

Nga, Lu Phi; Phan Thanh Tam

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Critical Factors Affecting Job Satisfaction, Work Motivation and Employee Commitment at Tourism Enterprises in Vietnam

Lu Phi Nga  and Phan Thanh Tam 

ABSTRACT

A business not only seeks opportunities and profits but also must help ensure a reasonable life for its employees. Only then can we develop sustainably, and applying corporate social responsibility will help businesses do better and provide and prove to customers and society that companies are responsible to workers and the environment. Therefore, the study aims to determine how critical corporate social responsibility factors affect job satisfaction, work motivation, and employee commitment and propose ways to help businesses develop appropriate business strategies for tourism enterprises in Vietnam. Based on the study goal, the methodology used in the study is to survey 900 employees working at 30 tourism enterprises in 3 provinces and 2 cities in Vietnam. The article applies structural equation modeling to explore five critical factors of corporate social responsibility and uses results to help tourism enterprises maintain workers. The main results showed that five crucial corporate social responsibility factors affected job satisfaction, work motivation, and employee commitment, including labor relations, work-life balance, dialogue, safety and health, training and development. Finally, the study's contributions proposed five suitable policy recommendations for enhancing job satisfaction, work motivation, and employee commitment in Vietnam's tourism enterprises.

KEY WORDS:

work motivation, corporate social responsibility, job satisfaction, employee commitment.

JEL Classification: M10, M14, M54, O15.

Faculty of Postgraduate Studies, Lac Hong University (LHU), Vietnam

1. Introduction

Adopting key factors of corporate social responsibility (CSR) initiatives enhances a business's image and brand among prospective employees and aids in employee retention. The unemployment rate in developing nations has experienced a significant increase in recent years. Businesses incur significant costs as a result of high personnel turnover rates, including the loss of valuable technological expertise, critical information, client base, and income and

productivity. Managers are compelled to prioritize staff retention and enhancing employee engagement as the foremost objectives for firms. Several studies highlight the frequent utilization of financial compensation schemes by organizations as a means to retain personnel. Furthermore, research indicates that incorporating corporate social responsibility is a method to enhance employee engagement inside the firm (Cheah & Lim, 2023). When firms apply corporate social responsibility, it generates attractiveness, prestige, and enhances the corporate brand in the perception of workers. This will foster a sense of

Correspondence concerning this article should be addressed to:

Phan Thanh Tam, Faculty of Postgraduate Studies, Lac Hong University (LHU), Vietnam

E-mail: tampt@lhu.edu.vn

pride and enhance employees' affinity towards the organization they are employed for. Nevertheless, there has been insufficiently satisfactory study undertaken on the influence of corporate social responsibility on employees and their loyalty to the firm.

Corporate social responsibility facilitates the modification of corporate organizations' conduct. Embracing social responsibility will lead to financial improvement, decreased operational expenses, enhanced reputation, improved risk management, crisis resolution, and increased dedication to workers and officials. Establishing positive rapport with the Government and the community, together with enhanced efficiency. In addition, providing workers with acceptable working circumstances may serve as a catalyst for their improved performance, so enabling firms to access global markets and increase their product reach. Corporate social responsibility enhances the caliber, brand equity, and standing of enterprises (Singh & Lakshmi, 2022).

In the generally tricky situation of the economy of Vietnam, the service and tourism sector are considered a bright spot, making an essential contribution to the country's economic growth. According to the socio-economic report for the year 2023, announced by the General Statistics Office (Ministry of Planning and Investment), the service and tourism sector grew by 6.24%, contributing 53.34% to the overall growth of the economy's GDP. The trade and tourism sectors maintained high growth momentum, contributing positively to the growth of the service sector. Some sectors contributed significantly to the economy's growth, of which accommodation and catering services increased by 13.17%, contributing 0.33 percentage points.

Furthermore, the task of finding and maintaining staff who possess the necessary knowledge and demonstrate a strong commitment is a formidable issue for tourist firms. Thus, the authors selected the research topic "Key factors affecting job satisfaction, work motivation and employee commitment at tourism enterprises in Vietnam". The research findings not only address the theoretical deficiency regarding corporate social responsibility for employees and their commitment to organizations in a developing country, specifically in the tourism industry, but also offer practical suggestions and recommendations to

assist tourism businesses in successfully implementing CSR initiatives for employees. These initiatives aim to enhance the organization's appeal and foster stronger employee dedication to the organization. Hence, the primary objective of this study is to identify and analyze the key factors of corporate social responsibility (CSR) that influence job satisfaction, work motivation, and employee commitment in the tourism industry in Vietnam. This research aims to provide actionable insights for tourism enterprises to develop effective CSR strategies that enhance employee retention and organizational performance. The paper is organized into sections as follows: (a) the authors conducted a literature review and presented the theoretical foundation for this research, (b) they detailed the database and methodology employed, (c) the authors provided and analyzed the findings of the analysis. The paper concludes with final conclusions and suggestions.

2. Literature Review and Hypothesis Development

2.1. Literature Review

2.1.1. Job Satisfaction (JS)

Human resources are crucial in organizations as they constitute the foundation for generating corporate values and serve as a metric for measuring business performance. Nevertheless, in order to optimize their capabilities and make valuable contributions to the organization, human resources require a catalyst: job happiness. In addition, additional research has demonstrated that work satisfaction plays a crucial role in directly fostering employees' overall sense of pride and long-term commitment to the organization. Certain actions or duties carried out by the human resources department might have a direct or indirect impact on the level of employee satisfaction (Mory et al., 2016; Cho & Park, 2011; Cheah & Lim, 2023). Therefore, businesses must genuinely and fully understand employee job satisfaction and build effective solutions to improve it. In general, a job that creates employee satisfaction must be a job that evokes interest and creates a love of work for the employee. And it can make workers feel good about work and appreciate the work they are doing.

