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CORPORATE SOCIAL RESPONSIBILITY FOR EMPLOYEE RETENTION AND ENGAGEMENT IN SMALL AND MEDIUM-SIZED ENTERPRISES: A CASE STUDY IN VIETNAM

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The article evaluates the influence of corporate social responsibility awareness (CSR) on employee engagement and retention. Adopting the exploratory factor regression method through four CSR factors, with the data collected from 228 employees in small and medium-sized enterprises (SMEs), the study shows that there are two components of CSR affecting employee engagement and retention, namely responsibility towards the government and responsibility towards customers; in which, that towards the government has a stronger impact. The research results can serve as a useful basis for SMEs to refer to and develop CSR strategies to improve loyalty, employee engagement and retention with the organization, thereby helping enterprises steadily hold human resources, maintaining sustainable business performance.

Keywords: *CSR, social responsibility, small and medium-sized enterprises.*

JEL Classifications: *M14, G34, H32*

1. Introduction

Since the beginning of 2020, all human beings have been suffered heavy losses due to the Covid-19 pandemic, which has not ended yet. The epidemic has plunged the world economy into a severe crisis due to a drop in demand, and there are not many consumers purchasing goods and services. The wave of infections is enormous, complex and unprecedented, forcing many countries to impose blockade and social distancing, resulting in production reduction or even enterprise closure. Many workers have to quit their jobs, leading to a high unemployment rate, but it is worth noting that the situation of skilled employees changing jobs, the trend of looking for a new working environment is also strong. The battle with the Covid-19 Pandemic is not caused by the materials' input or output of the product consumption process, but by the disturbance within the units that are facing the potential imbalance of potential human resources. It is also at this time that many enterprises apply the policy of personnel purification and talent attraction, partly to help enterprises cut costs, to strengthen human resources, which is the factor that facilitates enterprises in gaining advantages in the fierce battlefield in the context of the Covid-19 pandemic.

CSR has a positive impact on enterprises' performance. Effective implementation of CSR is an important prerequisite for the success of an enterprise, which is due to the fact that the implementation of CSR brings great benefits such as increasing revenue and labour productivity, reducing employee turnover, attracting skilled workers or improving competitiveness, and expanding consumption markets (Giang Cao Tran, 2017; Meyer et al., 2002; Peterson, 2004; Tajfel and Turner, 1986). CSR is considered a "guideline" for enterprises to develop sustainably in the new context. In a world of increasingly developed technology, the trend of internationalization and global integration, the trade and exchange relationships between countries and regions being deepened, besides opportunities, enterprises are facing fierce competition and challenges. That is even more evident for SMEs when they have not been able to create solid competitive advantages and have faced fierce difficulties in the integrated market.

According to the General Statistics Office (2020), SMEs account for 96.7% of the total number of enterprises nationwide. This is a force that plays an important role in the process of economic growth and development of the country. Binh Duong Province is an industrial province with a high economic development rate, located in the southern key economic region. Up to now, the province has had about 47,557 SMEs engaged in activities in the fields of trade - service and industry - construction (Binh Duong Department of Planning and Investment, 2020). The SMEs are facing difficulties in capital, management capacity, financial management, ability to withstand crises and economic recession. Therefore, in addition to timely support policies from the government, it is required that enterprises be always flexible to change, adapt to integration.

Among the enterprises operating in the area, the majority are SMEs; assessing the CSR implementation of this group of enterprises for the employee retention strategy, the key nucleus of the enterprise, must be an issue that is necessarily surveyed and measured. Therefore, a comprehensive overview and assessment of CSR on employee engagement in SMEs in Binh Duong Province is to find out the influence of CSR awareness on employee engagement at SMEs. On that basis, the recommendations are proposed to contribute to promoting the attachment and retention of employees at SMEs in Binh Duong Province.

2. Literature Review

Historically, the concept of CSR is unfamiliar in many developing countries (Kwesi. A and Kwasi. D, 2015). The economist Milton Friedman (1970) argues that "Corporate Social Responsibility (CSR) is contributing to increased profits"; Friedman states that the sole goal of companies is to increase profits for their shareholders. In addition, according to World Bank (2003), CSR is defined as "the enterprise's commitment to contribute to sustainable economic development, the commitment to work with employees, their families, the local community and society at large to improve their quality of life in ways that are both good for enterprises and good for development". CSR contributes to sustainable economic development.

