

## The Impact of Internal Corporate Social Responsibility on Organizational Commitment: Evidence from Vietnamese Service Firms

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**Abstract:** This study examines the relationship between internal Corporate Social Responsibility (CSR) and organizational commitment in the service sector in Vietnam. Results from a survey of 256 employees indicate that internal CSR has a positive and significant correlation with organizational commitment. More specifically, labor relations, health and safety, training and education had a significant effect on organizational commitment while work-life balance and social dialogue have no significant association with organizational commitment. We have also provided implications, limitations and recommendations for future research.

**Key words:** Internal CSR, employee perceptions, service sector, vietnam, safety

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### INTRODUCTION

Many companies are realizing that Corporate Social Responsibility (CSR) is a high profile notion which the business world perceives as strategic (Porter and Kramer, 2006). Several studies have shown that firms that perform socially responsible activities enjoy benefits such as customer satisfaction and favourable customer evaluations (Brown and Dacin, 1997; Luo and Bhattacharya, 2006; Marin *et al.*, 2009). However, the effectiveness of CSR activities on internal stakeholders (i.e., employees) has remained largely neglected (Larson *et al.*, 2008) while a recent global survey of 1,122 corporate executives suggests CEOs perceive that businesses benefit from CSR because it increases attractiveness to potential and existing employees.

In addition, although some previous studies emphasized the relationship between CSR and organizational commitment (Rodrigo and Arenas, 2008; Brammer *et al.*, 2007; Rupp *et al.*, 2006; Peterson, 2004), the study of CSR in Asia is a relatively under-researched area and the way in which CSR initiatives influence employees' commitment to the organization remains unclear. Scholars neglected to consider employees' self-evaluation of CSR initiatives. Therefore, it would be helpful to consider whether employees identify primarily through self-evaluation of CSR initiatives or through reflected evaluation of them.

It is believed that manufacturing industries (e.g., chemicals, textiles, petroleum, mining, tobacco) that emit waste into the environment and produce

goods harmful to society, engage in CSR to legitimise their business activities and improve their image (Moerman and Van Der Laan, 2005). On the contrary, we argue that firms in non-manufacturing industries (e.g., banking, finance, accounting and software firms) create fewer social hazards as these manufacturing industries provide services useful to the society with socially friendly management processes. This leads us to assume that unlike manufacturing industries that produce goods harmful to the society or uses processes that eventually harm the society, non-manufacturing industries may not be under pressure for CSR. In consideration of these problems, this study explores how employees of Vietnamese service companies respond to internal CSR in the context of a developing country.

The main purpose of this study is to explore the employee perceptions of the internal CSR of service companies in Vietnam. In particular, this study answers the following research question: what is the impact of internal CSR on organizational commitment?

**Theoretical background:** CSR Agendas for Asia, debates in academic journals (e.g., issue 1 of California Management Review, 2004; issue 1 of Journal of Management Studies, 2006) and books show that the significance of CSR has been recognized globally. However, due to the difference in such factors as economic and social development, factor endowment, culture and belief between different countries, best conceptualizations of CSR remain divergent and a common opinion on CSR has not been reached. The

various opinions of different countries on this issue of the choosing and determining of core elements of CSR is a reflection of their diverse understandings of CSR which greatly influences the establishment of related national and international standards for the development of CSR implementation.

One of the key issues is to understand to what extent the cultural factors have impacted on CSR because according to Hofstede (1980), culture is a collective programming of the mind which distinguishes the members of one category of people from another. This means that CSR is driven by different cultural expectations and complicates the environmental context for firms. Even among developed economies, there are some differences. For instance, in the United States, it was legal action that determined the CSR standards for some industries while NGO and non-profit activism has largely driven the CSR agenda in Europe. In the developing world, the perception of CSR has traditionally concentrated on corporate philanthropy while this issue is only a fraction of the CSR debate in developed economies.