Table 1*Summarizing Key Studies for CSR Affecting Job Satisfaction, Work Motivation and Employee Commitment*

Author(s)	Year	Key findings	Context
Cheah & Lim	2023	CSR enhances employee engagement during a pandemic	Medical device Industry
Ramayah et al.	2022	CSR positively affects employee commitment in transitional economies	Various Industries
Miethlich et al.	2022	Internal CSR policies improve employee satisfaction	Various industries

2.1.2. Work Motivation (WM)

Motivation is the key to the success of any activity, especially in a business environment. Therefore, managers' concern is how to best motivate employees to work. Motivation is the factor that encourages each individual to try and perform their tasks to achieve the set goals. Motivation is one of the necessary factors in every person to achieve success and happiness in life. From a psychological perspective, motivation is the factor that drives action to satisfy each individual's needs, arousing active work in people. From a human resource management perspective, motivation refers to the innate drive and willingness of each individual to actively pursue and exert efforts towards the attainment of predetermined objectives (Dhanesh, 2014; Barakat et al., 2016). Therefore, work motivation is the internal energy and factors that motivate people to work effectively, creating high efficiency at work. Motivation to work is the key to encouraging people to find love and excitement for their work. People will desire to contribute and strive to complete their work well from that enjoyment.

2.1.3. Employee Commitment (EC)

Employee commitment is an employee's positive attitude toward the organization and its values. Employees commit to long-term engagement, are aware of the business situation, and coordinate with colleagues to improve work performance for the organization's benefit. Organizations must work to develop and maintain engagement, which requires a two-way relationship between employers and employees. Besides, other studies showed that commitment is simply being satisfied with one's job while being fundamentally loyal

to the organization, demonstrating passion and commitment, and being willing to help the organization succeed (Chatzopoulou et al., 2021; Fard & Karimi, 2015). Engagement is developing and implementing standardized processes to increase employee engagement with their work and the organization. Commitment is the state in which people are committed to their work for the organization and are motivated to achieve higher performance levels. It shows when employees feel excited, positive, and enthusiastic about their work and are willing to put in extra effort to work to their full potential with the highest motivation.

2.1.4. Corporate Social Responsibility (CSR)

Corporate social responsibility for workers encompasses the measures and tactics that corporations employ to improve the general welfare and security of their personnel within the workplace. Corporate social responsibility for employees includes all workplace policies, practices, and the business's external work environment. Therefore, corporate social responsibility for employees goes beyond the firm's boundaries, including all areas where employees are assigned by the corporation. Further investigation indicates that corporate social responsibility towards workers involves several facets (Garcia-Mas et al., 2010; Kunz, 2020). These encompass the establishment of a balanced and harmonious relationship between work and personal life, the promotion of open and fair labor negotiations, the provision of training and development prospects for employees, the enhancement of workplace health and safety through enhanced policies, the implementation of just compensation systems, and the protection of labor rights as required by law,

including the acknowledgment of trade unions and other safeguards for workers (Cheah & Lim, 2023). This research focuses on studying the corporate social responsibility of a business towards its employees. It examines all the activities and policies implemented by the company to ensure the well-being of its employees and workers (Loo-Zambrano et al., 2022; Carroll & Shabana, 2010). This includes compliance with labor regulations, initiatives to maintain a work-life balance, efforts to ensure workplace safety, training programs to enhance career opportunities and improve knowledge and skills, and fostering a democratic environment through social dialogue activities that encourage employee participation and input for the development and benefits of the company. Detailing five factors of corporate social responsibility: (a) Labor relations (LR), (b) Work-life balance (WL), (c) Dialogue (DI), (d) Safety and health (SH), (e) Training and development (TD).

Based on the related to job satisfaction can enhance work motivation by creating a positive work environment and recognizing employees' contributions. Recent studies have highlighted the varying impacts of CSR across different regions (Cheah & Lim, 2023). Job satisfaction and employee commitment are high, and job satisfaction often leads to more outstanding employee commitment, as satisfied employees are likelier to stay loyal to the organization. CSR and job satisfaction/commitment are effective CSR practices that contribute to job satisfaction and employee commitment by ensuring a safe, fair, and supportive work environment. Job satisfaction, work motivation, employee commitment, and CSR are interconnected elements that significantly impact business performance (Singh & Lakshmi, 2022). By understanding and effectively managing these factors, businesses can create a positive work environment that enhances employee well-being and drives organizational success. Managers play a crucial role in fostering these elements through supportive and fair practices, ensuring employees are motivated, satisfied, and committed to their work.

Table 1 showed that Cheah & Lim (2023) found that CSR initiatives, particularly during

the challenging period of a pandemic, significantly enhanced employee engagement. This implies that CSR activities can serve as a critical support mechanism for employees, fostering a sense of stability and community. In the medical device industry, where employees were likely facing high stress and uncertainty, CSR initiatives helped in maintaining morale and engagement. Ramayah et al. (2022) demonstrated that CSR practices are particularly impactful in transitional economies. Here, CSR contributes to building employee commitment by addressing social and economic challenges that employees face. By engaging in CSR, companies in various industries within transitional economies can foster a loyal and committed workforce, which is crucial for long-term business stability and growth. Miethlich et al. (2022) highlighted that internal CSR policies, such as fair labor practices, health and safety measures, and employee development programs, directly improve job satisfaction. This study underscores the importance of internal CSR as a tool for enhancing the work environment across various industries. When companies prioritize internal CSR, they create a more supportive and satisfying workplace, which in turn boosts overall employee satisfaction.

2.2. Hypothesis Development

The different definitions of green growth reflect that each country and organization has other visions of green growth. This factor follows their government's and organizations' conditions, mission, and orientation (Soundarrajan & Vivek, 2016; Qinglong & Ya, 2020). In addition, green economic growth is a new development model that ensures environmental and climate sustainability growth. Emphasis was on addressing the challenges at the source while ensuring the creation of the necessary channels for resource distribution and access to essential goods for human needs. Green economic growth was achieved by saving and using resources and energy efficiency to reduce climate change and environmental damage. This factor creates a growth-driving impact on innovation through research and green technologies, creates new job opportunities, and achieves harmony between economic development and environmental protection (Jianguo & Fanli, 2019; Chao et al., 2021).