Thus, the term CSR has a long history of development in the world (Carroll, 2009). As Bowen (1953) mentioned CSR in his book "Social Responsibility of Business People", CSR is not a new field of research, but recently CSR is gaining attention and interest among the world's leading companies, universities, researchers, media, governments and NGOs. These days, however, more and more enterprises believe that an enterprise cannot function well if it only maximizes profits; instead, they need to have obligations to related parties. CSR is not only necessary for enterprises but also for customers, employees and society. Good implementation of CSR contributes to improving the image and reputation of enterprises, enhancing the competitiveness of the enterprises. Furthermore, CSR is also an effective method to attract and retain talented people; CSR establishes a relationship between employees' awareness of CSR and commitment to long-term working (Stephen et al., 2007).

The commitment and attachment of employees to the perception of CSR is argued based on social identity theory (Henry Tajfel and John Turner, 1986). Social identity theory refers to individuals who consider themselves members of a social category (Tuner 1985; Tajfet and Tuner 1986; Hogg and Abrams 1988). The research group of Alen and Meyer (1990) report that the three main components of cognition are social classification, social identity and social comparison. Individuals wish to maintain a positive social identity by maintaining the group's favourable social position compared to relevant external groups. Meyer et al (2002) add that the theory of affective commitment is related to labour turnover and intention to leave the organization, but in fact, there exists a strong relationship between affective commitment and employees' desired outcomes, including work performance, stress, health, and conflict outside of work (Meyer et al., 2002). According to Meyer, CSR is an integral part of the employees' work experience; employees' percep-

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tions of the company's ethics, values, and social responsiveness play an important role in shaping affective commitment. Therefore, CSR contributes positively to an organization's reputation. Employees tend to have a stronger emotional identification with the organization (Peterson, 2004). Corporate social performance results have a positive contribution to employee affective commitment because employees are likely to identify with organizations that have positive values in implementing CSR; employees benefit from association with organizations with a positive image (Peterson, 2004).

There have been many studies concerning CSR with employee engagement. For example, Maignan et al. (1999) based on the four-component model of Carroll (1979) and studied the influence of each component on the employees' attachment to the enterprise, using an 18-component scale to measure CSR awareness and a 7-component scale to measure organizational commitment. Research has proven that most of the components of CSR have a positive and strong impact on employee engagement. An argument by Peterson (2004) shows that all four components of CSR have a positive effect on employees' intention to stick to the organizations. The stronger the employees' belief in the benefits of social activities of the company, the higher engagement regarding ethical factors, which exerts the strongest influence on employees. He thinks that companies that value business ethics treat their employees most kindly.

Another study was conducted by Imran Ali et al (2010) on 371 employees working in Pakistan. The study shows a strong influence of all components of employees' CSR awareness on employee engagement, and it also shows that CSR awareness also positively affects the performance of enterprises. Research by Choi and Yu (2014) involves the civic behaviour of employees in the organization and the performance of the organization.

Besides, discussing the perception of CSR with employee engagement, the study of Osveh et al (2015) on the influence of CSR awareness on employee engagement also defines commitment as the willingness to participate in the activities of the organization and the long-term commitment to the organization. The study is based on the theory of Carroll (1979) and it surveyed over 220 employees of a second-largest automobile company in Iran. The results of this study show that only two components of CSR, Ethics and Philanthropy, have a positive effect on employee engagement while the other two hypotheses, which are "a positive influence on employee commitment of the economic and legal sectors" is not satisfied.

Explaining the refutation of these two hypotheses, the author believes that the company's profit is not a motivating factor for employees because their salary is always fixed no matter how well the company operates. Furthermore, in some cases, the company's growth means more work, and employees may have to work overtime. Even though employees receive additional remuneration, it is not worth the effort they put in. If the company does not have high profits and cannot afford to pay the employees, they are ready to leave to find a new company. This is also the habit of workers in Iran, which makes the job-hopping rate of this country very high.

Simona Vinerean et al (2013) in the study "Modeling employee satisfaction in relation to CSR practices and attracting and retaining top talent", tested and came to a conclusion that accepts three hypotheses (1) CSR has a positive impact on employee satisfaction, (2) CSR has a positive impact on the attractiveness and employee commitment of engagement, (3) The attractiveness and employee commitment have an impact on employee satisfaction. This study involved a survey of employees working at the top 10 large multinational companies In Romania; these companies are currently committed to and well implementing CSR activities in their business.