There is much research on CSR that has started to compare differences in CSR between countries. However, these works are largely based on the contexts of North America and Western Europe. The Western approaches to CSR have been compared, contrasted and integrated in many ways by these researchers being applied in Western contexts. However, the emergence of Asia as a global business entity has led to a need for more critical studies of CSR in Asia. Serious obstacles to research in the Asia context exist which challenge social scientists in adapting standard methods to distinctive or non-Western milieus. Employees, managers and organizations exist within a societal context, where their attitudes and expectations of CSR are likely to be influenced by the values of their certain society. In fact, there are differences between the responses from Europe, North America and Asia with respect to the internal aspects of CSR (Welford, 2005, 2004) and the lower levels of CSR in Asia than Western counterparts (Chapple and Moon, 2007).

The study of CSR in Asia is still not widely explored, there being a paucity of critical studies (Wendy and Jeremy, 2007). For recent decades, Western business practitioners and organizations have witnessed a proliferation of management tools to aid competitiveness, along with the increasing importance of CSR. Asian involvement has been more recent and is mainly based on Western ideas and practices. Much of the work has focussed on the issue of the environment. For example, Hills and Welford and Bi have explored the governance aspects of environmental responsibility in China while

Forsyth (2005) studied enhancing climate technology transfer through greater public-private cooperation in Thailand and the Philippines.

There have also been few studies of CSR in the specific industries in Asia. Al-bdour *et al.* (2010) investigated the relationship between internal CSR practices and organizational commitment within the banking sector in Jordan. Results indicated that internal CSR dimensions are positively related to the commitment of employees. Linfei and Qingliang (2009) empirically examined the CSR implementation in Ningbo apparel cluster, China, showing that CSR can be an initial capital rather than cost and the firms who engaged CSR actively perform better both socially and economically than those who are inactive while Murthy and Abeysekera (2008) examined the corporate social responsibility practices of the top 16 software firms in India and suggest that firms use dual strategies in reporting their human resource and social relations to stakeholders. In fact, different industries draw different stakeholder emotions.

In Vietnam, there is very little research on CSR available. The researches by Wang (2005) explores the influence of the state trade union on CSR. Taking Vietnam as an example, Wang (2005) examined the relationship between Taiwanese transnational companies and workplace unions in a trade union-supportive regime. The results show that there is an influence of the newly developed 'codes of conducts' from Western buyers which emphasize the rights to freedom of association and collective bargaining. Even trade unions turn out to be an arm of management, rather than representing workers' interests in these companies. Volker investigated the role of CSR in improving work-life balance in Vietnam by empowering the state trade union and indicated that trade unions can be integrated into CSR in a stakeholder-oriented approach. Volker also proposed that CSR can serve as a framework in which these issues can be discussed without being confronted with the argument that companies should only maximize profit. However, Nguyen *et al.* (2011) suggest that since the Doi Moi (renovation) reforms, the country has not only made great economic progress but has also experienced radical changes and this has facilitated the process of full integration into the region and world economic mainstream. The Vietnamese changes require in-depth understanding of all aspects of CSR in the Vietnamese context in order to identify the nature and significance of these differences.

Despite the growing body of literature on this concept, the measurement of CSR is still under debate. Thus, there are several methods to measure CSR activities (Turker, 2009). In this study, we divided CSR into internal

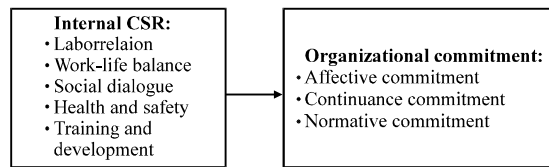


Fig. 1: A framework for analyzing the relationship between internal CSR and organizational commitment

and external practices. According to Turker (2009), internal CSR practices are directly related with the physical and psychological working environment of employees including the work-family relationship, work-life balance and equality of opportunities, some corporate governance practices, health and well-being of workers their training and participation in the business (Vives, 2006) while external CSR refers to issues of environment, business partners and suppliers, customers and local communities (European Commission, 2001). In addition, the commitment an employee feels towards his or her organization reflects varying combinations of desire (affective commitment), cost (continuance commitment) and obligation (normative commitment). In this study, we develop and proposed a theoretical framework for analyzing the relationship between internal CSR and organizational commitment in Fig. 1.