2.2.1. Labor Relations (LR)

Labor relations (LR): Specific countries have specific laws and regulations regarding business owners' and employees' rights and responsibilities. Of course, due to the different characteristics of each country, these laws and regulations may have differences. However, labor relations can be understood as the relationship arising in the working environment between the employer, the employee representative, and the employee, and it is regulated by legal sanctions if the parties have a dispute or lawsuit (Bouraoui et al., 2018; Collier & Esteban, 2006; Ramayah et al., 2022). The parties in this relationship will dialogue and negotiate if a dispute arises during the working process. The labor relations will include both obligations and rights for the parties participating in this relationship. Thus, the authors offer hypotheses H1, H2 and H3 as follows:

H1: Labor relations positively affect job satisfaction.

H2: Labor relations positively affect work motivation.

H3: Labor relations positively affect employee commitment.

2.2.2. Work-life Balance (WL)

Work-life Balance (WL): Job-life balance entails facilitating employees in achieving a harmonious integration of their personal ties, such as family, friends, and personal interests, with their job commitments. Hence, the rules and laws governing employees in the workplace will have an influence on the amount of time they allocate to their families and other extracurricular activities beyond work (Cheah & Lim, 2023). Laws and agreements sometimes establish legislation about principles and policies for employees, with the aim of assisting businesses in promoting work-life balance for their employees. In addition, it is incumbent upon enterprises to establish a harmonious equilibrium between employees' professional and personal lives (Ferreira & Real de Oliveira, 2014; Meyer & Herscovitch, 2001; Singh & Lakshmi, 2022). Through appropriate human resources policies and human resource management activities, businesses help employees create work-life balance

and have a good and safe working environment. If businesses do not help employees balance work and life, employees will likely feel psychological stress, leading to dissatisfaction with work, decreased labor productivity, and lower job satisfaction rates quitting jobs increased. Thus, the authors offer hypotheses H4, H5 and H6 as follows:

H4: Work-life balance positively affects job satisfaction.

H5: Work-life balance positively affects work motivation.

H6: Work-life balance positively affects employee commitment.

2.2.3. Dialogue (DI)

Dialogue (DI): Social dialogue in CSR for employees includes all negotiation, consultation, or exchange activities between employees, business owners, and trade unions on issues arising in the workplace and in the workplace. Benefits associated with employees have not been legislated. Worker representatives, such as trade unions or groups, have a crucial role in facilitating the implementation of social dialogue. When implementing successful social conversation, it is crucial for the parties involved to demonstrate respect towards one another. This respect should be maintained throughout the dialogue process in order to establish shared rules and values, leading to a better understanding and the achievement of common objectives (Cheah & Lim, 2023; Meyer et al., 2004; Miethlich et al., 2022). Many corporations view social conversation as an effective means of connecting and managing staff. Thus, the authors offer hypotheses H7, H8 and H9 as follows:

H7: Dialogue positively affects job satisfaction.

H8: Dialogue positively affects work motivation.

H9: Dialogue positively affects employee commitment.

2.2.4. Safety and Health (SH)

Safety and Health (SH): Safety and health is concerned with ensuring workers' physical and mental health in the workplace. To do this, businesses must protect workers from health risks at work and prevent and limit risks that may harm workers' health, such as regularly maintaining

work tools, machinery, equipment, and chemicals potentially dangerous for workers. If accidents or health problems for workers occur during work, it will affect the working environment and work results of individuals, groups, and businesses (Ramayah et al., 2022; Asante et al., 2020). Besides, businesses not only care about health and safety in the workplace but also identify workers' physical and mental health as an asset, helping businesses create innovation, creativity, competitive advantage, and success in the modern business environment. Thus, the authors offer hypotheses H10, H11 and H12 as follows:

H10: Safety and health positively affect job satisfaction.

H11: Safety and health positively affect work motivation.

H12: Safety and health positively affect employee commitment.

2.2.5. Training and Development (TD)

Training and Development (TD): Training and development in organizations encompass a range of activities and strategies implemented by businesses to enhance the knowledge, skills, and attitudes of

employees with the goal of improving work outcomes and labor productivity within the enterprise. Two types of training available for workers are on-the-job training and classroom-based training. Businesses have the option to either internally arrange training activities or outsource them to external providers during the training process (Ramayah et al., 2022; Asante et al., 2020). Businesses frequently implement career development programs or pathways alongside training activities to foster a sense of care and respect for employees, enhance their motivation, and cultivate stronger commitment to the organization. Thus, the authors offer hypotheses H13, H14 and H15 as follows:

H13: Training and development positively affect job satisfaction.

H14: Training and development positively affect work motivation.

H15: Training and development positively affect employee commitment.

2.2.6. The Relationship Between Job Satisfaction, Work Motivation and Employee Commitment

Job satisfaction, work motivation, and

Figure 1
A Research Model for Key Factors Affecting Job Satisfaction, Work Motivation and Employee Commitment