In Vietnam, CSR has not been widely disseminated from theory to practice; scholars have only conducted research projects on CSR over the past 15 years. Among them, not many authors have studied CSR in SMEs. Therefore, this section not only introduces researches on CSR for SMEs but also reviews typical studies on issues revolving around the topic of awareness and implementation of corporate social responsibility. In the same vein, there is the study of Le Thanh Tiep (2018) entitled "Effect of social responsibility and employee engagement on corporate performance: A case study of southern enterprises". Through many analytical models from basic to advanced such as exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modelling (SEM).

Analytical data were gained from 1000 samples of employees and managers of two categories: working for foreign-invested enterprises (500) and working for domestic private enterprises (500). The analysis results show that all 13 mentioned hypotheses are accepted, namely: (H1) Social responsibility towards the Government; (H2) Social responsibility towards related parties; (H3) Social responsibility towards employees; (H4) Social responsibility towards employees has an impact on CSR of enterprises; (H5) Affective attachment has a positive impact on employee engagement in the enterprise; (H6) Engagement for retention has a positive impact on employee engagement in the enterprise; (H7) Ethical commitment has a positive impact on employee engagement in the enterprise; (H8) CSR has a positive impact on employee engagement; (H9) Corporate CSR has a positive impact on organisational identity; (H10) Employee engagement in the enterprise has a positive effect on organisational identity; (H11) CSR has a positive impact on corporate performance; (H12) Employee engagement has a positive impact on enterprise performance; (H13) Organisational identity has a positive impact on enterprise performance.

Le Thanh Ha (2009) puts forward concepts and principles of CSR implementation, notably principles of ensuring human rights: (1) Enterprises need to support and respect the protection of internationally recognized human rights; (2) Enterprises need to ensure that they are not involved in the infringement of human rights. Principles of labour standards: (3) Enterprises respect freedom of association and recognise the right to collective bargaining; (4) Elimination of all forms of forced or compulsory labour; (5) Effective elimination of child labour; (6) Elimination of discrimination related to employment and occupation.

Finally, the study of Le Thi Thu Thuy (2013), using a qualitative analysis method to assess the status of CSR implementation according to the Carroll model, clarified the challenges for Vietnamese enterprises when implementing CSR and the benefits of CSR implementation, thereby giving some suggestions for basic solutions to raise awareness of CSR implementation in Vietnam. Through the research overview of the issues, this paper builds the research hypotheses and models which are presented in section 3.

3. Methodology, data and research model

3.1. Research methodology

The research employed both qualitative and quantitative approaches in analysis and discussion. The paper explores CSR for employee retention and engagement in SMEs. The semi-structured questionnaire was built to investigate the impact of CSR on employee engagement.

After completing the questionnaire, the data processing was conducted by SPSS 20 software to perform tests on the reliability of the scale, exploratory factor analysis (EFA) and regression analysis to examine the influence of CSR on employee engagement at SMEs in Binh Duong.

3.2. Data

The data in the study were gathered from the survey of employees who are working at SMEs. The non-probability sampling technique was applied when implementing sampling, whereby a list of SMEs classified by business lines of the enterprises was employed. The survey of the research sample was carried out from May 2020 to December 2020, with 228 valid questionnaires. After the survey results were available, the model's hypotheses were tested and finally, some suggestive suggestions were made based on the results of this study. Regarding the sample of the survey, for the 250 questionnaires distributed, 235 questionnaires were collected, and only 228 valid ones. The percentage of valid questionnaires out of the total number of those delivered is 97%.

3.3. Research model

From the literature review, the proposed research model is as follows:

(H1) Social responsibility towards related parties

(H2) Social responsibility towards the government

(H3) Social responsibility towards employees

(H4) Social responsibility towards customers

4. Research results and discussion

The results of descriptive statistics of the study sample are shown in Table 2.