## MATERIALS AND METHODS

**Sample:** Employees for this study were selected on the basis of two criteria. First, the companies that engage vigorously in CSR initiatives were considered. The second criterion concerns the companies in the service sector. We sent 400 questionnaires to employees of 20 service companies (20 questionnaires/company) in the list of Global Compact Network Vietnam in October, 2014. At the end, a total of 256 (64.0%) were completed, returned and used for the analysis. This respond rate is acceptable because similar study by Welford (2005, 2004), use Survey-Based Methods with sample sizes in many Asia countries showed that respond rates in Singapore, Japan, South Korea and Malaysia are 60, 53, 27 and 23%, respectively. Reliability analysis was conducted by computing the Cronbach's alpha. The result showing that variables in the study had acceptable reliability with Cronbach's alpha ranging from 0.83-0.89.

### Measures

**Internal CSR:** A research questionnaire was designed to capture data to explore the employees' perception of CSR in the context of Vietnam. The questionnaire was adapted

Table 1: Reliability of scales and Cronbach's alpha of variables

Variables	Cronbach's alpha
Labor relations	0.86
Work-life balance	0.83
Social dialogue	0.83
Health and safety	0.86
Training and development	0.89

from the literature and refined to fit the present study including five dimensions. Three of the dimensions (work-life balance; health and safety at work and training and development) in the questionnaire are adapted from Vives (2006) and two new dimensions (social dialogue and labor relations) were developed and included in the questionnaire based on the Vietnamese context. The dimension 'social dialogue' consists of 10 items and another four dimensions consists of 9 items. We used a 5-point Likert-type scale (1 = "strongly disagree" to 5 = "strongly agree") to measure all constructs. The alpha reliability coefficient for these scales was illustrated in Table 1.

**Labor relations:** The labor relations scale consists of 9 items. The 5 items in the scale were adapted from Ngo *et al.* (2008). To ensure an adequate number of items for this scale, another 4 items were developed and included in the questionnaire based on the Vietnamese context. The alpha reliability coefficient for this scale was 0.86.

**Work-life balance:** The work-life balance conditions scale consists of 9 items. The 5 items in the scale were adapted from Wong and Ko (2009). The 2 items were adapted from Smith and Gardner (2007). To ensure an adequate number of items for this scale, another 2 items were developed and included in the questionnaire based on the Vietnamese context. Each subject was asked to indicate the extent to which he/she agreed with statements such as "I can concentrate on my work because of family support" and "I can spend more time to fulfill my interest". The alpha reliability coefficient for this scale was 0.83.

**Social dialogue:** Social dialogue is typically defined as the process by which representatives of employers, workers and government exchange information and views, consult, negotiate and reach agreements on issues of concern to them. However, a particular country measures the social dialogue in a different way. In this study, we measured the social dialogue dimension by 9 items. The 2 items in the scale are adapted from Ebbinghaus and Visser (2000). The 3 items were adapted from Kenworthy and Kittel (2003). Another 3 items were developed and added in the questionnaire based on the current situation of Vietnam. The alpha reliability coefficient for this scale was 0.83.

**Health and safety at work:** According to Mondy, health refers to employee's freedom from physical or emotional illness while safety involves protecting employees from injuries caused by work-related accidents. In this study, the health and safety at work scale consists of 8 items. The 3 items in the scale were adapted from Sutherland and Cooper (1990). To ensure an adequate number of items for this scale, another 5 items were developed and included in the questionnaire based on ISO 26000, labor law and regulations of Vietnam. The alpha reliability coefficient for this scale was 0.86.

**Training and development:** Training and development (T&D) is a 9 item scale. The first 2 items in the scale are

adapted from Tsui *et al.* (1997). Another 4 items were adapted from Lee and Bruvold (2003). To ensure an adequate number of items for this scale, another three new items were developed and added in the questionnaire based on the current situation of Vietnam including "My organization provides on the job training for the employees"; "My organization provides orientation training to the new employees" and 'my organization provides financial support for my training'. The coefficient Cronbach's alpha for this scale was 0.89 for our sample (Table 2).