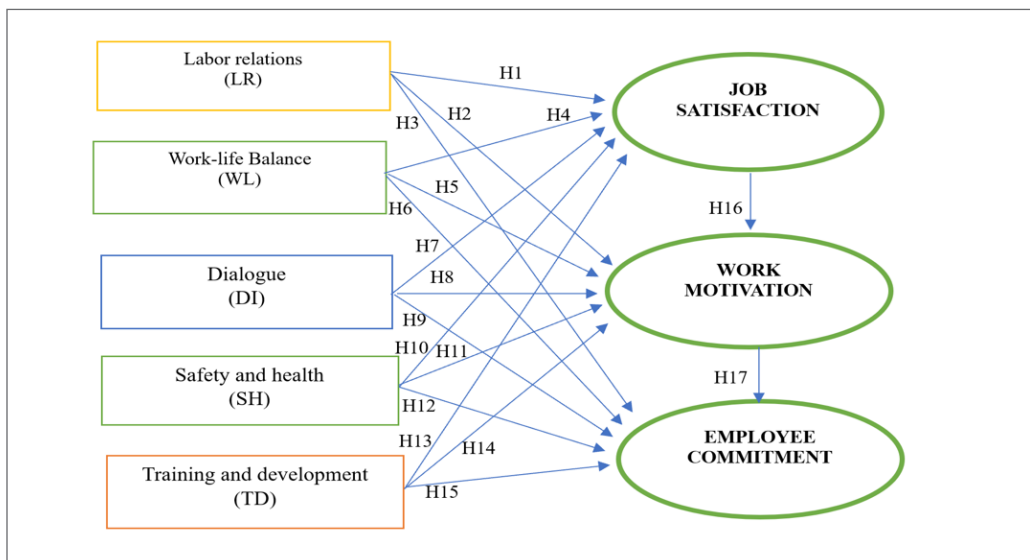
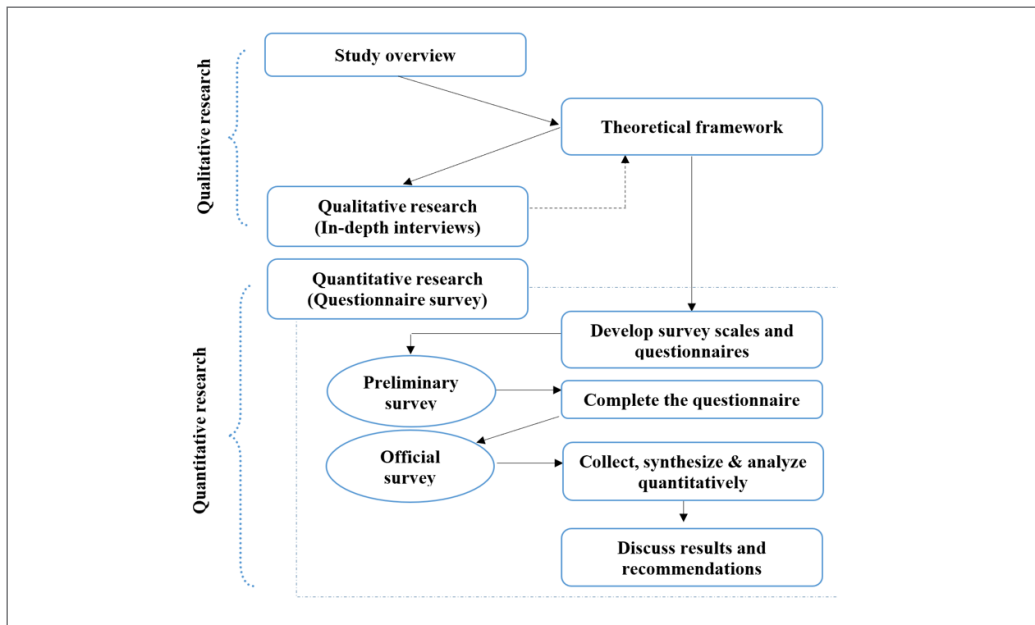


Figure 2

A Research Process for Key Factors Affecting Job Satisfaction, Work Motivation, and Employee Commitment



commitment to the business are concepts that are highly correlated with each other. Some studies show a cause-and-effect relationship between job satisfaction and work motivation; others show that work motivation affects work commitment to the organization. Workers who feel highly satisfied with their jobs will be motivated to work more and feel more attached to the business. Although the three variables are positively related, they show positive and negative correlations (Ramayah et al., 2022; Asante et al., 2020; Kunz, 2020). Many studies have demonstrated that job satisfaction is an essential antecedent of commitment to the business. Some researchers argue that job satisfaction reflects immediate emotional reactions to jobs. Commitment to the business develops more after the individual forms a more comprehensive assessment of the business's uses, its value, and the employees' future expectations within the business (Cheah & Lim, 2023). Besides, job satisfaction is considered one of the determining factors in work motivation and employee commitment to the organization. Thus, the authors offer hypotheses H16 and H17 as follows:

H16: Job satisfaction positively affects work motivation.

H17: Work motivation positively affects employee commitment.

Figure 1 depicts five critical factors of corporate social responsibility affecting job satisfaction, work motivation, and employee commitment, with essential elements such as (a) Labor relations (LR), (b) Work-life balance (WL), (c) Dialogue (DI), (d) Safety and health (SH), (e) Training and development (TD). Based on theoretical foundations and research on the relationship between component factors of CRS affecting satisfaction, work motivation, and commitment level of employees at home and abroad, it can be seen that the research model is evaluated with the 5 essential elements mentioned above and the author team proposes the research model above.

3. Methodology

The study employed qualitative and quantitative research methodologies with a big enough sample size to assure acceptable dependability and the methodology steps for the study.

Step 1: Literature review and hypothesis development: The authors establish the theoretical foundation and develop hypotheses by studying the extensive literature review on job satisfaction, work motivation, employee commitment, and CSR. Formulation of hypotheses linking CSR factors to job satisfaction, work motivation, and employee commitment.

Step 2: Qualitative Research: The authors refined the research model and hypotheses through expert insights and in-depth interviews with 30 managers from tourism enterprises in Vietnam and developed a discussion outline based on a literature review. Having the validation and adjustment of the research model and hypotheses.

Step 3: Quantitative Research: the authors empirically tested the research model and hypotheses based on the sample of 900 employees from 30 tourism enterprises across three provinces and two cities. The authors collected data via online surveys based on the data analysis using structural equation modeling (SEM) and ensuring model fit using various indices (GFI, AGFI, CFI, NFI).

Step 4: Empirical results analysis: The authors interpreted data and tested hypotheses. Test reliability was measured using Cronbach's alpha. Assess the impact of CSR factors on job satisfaction, work motivation, and employee commitment and evaluate model fit and hypothesis acceptance.

Step 5: Discussion and Recommendations: The authors provided actionable insights for tourism enterprises and discussed findings in the context of existing literature. Highlight the importance of integrating CSR activities into business strategies. The authors proposed recommendations for improving job satisfaction, work motivation, and employee commitment through CSR practices.

Step 6: Conclusion: The authors summarized the study's contributions and suggested areas for future research. Finally, the authors summarized key findings and their implications. Acknowledge limitations and propose future research directions. This structured methodology ensures a rigorous approach to understanding the factors influencing job satisfaction, work motivation, and employee commitment in Vietnam's tourism sector based on qualitative research and quantitative research in Figure 2.