4.1. Performance of tests

First, the study performed Cronbach's Alpha test to analyse and evaluate the reliability of the scale (Table 3). According to Nunnally & Bernstein

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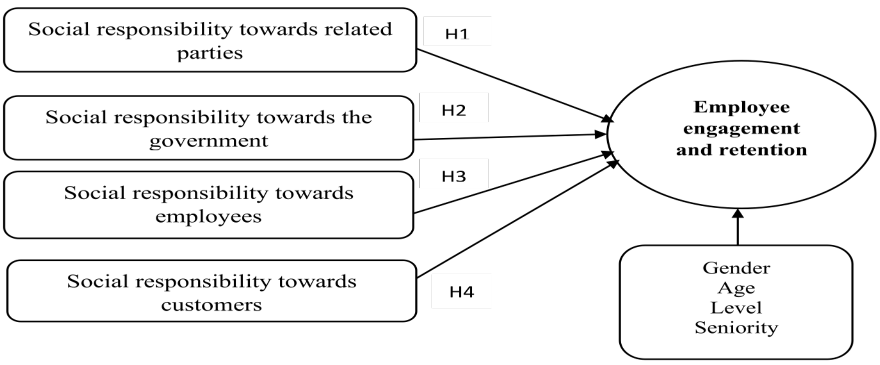

(1994), the value of Cronbach's Alpha coefficient ≥ 0.60 is an acceptable scale in terms of reliability; the corrected item-total correlation coefficient ≥ 0.30 indicates that the variable meets the requirements.

Through the test results of 6 scales, there are five

Table 1: *Interpretation of observed variables in the research model*

Concepts	Observed variables	Scale	Sources
CSR towards related parties (XH)	XH1. The enterprise participates in activities aimed at protecting and improving the quality of the natural environment XH2. The enterprise makes investments to create a better life for future generations XH3. The enterprise implements special programs to minimize negative impacts on the natural environment XH4. The enterprise sets sustainable growth goals with consideration for future generations XH5. The enterprise supports NGOs working in problematic areas XH6. The enterprise contributes to campaigns and projects that promote the well-being of the society	Likert 1-5	Meyer et al. (2002); Peterson (2004) Henry Tajfel & John Turner, 1970; Turker, 2009b; Choi & Yu, 2013 Le Thanh Tiep (2018)
CSR towards the government (CP)	CP1. The enterprise always pays taxes following regulations CP2. The enterprise complies with legal regulations completely and promptly CP3. The enterprise is always honest in all business activities CP4. The enterprise contributes to campaigns and projects to increase the welfare of the society	Likert 1-5	Simona Vinerean et al. (2013); Le Thanh Tiep (2018)
CSR towards employees (NV)	NV1. The enterprise encourages employees to develop their skills and careers NV2. The enterprise mainly cares about the needs and desires of employees NV3. The enterprise implements flexible policies to provide a better work-life balance for its employees. NV4. The enterprise makes generally fair management decisions regarding employees NV5. The enterprise supports employees with additional training demands NV6. The enterprise encourages employees to participate in volunteer activities	Likert 1-5	Henry Tajfel & John Turner, (1970); Meyer et al. (2002); Peterson (2004) Le Thanh Tiep (2018)

CSR towards customers (KH)	KH1. The enterprise protects the rights of consumers in accordance with the law KH2. The enterprise provides complete and accurate product information and service to customers KH3. Customer satisfaction is the most important thing to the enterprise KH4. One of the main policies of the enterprise is to provide high-quality products to customers	Likert 1-5	Meyer et al. (2002); Peterson (2004) Henry Tajfel & John Turner (1970); Maignan et al. (1999), Brammer et al. (2005); Turker (2009b); Choi & Yu (2013), Simona Vinerean et al. (2013); Le Thanh Tiep (2018)
Engagement and retention (GB)	GB1. Employees are attached to the enterprise because of their emotions GB2. Employees stick with the enterprise because of obligations GB3. Employees stick with the enterprise for retention	Likert 1-5	Meyer et al. (2002); Peterson (2004) Henry Tajfel & John Turner, (1970); Mowday et al. (1979), Meyer & Allen (1991).

Source: Synthesised from the literature review.

Table 2: *Survey sample statistics*

Businesses	Number of enterprises	Percentage
Agriculture, Forestry, Aquiculture	62	27%
Industry, Construction	86	38%
Trade, Services	80	35%

Source: Results of the analysis of survey data by SPSS Software, 2020

scales including XH, CP, NV, GBDT all meeting the requirements for testing. There are no invalid variables against Cronbach's Alpha results of each scale. Particularly, for the KH scale, the KH1 variable was excluded because it did not meet the test requirements, having an adjusted item-total correlation < 0.30. Therefore, the remaining 3 variables on the KH scale were retested and met the test requirements. A summary of the results of the test of the scale is shown in Table 3.