**Organizational commitment:** It is now widely accepted that employee commitment has a multi-dimensional

Table 2: Internal corporate social responsibility items

Internal CSR items	Researcher(s)
<b>Labor relations</b>	
I can fully utilize their knowledge and skills in the organization	Ngo <i>et al.</i> (2008)
I have a sense of belonging and commitment to the organization	Ngo <i>et al.</i> (2008)
I am able to discuss operational issues in an open, frank and constructive manner	Ngo <i>et al.</i> (2008)
I maintain rapport relationship with each other and are willing to share information	Ngo <i>et al.</i> (2008)
I can freely discuss job-related issues with their supervisor	Ngo <i>et al.</i> (2008)
My co-staffs are very supportive when I need help from them	Self-development
My supervisor is understanding when I talk about task issues that affect my work	Self-development
My organization provides the equal employment opportunity for all employees	Self-development
I can freely join trade union at my organization	Self-development
<b>Work-life balance</b>	
I look forward to being with the people I work with each day	Wong and Ko (2009)
I can schedule my preferred days off supported by my team	Wong and Ko (2009)
I accept working extra hours because I am committed to my job	Wong and Ko (2009)
I have enough time after work to carry out personal matters	Wong and Ko (2009)
I feel very energetic after work	Wong and Ko (2009)
I can easily manage my work with personal matters because of the flexitime provided by the organization	Smith and Gardner (2007)
I can chose part-time work at my organization	Smith and Gardner (2007)
I can concentrate on my work because of family support	Self-development
I can spend more time to fulfill my interest	Self-development
<b>Social dialogue</b>	
My organization provides support for trade union	Ebbinghaus and Visser
My organization provides support when employees decide to join trade union	Ebbinghaus and Visser
My organization allows the right of freedom of collective bargaining	Kenworthy and Kittel
My organization negotiate central agreements with trade union and governance agencies	Kenworthy and Kittel
My organization negotiate wage-setting arrangements with trade union	Kenworthy and Kittel
My organization organize employee meeting to collect complaints of employees each year	Self-development
My organization organize frequency dialogue with employees	Self-development
My organization commit to report the individual employee evaluation to the employee	Self-development
My organization participate in making public policy on labour with governance agencies	Self-development
<b>Health and safety</b>	
My organization provides good healthcare in the workplace	Sutherland and Cooper (1990)
My organization provides stress management for employees	Sutherland and Cooper (1990)
My organization provides a periodic medical examination	Sutherland and Cooper (1990)
My organization ask employees to follow health and safety rules	ISO 26000, 2010; VNA
My organization provides professional counseling services on health and safety	ISO 26000, 2010; VNA
My organization provides health profile management for employees	VNA
My organization provides medical insurance for employees	VNA
My organization provides health and safety training for employees	VNA
<b>Training and development</b>	
My organization trains employees on skills that prepare them for future jobs and career development	Tsui <i>et al.</i> (1997)
My organization provides career counseling and planning assistance to the employees	Tsui <i>et al.</i> (1997)
My organization allows employees to have the time to learn new skills that prepare them for future jobs	Lee and Bruvold (2003)
My organization provides support when employees decide to obtain ongoing training	Lee and Bruvold (2003)
My organization is fully supportive of a career-management program for the employees	Lee and Bruvold (2003)
My organization provides a systematic program that regularly assesses employees' skills and interests	Lee and Bruvold (2003)
My organization provides orientation training to the new employees	Self-development
My organization provides financial support for my training	Self-development
My organization provides on the job training for the employees	Self-development

Table 3: Organizational commitment scales

Scales	Description
Affective commitment scale items	I would be very happy to spend the rest of my career with my company I enjoy talking about my company with people outside it I really feel as if this company's problems are my own I think that I could easily become as attached to another company as I am to this one I do not feel like "part of the family" at my company I do not feel "emotionally attached" to this company This company has a great deal of personal meaning for me I do not feel a strong sense of belonging to my company
Continuance commitment scale items	I am not afraid of what might happen if I quit my job without having another one lined up It would be very hard for me to leave my company right now, even if I wanted to Too much in my life would be disrupted if I decided I wanted to leave my company now It wouldn't be too costly for me to leave my company now Right now, staying with my company is a matter of necessity as much as desire I feel that I have too few options to consider leaving this company One of the few serious consequences of leaving this company would be the scarcity of available alternatives I continue to work for this company because another company may not match the benefits I have now
Normative commitment scale items	I think that people move from company to another company too often I don't believe that a person must always be loyal to his/her company Jumping from company to another company does not seem at all unethical to me I need to remain moral obligation because I believe that loyalty is important If I got another offer for a better job elsewhere I would not feel it was right to leave my company I was taught to believe in the value of remaining loyal to one company Things were better when people stayed with one company for most of their careers I don't think that wanting to be a "company man" or "company woman" is sensible anymore