3.1. Qualitative Research

Qualitative research: (a) the research team selected foundational theories and built a theoretical model to analyze the implementation of CSR at tourism enterprises operating in 5 major cities of Vietnam. The research team examined the relationship between CSR implementation, organizational attractiveness, and employee commitment in this study. To explain this relationship, the research team used classic interdisciplinary economic and management theories, including signaling theory, human capital theory, resource theory, and social identity, to explain some influence mechanisms in relationships selected for research in this research article. (b) after choosing an appropriate analytical and theoretical framework, the research team conducted an overview and built a scale to conduct online surveys and interviews with 30 managers of 30 tourism businesses (Hair et al., 2010). The research team analyzes collected information and data to test research hypotheses and draw new contributions to current domestic and international research topics. Specifically, the authors have proposed additions, adjustments, and updates to theoretical issues on CSR in general and CSR for Vietnam in particular in tourism businesses to help tourism businesses be able to successfully implement CSR and using CSR improves and enhances the attractiveness of the business in the eyes of employees to help them improve their responsibility and emotional commitment to the business where the employee is working.

Finally, the 30 tourism businesses were selected based on their operational presence in the specified regions, CSR activities, and willingness to participate in the study. Companies of various sizes and service offerings were included to ensure a comprehensive understanding of CSR practices across different types of tourism enterprises. The author's stratified sampling ensured representation from various provinces and cities. This method allowed for the inclusion of a balanced mix of companies, reflecting the diversity of the tourism industry in these regions.

3.2. Quantitative Research

Quantitative research: The research team performed an overview of the collected documents to generalize and explain perspectives on CSR, the evolution of CSR, the benefits of implementing CSR in

labor practices, The impact of CSR on business results, and the impact of CSR on employees' commitment to the organization. Also, from the literature review, the research team proposed an analytical model for their topic. Questionnaire survey: Through synthesizing previous scholars' research related to the related topic, the research team designed a questionnaire to collect data from workers. Active in tourism businesses in 3 provinces and 2 cities, including Quang Ninh Province, Ninh Binh Province, Thua Thien Hue Province, Da Nang City, and Hanoi City. Conducting in-depth interviews: To explore and verify the direct relationship between CSR implementation for employees, the research team also designed a list of questions related to implementation. CSR in general and CSR for employees in particular and the benefits of implementing CSR for employee retention to interview business leaders and human resource managers at 30 tourism enterprises. The number of survey votes is 900 employees; each business is expected to collect 30 employees. Surveys are sent via email and voice directly to respondents who answer the surveys. Survey time is from July 2023 to September 2023, online form at the 30 businesses mentioned above. The sample size for the study is determined by various parameters, including the processing technique for Cronbach's alpha is more than .70, as determined by EFA, SEM - structural equation model, etc.; and measured the model's fit with $GFI \geq .90$, $TLI \geq .90$, $CFI \geq .90$, and $RMSEA < .10$ (Hair et al., 2010). The formal quantitative research phase includes the whole scale in the formal study for CFA confirmatory factor analysis. The authors performed a quantitative survey of 900 employees, with a sample size of 875 people who provided valuable responses. The research team used SPSS 20.0 software, Amos, to test the direct impact of CSR implementation on employees, job satisfaction, work motivation, and employee commitment.

Finally, employees were chosen based on their roles, tenure with the company, and direct or indirect involvement in CSR activities. The criteria aimed to capture a range of perspectives from different levels within the organization. Surveys were distributed electronically to ensure respondents' expansive reach and convenience. Each company facilitated the survey distribution by providing contact details of employees who fit the selection criteria. Follow-up emails

were sent to increase response rates, and anonymity was assured to encourage honest feedback. Sample Size Justification: The sample size of 900 employees was determined based on statistical power analysis to ensure the reliability and validity of the findings. The expected response rate was accounted for to obtain a minimum of 875 valid responses for robust data analysis.

4. Empirical Results

4.1. Current Status of the Tourism Industry in Vietnam

The ongoing Covid-19 outbreak in 2021 continues to disrupt and dismantle the tourist service chain, causing significant harm to several sectors like tourism, agriculture, catering, entertainment, and food supply. This includes the negative impact on products, specialties, crafts, souvenirs, and transportation within these industries. Within the tourism sector, a staggering 95% of travel businesses have ceased operations, with 35% of them requesting to revoke their business licenses. Additionally, 90% of tourist accommodation establishments are currently closed, and the overall annual room capacity of these establishments is a mere 5%. In 2021, a significant number of individuals employed in the tourist industry experienced unemployment. Based on statistical data, the projected figure for domestic visitors in 2021 is expected to reach 40 million, indicating a decline of 29% compared to 2020 and a 53% decrease compared to 2019. Prominent tourism destinations, including Hanoi, Thua Thien Hue, Da Nang, Quang Ninh, and Ninh Binh, have had substantial decreases in visitor numbers. Hanoi has seen a reduction of 47%, Thua Thien Hue and Da Nang have both experienced a decrease of 60%, Quang Ninh has seen a decrease of 37%, and Ninh Binh has experienced a decrease of 49.5% compared to the same time in 2020. The projected total revenue from visitors in 2021 is 180,000 billion VND, indicating a decline of 42% compared to 2020 and 76% compared to 2019. The projected increase in tourist GDP for 2021 was just 1.97%, compared to 9.2% in 2019 and 3.58% in 2020. The aforementioned figures inadequately capture the substantial financial setbacks endured by Vietnam

Figure 3

Testing Average Value for Job Satisfaction, Work Motivation, and Employee Commitment