The author analysed two conditions when performing Cronbach's Alpha test: Cronbach's Alpha coefficient ≥ 0.60 and Corrected item-total correlation ≥ 0.3. However, in this test, it is also necessary to consider Cronbach's Alpha coefficient (if item deleted) of each variable with Cronbach's Alpha coefficient; if this coefficient is larger, then the variable must be removed from the model. For example, the CSR scale for related parties (XH), there are 6 observed variables: XH1, XH2, XH3, XH4, XH5, XH6. Therefore, it is necessary to consider the Cronbach's Alpha coefficient (if Item Deleted) of all six observed variables with Cronbach's Alpha coefficient = 0.801; if it is larger, it must be removed.

After evaluating the reliability of the scale, the study continued to perform exploratory factor analysis (EFA). The condition that the observed variables have statistical significance with the KMO coefficient ranging from 0.5 to 1; Barlett's test has sig value less than 0.05; Eigenvalue ≥ 1 and total vari-

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Table 3: *Summary of the results of the scale test of the variables*

Order	Scales	Cronbach's Alpha Results	Result evaluation
1	CSR towards related parties (XH)	0,801	Acceptable
2	CSR towards the government (CP)	0,929	Acceptable
3	CSR towards employees (NV)	0,786	Acceptable
4	CSR towards customers (customers)	0,700	Acceptable
5	Engagement and retention (GBDT)	0,661	Acceptable

Source: Results of the analysis of survey data by SPSS Software, 2020

ance extracted ≥ 50%. However, the results of the rotation factor have the variable KH4 with the factor loading coefficient appearing in 2 groups of factors, and the difference in loading coefficient between the two factors is less than 0.3. Therefore, the variable KH4 is eliminated, and the results are shown in Table 4.

Table 4: *The results of the exploratory factor analysis*

Observed variables	Factors			
	1	2	3	4
CP2	0.917			
CP1	0.901			
CP3	0.855			
CP4	0.855			
XH4		0.786		
XH1		0.761		
XH5		0.758		
XH2		0.756		
XH3		0.72		
XH6		0.509		
NV6			0.761	
NV1			0.75	
NV2			0.741	
NV5			0.677	
NV4			0.653	
NV3			0.526	
KH3				0.822
KH2				0.668
Kaiser-Meyer-Olkin: 0,754***				
Cumulative of Variance: 62,010				
Sig. : 0,000				

*Note: *** Statistical significance of 1%*
Source: Results of the analysis of survey data by SPSS Software, 2020

The results of Table 4 show that the observed variable KH4 is removed because it is uploaded in both factors. Next, the study performed Bartlett's Test of Sphericity to examine the correlation matrix with the hypothesis that the correlation matrix is a unit matrix; if the Bartlett test has P-Value < 0.05 then the above hypothesis can be rejected, that is, the variables are related. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) test is an indicator used to consider the adequacy of factor analysis. The value of KMO must be from 0.5 or more, according to Kaiser (1974), a KMO value ≥ 0.90 is very good, KMO ≥ 0.80 is good, KMO ≥ 0.70 is okay, KMO ≥ 0, 60 is slightly okay, KMO ≥ 0.50 is bad and KMO < 0.50 is not acceptable. According to the research results, the value of KMO = 0.754 satisfies the condition of 0.5≤ KMO≤ 1, so independent factor analysis is consistent with the actual data.

Test of correlation among the observed variables (Bartlett's Test): The study hypothesises H0: the correlation level of the variables is zero. The results of Bartlett's test have the value Sig.=0.000 < 0.05, so the hypothesis H0 is rejected. Therefore, the observed variables are correlated with each other in each factor group (Table 4).

The regression test shows adjusted R2 = 0.846, which means that in 100% of the variation of the dependent variable, 84.6% of the variation due to the impact is explained by the independent variables, the rest 15.4% is due to random errors or other factors outside the model (Table 5).

Standardized regression results describe the influential factors of CSR awareness on employee engagement. With the VIF values of all independent variables being < 2, the model shows no multicollinearity. The sig value < 0.05 shows that the model has statistical significance. The adjusted R2 index 0.846 means that in 100% of the variation of the dependent variable, 84.6% of the fluctuations are due to the effects explained by the independent variables, the remaining 15.4% are due to random error or other factors not mentioned in the model (19.4% or 19.6%).