nature. This multi-dimensional nature has been articulated most clearly in the three-component theory of organizational commitment. According to this perspective, the commitment an employee feels towards his or her organization reflects varying combinations of desire (affective commitment), cost (continuance commitment) and obligation (normative commitment).

Affective Commitment (AC) has been described as the employees' emotional attachment to identification with and involvement in the organization. Meyer and Allen proposed that anything that increases the quality of one's work experiences, especially one's sense of autonomy and personal competence will increase AC.

Continuance Commitment (CC) stems from an employee's assessment of the respective costs and benefits of remaining with or leaving the organization. This form of commitment should increase over time as people accumulate personal investments or side-bets (e.g., seniority rights; attractive benefits) that would be at risk if the relationship was terminated.

Normative Commitment (NC) is the feeling of obligation to remain with an organization. Normative commitment may develop when an organization provides the employee with "rewards in advance" (e.g., paying college tuition) or incurs significant costs in providing employment (e.g., costs associated with job training).

We measured organizational commitment using the Allen and Meyer's instrument (Allen and Meyer, 1990). Organizational commitment has been measured by affective, continuance and normative components with

24 items (Table 3). Responses to all 24 items were made on a five-point scale (1 = "strongly disagree" to 5 = "strongly agree").

## RESULTS AND DISCUSSION

Table 4 shows demographic information about the study sample. The majority of respondents possessed undergraduate educational degree. Of the study subjects, 39% had worked in their company for 3 years or less, 36% between 3 and 6 years and 25% of the respondents had spent >6 years working experiences in their current companies. Table 4 also presents that males in the sample constitute 42.6% and females constitute 57.4%.

Table 5 shows the means, standard deviations and correlation matrix for all variables. Multicollinearity does not happen in this study because the correlation variables among CSR variables and OC variables are under 0.75 (Sekaran, 2003). The results of the correlation matrix in Table 5 indicate that internal CSR have a positive and significant correlation with affective, continuance and normative commitments.

Table 6 shows that internal CSR, consisting of labor relations, work-life balance, social dialogue, health and safety, training and education as a set were significantly related to affective commitment ( $R^2 = 0.18$ ,  $F = 18.39$ ,  $p < 0.01$ ). Specifically, health and safety had a significant effect on affective commitment ( $\beta = 0.32$ ,  $p < 0.01$ ) and training and education had a positive and significant association with affective commitment ( $\beta = 0.36$ ,  $p < 0.01$ ). Three others CSR dimensions have no significant effect on affective commitment.

The second multiple regressions examined the relationship between internal CSR and continuance commitment. The results in Table 7 indicate that internal CSR have significant association with continuance commitment ( $R^2 = 0.15$ ,  $F = 5.25$ ,  $p < 0.01$ ). Specifically, health and safety had a significant effect on continuance commitment ( $\beta = 0.28$ ,  $p < 0.01$ ). Labor relations, work-life balance, social dialogue, training and education have an insignificant association with continuance commitment.

Finally, Table 8 reveals that internal CSR have a significant effect on the normative commitment ( $R^2 = 0.13$ ,  $F = 4.41$ ,  $p < 0.01$ ). Specifically, labor relations had a positive and significant effect on normative commitment ( $\beta = 0.14$ ,  $p < 0.05$ ). Four others CSR dimensions have no significant effect on normative commitment.