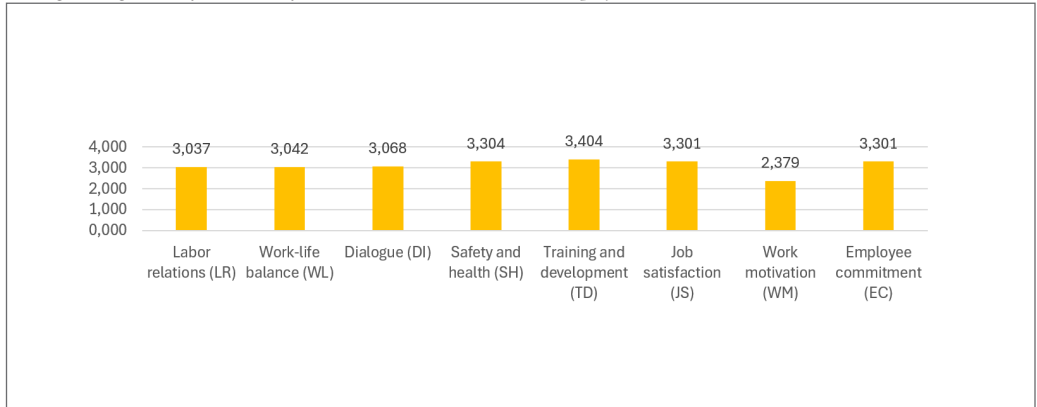


Table 2

Testing of Cronbach's Alpha for Key Factors Affecting Job Satisfaction, Work Motivation and Employee Commitment

Code	Items	Cronbach's alpha	Mean
	Labor relations (LR)	.928	3.0371
LR1	I can openly discuss and elaborate on issues within the organization	.886	3.0629
LR2	I maintain regular reports to my superiors and share information	.901	3.0389
LR3	I can comfortably discuss work with my manager	.922	3.0000
LR4	My colleagues are willing to help me when I need it	.913	3.0469
	Work-life balance (WL)	.912	3.0415
WL1	I look forward to working with colleagues every day	.871	3.0149
WL2	After finishing work, I have enough time for personal things	.867	3.0491
WL3	I feel full of energy after finishing work	.883	3.0606
	Dialogue (DI)	.941	3.0677
DI1	My business supports trade unions	.928	3.0194
DI2	Enterprises allow the negotiation of collective labor agreements	.931	3.0697
DI3	Enterprises negotiate wage agreements with unions	.926	3.0994
DI4	Enterprises organize regular dialogues with employees	.907	3.0823
	Safety and health (SH)	.901	3.3044
SH1	The business provides health and safety consulting	.892	3.3326
SH2	Enterprises carry out health management for each employee	.791	3.3406
SH3	Businesses pay health insurance for employees	.890	3.2400
	Training and development (TD)		
TD1	Enterprises provide training to help employees develop their careers	.810	3.3840
TD2	Enterprises advise and support employees in career development	.812	3.5177
TD3	Businesses train employees in new skills	.846	3.3291
TD4	Enterprises provide safety and health training to employees	.806	3.3863

Table 2

Testing of Cronbach's Alpha for Key Factors Affecting Job Satisfaction, Work Motivation and Employee Commitment (Continued)

Code	Items	Cronbach's alpha	Mean
	Job satisfaction (JS)	.886	3.3006
JS1	I feel happy to work forever at the enterprise	.871	3.2880
JS2	I love talking about my business with people	.782	3.3703
JS3	I feel like part of a "big family" at the business	.860	3.2434
	Work motivation (WM)	.837	2.3790
WM1	I want to work for the business with the highest motivation	.797	2.3349
WM2	I always try my best to complete the job	.747	2.4240
WM3	Business always inspires me in my work	.777	2.3783
	Employee commitment (EC)	.886	3.3006
EC1	I need to continue working at my current company because I think loyalty is important	.872	3.2903
EC2	If I get a better job offer, I might quit	.784	3.3703
EC3	I believe in the value of loyalty to a company	.860	3.2411

Tourism during the previous two years, resulting in serious repercussions and ramifications. Vietnam Tourism has set a target of receiving around 65 million tourists in 2022, of which 5 million are expected to be international travelers with vaccination passports. The projected total revenue from tourism is estimated to be around 400,000 billion VND. As per the Vietnam Tourism Association, the tourism sector presently requires around 485,000 employees in tourist lodging businesses, with a capacity exceeding 70%. Out of this, over 45,000 administrative staff members are needed. In the next decade, Vietnam's tourist growth is expected to be positive.

4.2. Testing Key Factors Affecting Job Satisfaction, Work Motivation and Employee Commitment

The research results show that in addition to the direct impact of work-life balance, safety and health factors, dialogue activities, training activities and programs, human resources development process, and employee commitment to the organization, organizational attractiveness also plays a mediating role in the relationship between CSR for employees and employee commitment.

Figure 3 represents the mean values of various fac-

tors affecting job satisfaction, work motivation, and employee commitment; the mean value is around 3.0. The research team also compared and discussed the differences between the findings in this study and previous publications by scholars on the same research topic. Finally, the Covid-19 epidemic has left many significant losses to the global economy and the tourism industry. The average employee commitment is also relatively high, similar to job satisfaction. This suggests that employees are likely to be loyal to their organization and have a strong sense of belonging. High commitment levels are often associated with reduced turnover rates and increased organizational stability.

Table 2 showed that the number of completed ballots was 875 (response rate = 97.22%). This feedback result is acceptable because the research was in 5 provinces and cities quite far apart, and data was collected mainly via email and phone. Initial scale testing shows that the Cronbach's alpha for the CSR scales from .75–.95. This result can confirm that the scale ensures reliability because, according to Hair et al. (2010), a Cronbach's alpha coefficient of .70 or higher is a usable scale. Details of the scale's Cronbach alpha results are shown in Table 2 above. After two difficult years of the pandemic, the tourism industry in Vietnam is experiencing a solid recovery

and many positive transformations. Implementing CSR for employees in tourism businesses will make the company attractive in employees' eyes and increase employer commitment to the organization.

Table 3 indicates the significant threshold of .01 for the critical components of corporate social responsibility affecting job satisfaction, work motivation, and employee commitment. The analysis of the structural linear regression model above validates the disparity between the research findings of the article and the previous research findings regarding the correlation among CSR, job satisfaction, work motivation, and employee commitment to the organization, as discussed in the literature review. This study makes a noteworthy and extensive addition to understanding the link between CSR, organizational attractiveness, and employee engagement in a given

industry. The tourism industry is strongly affected by the Covid-19 pandemic. The results also show that organizational attractiveness is mediating in the relationship between (a) labor relations and stock between employees and the organization, (b) work-life balance and employee commitment to the organization, and (c) health and safety at work and employee commitment to the organization. This result has once again confirmed that any aspect of CSR for employees also positively impacts employees' commitment to the organization. On the other hand, the research results show that the relationship of CSR to employees and employee commitment to the organization is also mediated by organizational attractiveness.