4.2. Discussion of the research results

The factor of CSR towards the government (CP) has an unstandardised regression coefficient B = 0.376 and has a positive sign (+), so it has a positive relationship with the dependent variable, satisfying the sign expectation. Assuming constant factors, if CSR towards the government is increased by 1 unit, it will help increase the engagement and retention (GB) of the average employee by 0.376 units. The standardised regression coefficient of the CSR towards the government (CP) is β = 0.442, so this is the second most influential factor on employee engagement and retention at SMEs in Binh Duong. This result is consistent with that of the study of

Table 5: *Regression results of the model*

Variables	Unstandardised regression coefficients	Standardised regression coefficients	Sig.	VIF
(Constant)	0,254			
CP	0,376 ***	0,442	0,000	1,382
XH	0,000	0,.000	0,994	1,007
NV	0,010	0,011	0,695	1,058
KH	0,532 ***	0,609	0,000	1,396
Adjusted R^2	0,846			
F (ANOVA)	313,695 ***			
Durbin-Watson	1,552 1,594			

*Note: *** statistical significance of 1%, ** statistical significance 5%, * statistical significance 10%*
Source: Results of the analysis of survey data by SPSS Software, 2020.

Maignan et al. (1999), Peterson (2004), Turker (2009b), Choi and Yu (2013), Simona Vinerean et al (2013). This result is consistent with the reality because any enterprise, including SMEs, when starting business operations, must comply with the government's regulations. The State has the responsibility to codify social and ethical rules into documents so that enterprises can pursue their economic goals within the framework of the regulations in an equitable manner and meet the standards and fundamental values of social expectation, such as the protection of employees, customers, and related parties. An enterprise that deceives public authorities, or commits tax evasion or involves other violations of the law, may render employees less proud of being a member of the enterprise they work for, which will consequently reduce the level of engagement and retention of these employees at SMEs in Binh Duong.

The factor of CSR towards related parties (XH) has an unstandardised regression coefficient B = 0.000 and has a positive sign (+), so it has a positive relationship with the variable of employee engagement and retention (GB), which satisfies the sign expectation. However, the Sig value of the CSR towards related parties (XH) is equal to 0.994, so it can be concluded that the variable CSR for towards related parties (XH) does not influence the engagement and retention (GB) of the employees with SMEs in Binh Duong. Although CSR towards related parties is found to be a factor that has a strong influence on employee engagement and retention in previous studies (Peterson, 2004; Turker, 2009b; Choi & Yu, 2013), the results of this study have not provided strong evidence on the influence of CSR towards related parties (XH) on the engagement and retention (GB) of employees at SMEs in Binh Duong. This shows that SMEs in Binh Duong do not have much profit to be able to allocate capital for social activities and to support community development in Binh Duong. Besides, SMEs in Binh Duong have not been aware of the importance of CSR towards related parties in developing corporate culture.

CSR towards employees (NV): This factor has an unstandardised regression coefficient B = 0.010 and has a positive sign (+) so it has a positive relationship with the employee engagement and retention variable (GB), which satisfies the sign expectation. However, the Sig value of the factor of CSR towards employees (NV) is equal to 0.304, so it can be concluded that the variable CSR towards employees (NV) does not affect employee engagement and retention (GB) in SMEs in Binh Duong. Turker (2009b) suggests that an organisation's internal environment can be a precursor to organisational commitment. Favourable working conditions include career opportunities or organisational equity policies that affect employees' level of commitment to the organisation. The relationship between CSR towards employees and employee engagement and retention is related to career development, training opportunities or equal rights of employees. These needs are identified according to the high-ranking needs for self-esteem and self-actualisation in Maslow's classification. But the reality in Vietnam shows that most SMEs do not have an employee training and development strategy associated with the specific vision and goals of the enterprise (Nguyen Thi Thanh Binh, 2018); therefore, employees consider CSR towards employees (NV) not important for their commitment and retention at SMEs in Binh Duong.

