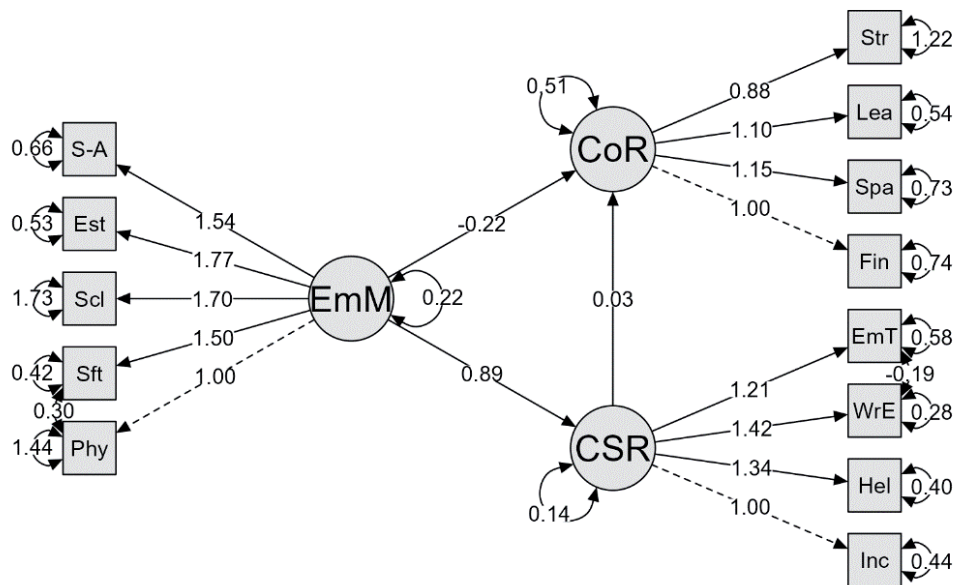
Source: Authors' survey (2021)

**SEM model of relationship**

**Fit indices**

Index	Value
Comparative Fit Index (CFI)	0.969
Tucker-Lewis Index (TLI)	0.959
Bentler-Bonett Non-normed Fit Index (NNFI)	0.959
Root mean square error of approximation (RMSEA)	0.068

**Path diagram**



The hypothetical model of the correlation of CSR implementation with Employee Motivation activities affecting Corporate Readiness (CoR) in the implementation of related policies can be evaluated as a good model – data fit according to statistical theory [14]. In the model, we can see that CSR has an impact on EmT (employee treatment), WrE (working environment), Hel (worker’s health concern) and Inc (enhancement of income); Besides, EmM (employee motivation) is influenced by the constitutive factors in A. Maslow’s Hierarchy of Needs that has

been mentioned earlier (Phy, Sft, Scl, Est and S-A). However, a very important latent variable is the willingness of the business to perform all the related work that needs to be considered is CoR. This variable affects the Strategy, Leadership Team, Workspace and Finance of the business.

**Conclusion**

Today, human resources are considered a decisive factor to the success or failure of an enterprise. A business may have modern infrastructure and technology, but without an efficient workforce, it can hardly survive and

compete with other businesses. As traditional competitive tools become increasingly outdated and easily imitated by the others, business leaders are increasingly concerned about human resources differentiation. Thereby, human resources are considered as a special resource that if they know how to exploit it, they will make the most of its value; exploiting human resources is a must to create motivation. In addition to the goal of revenue and profit growth, businesses must also demonstrate their social responsibility through the responsibilities for each product delivered to customers, responsibilities for employees, the living environment and the welfare of society, which all need to be developed in the future. But, besides these pressures, practice

shows that the good implementation of social responsibility brings a lot of benefits to the businesses. When international partners and importers require Vietnamese enterprises to comply with global standards on occupational safety, worker health care, and environmental protection, Vietnamese enterprises will have stronger motivation to change and improve their performance, which means increased competitive advantage in the globally integrated environment.

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## **CORPORATE SOCIAL RESPONSIBILITY THROUGH MOTIVATING EMPLOYEES IN TYPICAL STATE-OWNED ECONOMIC GROUPS IN VIETNAM**

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**Key words:** *Corporate Social Responsibility, Employee Motivation, SEG, SOE, Vietnam.*

In Vietnam, among 10 biggest economic groups (SEGs), four representatives, which are Viettel, Mobifone (belonged to VNPT in the period 1994-2016), Bao Viet Insurance (belonging to Bao Viet Group), Petroleum Insurance (belonging to PVN Group), have been ranked in the top list of 100 most desired employers in the market by Anphabe. This means that the working environment at the parent company or some subsidiaries of these four groups retains good employees and constantly attracts new talents to join. However, with the great potential and incentives on resources received from the Government, the business performance indicators of those State Economic Groups are not really commensurate. The root of the problem lies in the motivation of the workers. Also, the picture of



corporate social responsibility is also much more energetic when the business situation of the groups becomes positive. When international partners and importers require Vietnamese enterprises to comply with global standards on occupational safety, worker health care, and environmental protection, Vietnamese enterprises will have stronger motivation to change and improve their performance, which means increased competitive advantage in the globally integrated environment. Therefore, this paper focuses on the relationship between CSR and the process of motivating employees to suggest new and more groundbreaking research directions on this issue in the future. This study is one of very few studies which have examined the potential relationship between Corporate Social Responsibility and Employee Motivation, with a look from the inside of the company towards the outside connection with society, communities and the customers. The effects can be imposed in back-and-forth directions between CSR and Employee Motivation activities of the company.

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