The SEM model confirms that all the proposed hypotheses are accepted, indicating significant relationships between the CSR factors and the key out-

Table 3
Testing SEM Model for Key Factors Affecting Job Satisfaction, Work Motivation and Employee Commitment

Relationships	Standardized Estimate	S.E	C.R	P	Hypothesis	Result
JS <--- LR	.580	.031	16.770	***	H1	Accepted
JS <--- WL	.080	.024	2.702	.007	H4	Accepted
JS <--- DI	.092	.024	3.157	.002	H7	Accepted
JS <--- SH	.051	.031	2.531	.011	H10	Accepted
JS <--- TD	.145	.030	4.685	***	H13	Accepted
WM <--- LR	.311	.023	7.463	***	H2	Accepted
WM <--- WL	.087	.016	2.737	.006	H5	Accepted
WM <--- DI	.090	.016	2.915	.004	H8	Accepted
WM <--- SH	.050	.020	2.358	.018	H11	Accepted
WM <--- TD	.098	.020	3.016	.003	H14	Accepted
WM <--- JS	.345	.027	7.972	***	H16	Accepted
EC <--- LR	.147	.038	3.360	***	H3	Accepted
EC <--- WL	.095	.029	2.673	.008	H6	Accepted
EC <--- DI	.103	.028	2.971	.003	H9	Accepted
EC <--- SH	.051	.036	2.166	.030	H12	Accepted
EC <--- TD	.128	.035	3.492	***	H15	Accepted
EC <--- WM	.106	.075	2.246	.025	H17	Accepted

Note *** $p < .01$.

Figure 4
Testing SEM Model for Key Factors Affecting Job Satisfaction, Work Motivation and Employee Commitment

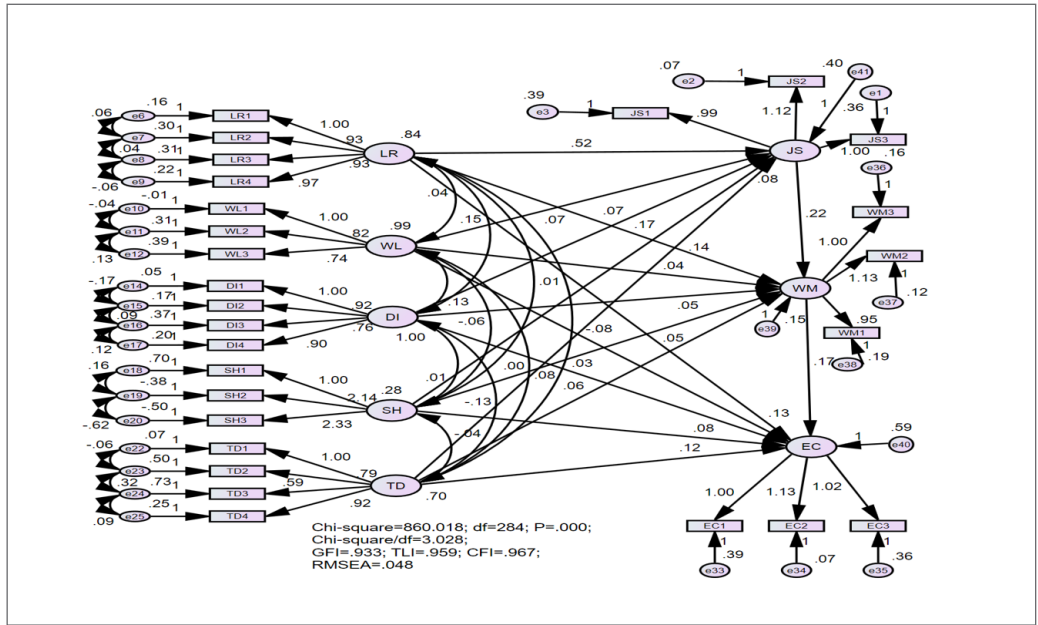


Table 4
Testing Bootstrap 50,000 Samples for Key Factors Affecting Job Satisfaction, Work Motivation and Employee Commitment

Relationships	SE	SE-SE	Mean	Bias	SE-Bias	Result
JS <--- LR	.037	.001	.515	.002	.001	Accepted
JS <--- WL	.023	.001	.062	.003	.002	Accepted
JS <--- DI	.024	.001	.070	.004	.003	Accepted
JS <--- SH	.038	.001	.075	.003	.002	Accepted
JS <--- TD	.033	.001	.138	.004	.003	Accepted
WM <--- LR	.024	.001	.172	.001	.001	Accepted
WM <--- WL	.018	.001	.041	.003	.002	Accepted
WM <--- DI	.025	.001	.044	.001	.001	Accepted
WM <--- SH	.025	.001	.041	.007	.005	Accepted
WM <--- TD	.020	.001	.058	.001	.001	Accepted
WM <--- JS	.030	.001	.216	.001	.002	Accepted
EC <--- LR	.043	.001	.130	.001	.001	Accepted
EC <--- WL	.032	.001	.073	.004	.003	Accepted
EC <--- DI	.028	.001	.079	.004	.002	Accepted
EC <--- SH	.045	.001	.086	.008	.005	Accepted
EC <--- TD	.035	.001	.122	.002	.001	Accepted
EC <--- WM	.070	.002	.167	.001	.002	Accepted

comes, such as job satisfaction, work motivation, and employee commitment. Each factor's positive impact underscores the importance of these elements in creating a supportive and engaging work environment, ultimately leading to higher employee satisfaction, motivation, and commitment.

Figure 4 depicts the significance threshold .01 for assessing five essential components of corporate social responsibility affecting job satisfaction, work motivation, and employee commitment. The following statistical metrics measure the model's fit: GFI = .933 ($> .90$), TLI = .959 ($> .90$), CFI = .967 ($> .90$), and RMSEA = .048 ($< .10$). In the context of flexible, safe adaptation and effective control of the Covid-19 epidemic, the tourism industry must deploy appropriate solutions soon to recover and develop in the new normal state. Accordingly, the General Department of Tourism has developed and organized the implementation of the Tourism Recovery and Development Program in the Socio-Economic Recovery and Development Program for the period 2024 - 2025 with the following tasks: A few people are not actively self-studying, are still afraid to learn, and their work results are not high. Many specialized fields still lack a lot of human resources. Human resources in the tourism industry must be supplemented in some positions, such as state management advisors, enterprise managers, business administrators, policy-making experts, and industry development strategy researchers.