The factor of CSR towards customers (KH) has an unstandardised regression coefficient B = 0.532 and has a positive sign (+), so it has a positive relationship with the dependent variable, satisfying the sign expectation. With the assumption of constant factors, if CSR for customers increases by 1 unit, it will help to increase employee engagement and retention by an average of 0.532 units. The factor of CSR towards customers (KH) has a standardized regression coefficient of $\beta = 0.609$, so this is the factor that has the strongest impact on employee engagement and retention at SMEs in Binh Duong. According to Turker (2009b), customers are the source of revenue of enterprises, and the success of enterprises depends heavily on customers. Therefore, enterprises often maintain good relationships with customers. If SMEs deceive customers by providing poor quality products and services, or products and services do not match their original description, the employees of these SMEs may feel ashamed for the actions of the enterprise, which will reduce the level of commitment to the enterprise. In contrast, when SMEs provide quality products and

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services and live up to the initial commitment described to customers, employees will feel proud to be a member of the organization. This will increase employee engagement and retention with SMEs in Binh Duong. This result is consistent with that of the study of Maignan et al. (1999), Peterson (2004), Brammer et al. (2005), Turker (2009b), Choi and Yu (2013), Simona Vinerean et al. (2013).

5. Conclusion and recommendations

In any enterprise, the most important asset is human resources; it is difficult to find the human resources that meet the standards of qualifications and skills suitable to the corporate culture, and it is even harder to get them to stay with the company for a long time. Therefore, the research objective of this study is about the engagement and retention of employees in the company based on the perception of corporate social responsibility. Regression results show that responsibility towards the government and the responsibility towards customers have a significant influence on the engagement and retention of employees working at SMEs in Binh Duong. Therefore, the author proposes the following recommendations:

First, as for the responsibility towards the government: SMEs need to comply with the law because operating within the legal framework is an important factor for the sustainable development of enterprise, which includes SMEs. Enterprises need to fulfil their responsibilities and obligations (insurance, tax...); business activities need to be transparent, clear, staying away from the fraudulent business. Besides, SMEs are also supposed to increase activities for the community's benefit.

Second, Regarding the responsibility towards customers: customers are users of goods and services of enterprises, so the success of the enterprises heavily depends on customers. Therefore, enterprises must not only understand and implement CSR well for customers but also gain an insight into responsible consumption behaviour, because consumers can use their power to ensure that enterprises can effectively perform social responsibility. Therefore, SMEs are required to protect the interests of customers and are responsible for compensating customers for damage caused by defects in their products or failure to ensure a reasonable level of safety for customers. Besides, enterprises should not have advertising acts to confuse customers; consumer harassment behaviour; consumer coercion, etc.

Besides, the research results, although not providing strong evidence to support the influence of CSR on related parties and CSR on employees, SMEs also need to pay attention to these two aspects to increase employee engagement and retention.

6. Limitations

Due to the shortage of time and expense, the study has certain limitations:

First, the study was conducted in SMEs in Binh Duong, so the value of the study would be higher if the study was conducted in enterprises in Binh Duong. This is the suggestion for further studies.

Second, the study uses Cronbach's Alpha reliability coefficient, EFA and multiple regression models to examine the relationship between variables and build linear regression equations. Currently, the Structural Equation Modeling (SEM) is a statistical model that investigates the relationship between variables by examining the structure of the interaction relationship between a series of equations. Hopefully, further studies can apply the SEM model to achieve more accurate results.

Third, the study only considers the influence of CSR on employee engagement and retention in SMEs. Meanwhile, other factors affect employee engagement and retention. Therefore, further studies can add other factors to the model to increase the level of explanation.

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Summary

Bài viết đánh giá ảnh hưởng của việc nhận thức trách nhiệm xã hội của doanh nghiệp (CSR) với sự gắn bó, duy trì làm việc của người lao động. Sử dụng phương pháp hồi quy nhân tố khám phá thông qua 4 yếu tố CSR, từ 228 nhân viên lao động tại các doanh nghiệp nhỏ và vừa(SMEs) cho thấy rằng: có 2 thành phần của CSR có ảnh hưởng đến sự gắn bó duy trì làm việc của người lao động đó là trách nhiệm đối với chính phủ và trách nhiệm đối với khách hàng; trong đó trách nhiệm đối với chính phủ có ảnh hưởng mạnh hơn. Kết quả nghiên cứu là cơ sở hữu ích để các SMEs tham khảo và xây dựng các chiến lược CSR nhằm nâng cao lòng trung thành, sự gắn bó duy trì làm việc của người lao động với tổ chức, từ đó giúp doanh nghiệp giữ vững nguồn nhân lực, duy trì hiệu quả kinh doanh bền vững.

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