**Overview and implications of findings:** The purpose of this study was to examine the relationship between internal CSR and organizational commitment. The multiple regressions reveal that health and safety has a positive and significant effect on both affective commitment and continuance commitment. This finding implies that good health and safe work-life balance lead to high continuance commitment. More specifically, when employees believe that the organization supports them by providing a healthy and safe working space they could work with more satisfaction and could then express greater commitment to the organization. This is consistent with

the findings of previous studies by scholars (Edgar and Geare, 2005; McGuire and McLaren, 2009). However, in this multiple regression, we also found that health and safety has an insignificant association with normative commitment. The probable reason for this insignificant relationship between health and safety and normative commitment could be attributed to the employees' perception that health and safety in their organization is not better than in other organizations. Thus, these employees might not feel obligated to remain with their organization.

In this study, we found that labor relations have a positive significant effect on normative commitment. This would suggest that good labor relations would lead to a greater level of normative commitment. More specifically, employees who perceive their organization is treating them fairly through human resource policies, union support and respect from managers, will have strong normative commitment to their organization. Unlike normative commitment, labor relations have no significant effect on affective commitment and continuance commitment. There are two possible reasons. First, employees who are unable to make a good relationship with their colleagues and supervisors might feel unhappy. This feeling could lead to low affective commitment. Second, it is possible that as there is an increasing number of new companies in the service sector in Vietnam, employees might perceive that there is a high demand for skilled employees and that the new organizations might provide better benefits and compensations.

The findings of this study show that training and education have a positive significant association with affective commitment. These results suggest that employees who perceive organizational support for training and perceive the benefits of training would have a stronger belief in their organization. Thus, it leads them to be more committed to their organizations.

Table 4: Respondent demographics of the study sample

Demographic information	Number	Percentage
<b>Gender</b>		
Male	109	42.6
Female	147	57.4
<b>Tenure</b>		
<3 years	100	39.1
3-6 years	92	35.9
>6 years	64	25.0
<b>Educational</b>		
Undergraduate	225	87.9
Postgraduate	31	12.1

Table 5: Correlations, means and standard deviations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
Gender	-	-	1	-	-	-	-	-	-	-	-	-	-
Tenure	-	-	-0.298**	1	-	-	-	-	-	-	-	-	-
Education	-	-	0.165**	-0.129*	1	-	-	-	-	-	-	-	-
CSR1	3.8535	0.99854	0.008	0.033	-0.133*	1	-	-	-	-	-	-	-
CSR2	3.5605	0.75574	-0.037	0.076	-0.155*	0.514**	1	-	-	-	-	-	-
CSR3	3.5527	0.79635	0.019	0.108	-0.082	0.431**	0.655**	1	-	-	-	-	-
CSR4	3.4500	0.75687	-0.064	0.116	-0.191**	0.361**	0.586**	0.581**	1	-	-	--	-
CSR5	3.4972	0.94003	-0.060	0.031	-0.041	0.384**	0.605**	0.540**	0.559**	1	-	-	-
AC	3.1987	0.65512	-0.081	0.119	-0.056	0.261**	0.383**	0.413**	0.525**	0.538**	1	-	-
CC	2.8406	0.59734	0.010	0.056	-0.078	0.218**	0.280**	0.269**	0.363**	0.243**	0.458**	1	-
NC	3.3562	0.55773	-0.032	-0.009	-0.036	0.270**	0.291**	0.249**	0.224**	0.294**	0.483**	0.416**	1

\*\*Correlation is significant at the 0.01 (2-tailed); \*Correlation is significant at the 0.05 (2-tailed); CSR1 (labor relations), CSR2 (work-life balance), CSR3 (social dialogue), CSR4 (health and safety), CSR5 (training and education); AC (Affective Commitment), CC (Continuance Commitment), NC (Normative Commitment)

Table 6: Results of regression analysis for CSR and affective commitment

Variables	Step 1			Step 2		
	$\beta$	t-values	Sig.	$\beta$	t-values	Sig.
Constant	-	10.838	0.000	-	3.745	0.000
Gender	-0.045	-0.685	0.494	-0.030	-0.553	0.581
Tenure	0.101	1.537	0.126	0.063	1.187	0.236
Education	-0.035	-0.555	0.579	0.029	0.549	0.583
CSR1	-	-	-	0.019	0.315	0.753
CSR2	-	-	-	-0.080	-1.032	0.303
CSR3	-	-	-	0.076	1.053	0.293
CSR4	-	-	-	0.316**	4.570	0.000
CSR5	-	-	-	0.360**	5.262	0.000
R <sup>2</sup>	0.018	-	-	0.373	-	-
Adjusted R <sup>2</sup>	0.006	-	-	0.353	-	-
F	1.506	-	-	18.386**	-	-

Table 7: Results of regression analysis for CSR and continuance commitment

Variables	Step 1			Step 2		
	$\beta$	t-values	Sig.	$\beta$	t-values	Sig.
Constant	-	10.670	0.000	-	4.587	0.000
Gender	0.040	0.610	0.543	0.038	0.608	0.544
Tenure	0.058	0.884	0.377	0.024	0.385	0.701
Education	-0.077	-1.212	0.227	-0.007	-0.121	0.904
CSR1	-	-	-	0.070	1.001	0.318
CSR2	-	-	-	0.048	0.526	0.600
CSR3	-	-	-	0.033	0.391	0.696
CSR4	-	-	-	0.282**	3.496	0.001
CSR5	-	-	-	0.013	0.157	0.875
R <sup>2</sup>	0.010	-	-	0.145	-	-
Adjusted R <sup>2</sup>	-0.002	-	-	0.118	-	-
F	0.825	-	-	5.250**	-	-

Table 8: Results of regression analysis for CSR and normative commitment

Variables	Step 1			Step 2		
	$\beta$	t-values	Sig.	$\beta$	t-values	Sig.
Constant	-	13.727	0.000	-	7.467	0.000
Gender	-0.033	-0.502	0.616	-0.034	-0.541	0.589
Tenure	-0.023	-0.353	0.725	-0.040	-0.641	0.522
Education	-0.034	-0.525	0.600	0.010	0.161	0.872
CSR1	-	-	-	0.143*	2.025	0.044
CSR2	-	-	-	0.095	1.031	0.303
CSR3	-	-	-	0.043	0.507	0.613
CSR4	-	-	-	0.011	0.139	0.889
CSR5	-	-	-	0.151	1.871	0.063
R <sup>2</sup>	0.002	-	-	0.125	-	-
Adjusted R <sup>2</sup>	-0.009	-	-	0.097	-	-
F	0.210	-	-	4.409**	-	-

\*\*p<0.01; \*p<0.05

## CONCLUSION

In this study, we found that training and education has no significant effect on the continuance, commitment and normative commitment. The lack of a connection between training and education and continuance commitment and normative commitment is not particularly surprising because employees may feel that such training was not enough. For that reason, insufficient training support from an organization leads employees to leave their organization. Our results coincide with the findings

by Bartlett (2001) who examines the relationship between employee attitudes toward training and feelings of organizational commitment (affective, continuance and normative commitment) and found that the strongest relationships appear between training with the affective form of commitment.

The results of this study also indicate that work-life balance and social dialogue have no significant association with the three forms of organizational commitment. There may be two possible reasons for this. First, employees perceive that work-life balance and social dialogue given by their organization are not sufficient. Second, some other variables of internal CSR could be more important than work-life balance and social dialogue variables.

## LIMITATIONS

The study has several limitations and makes recommendations for future research. First, this study collected information from 256 employees in the service sector. The sample size may be not representative of the service sector in Vietnam. Future research needs to collect data from a larger and more representative sample. Second, our study focused on investigating the effect of internal CSR on organizational commitment in the service sector only.

## IMPLICATIONS

This study has implications and relevance for both theory and management practices. The results of this study contribute to the rapidly developing CSR and human resource management literature in that it is the first study about the relationship between internal CSR and organizational commitment in an emerging and transitional Asian economy Vietnam. By estimating the impact of internal CSR on three dimensions of organizational commitment, we found that internal CSR has a positive and significant effect on organizational commitment. Thus, internal CSR may lead to employees' commitment. This finding also indicates an existing relationship between CSR and organizational commitment in an emerging and transitional economy.

## SUGGESTIONS

We recommend that future research examine the relationship between CSR and organizational commitment in other sectors. Finally, this study found that work-life balance and social dialogue have no significant association with three forms of organizational

commitment. More research needs to be done in order to gain better insight into the relationship between work-life balance and social dialogue and organizational commitment.

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