Table 4 showed that the tourism is an economic sector many countries invest in and develop and is also gradually moving towards this direction, intending to strive to indeed be a critical economic sector with sustainable development by 2030, bringing Vietnam into the group of 30 competitive countries leading tourism in the world, fully meeting the requirements and goals of sustainable development. However, to achieve the set strategic goals, one of the most critical and key factors that need top investment attention is the quality of tourism human resources serving guests. Therefore, Vietnamese tourism was once considered rich in potential to attract tourists and has gradually shown the country's strengths and attractions by continuously setting unprecedented records. Then Covid-19 appeared and persisted, causing the industry to be clinically dead

for a long time. After opening up, Vietnamese tourism is gradually living again to reach the renaissance period like before. However, the current state of the industry's human resources had many problems that needed to be realistically recognized to have more promising and appropriate solutions. A particular lack of leading experts good at tourism techniques and operations exists. In the current general context, Vietnam lacks human resources with professional qualifications, skills that meet international standards, and enough passion for working in the tourism industry, making it unable to meet the needs of the domestic tourism industry development.

4.3. Result Discussion

Over the past 3 years, the COVID-19 pandemic has severely affected the world's tourism industry in general and Vietnam's tourism industry in particular. Labor mobility in the tourism industry as well as new requirements for qualifications and skills of tourism workers are posing new challenges for the tourism industry. Maintaining long-term human resources is an urgent requirement. The findings of the SEM analysis indicated the presence of five elements: Labor relations (LR), work-life balance (WL), dialogue (DI), safety and health (SH), and training and development (TD). These factors were found to support the hypotheses with a significant level of .01. The new findings of the research will contribute to helping tourism business administrators have scientific bases in making decisions and integrating CSR activities with the overall strategy of tourism businesses. Specifically, tourism businesses need to pay attention to CSR for employees, considering CSR for employees as an investment instead of the view that implementing CSR for employees is costly and wasteful for the organization. Especially in the current war for talent, tourism businesses need to implement many different recommendations, including CSR, to attract talent, especially young generation employees; a very environmentally conscious generation is entering the labor market and retaining existing talent and skilled employees in tourism businesses. Successfully implementing CSR towards employees is considered one of the main strategic goals of tourism businesses in the 21st century because these busi-

nesses must compete fiercely to attract and retain talent and highly skilled personnel. Therefore, tourism businesses in Vietnam that want to promote CSR implementation for employees need to focus on the following suggestions. Tourism businesses need to integrate CSR activities for employees into their business strategies. Specifically, tourism businesses need to integrate CSR activities into their business plans, including:

1. The authors accepted the hypotheses with a significant level of .01 for labor relations (LR), which is the same result as that of many studies (Bouraoui et al., 2018; Collier & Esteban, 2006; Ramayah et al., 2022). Tourism businesses need to focus on building, promulgating, and implementing CSR policies for employees such as labor relations, creating work-life balance, the right to dialogue within the business, safety and security health and safety, training and development following labor laws and Government regulations on human rights and related labor standards to ensure that workers are treated fairly and equally together. Specifically, tourism businesses can apply tools for planning, implementing, monitoring, and regularly adjusting CSR activities for employees in the business. On the other hand, these tourism businesses must encourage employees to join unions and labor associations and enhance open dialogue with employees and employee representative agencies to find the best solutions for both parties during the working process. Besides, integrating CSR for employees into the business's mission in the direction the business wants to achieve its goals about labor safety, human resource development, and labor policies.

2. The authors accepted the hypotheses with a significant level of .01 for the work-life balance (WL), which is the same result as that of many studies (Ferreira & Real de Oliveira, 2014; Meyer & Herscovitch, 2001; Singh & Lakshmi, 2022). Employees need to improve their understanding and proactively learn and monitor compliance with labor laws and supervise the implementation of labor policies of tourism enterprises towards employees, including relations with employees labor, creating work-life balance, the right to dialogue within businesses, safety and health, training and development. In addition, employees also need to promptly share

and inform their colleagues about legal policies related to labor so that all employees in the enterprise understand CSR for employees and employees. Working together to implement CSR to help make the working environment better and safer for employees in tourism businesses.

3. The authors accepted the hypotheses with a significant level of .01 for the dialogue (DI), which is the same result as that of many studies (Cheah & Lim, 2023; Meyer et al., 2004; Miethlich et al., 2022). Employees in an enterprise can, through the union or association representing employees, request tourism businesses to make transparent the rights and obligations of employees, especially the rights and obligations of employees active when participating in tours guiding tourists away; employees themselves also need to actively participate in the activities of trade unions or organizations representing employees in tourism businesses to help these organizations grow more vital and operate more systematically and most importantly, comply with legal regulations and principles of the international labor organization, helping both businesses and employees to be satisfied.

4. The authors accepted the hypotheses with a significant level of .01 for the safety and health (SH), which is the same result as that of many studies (Ramayah et al., 2022; Asante et al., 2020). Tourism businesses need to regularly train and evaluate workplace safety compliance activities associated with CSR for employees such as: Recruit workers of legal age, do not use child labor works in restaurants, hotels, and tourist areas. Enterprises must train, foster, and coach workers on ensuring occupational safety and hygiene and issuing cards to workers to comply with working regulations at construction sites. Enterprises continue requiring compliance with employee health regulations such as health certificates and organizing quarterly employee examinations to ensure labor safety. Enterprises must regularly monitor and evaluate compliance in recruitment and employment activities at the workplace. Managers must have timely solutions if the behavior that causes risks or unsafe work is detected. Tourism businesses can integrate CSR activities for employees into their annual sustainable development reports.

5. The authors accepted the hypotheses with a significant level of .01 for the training and development (TD), which is the same result as that of many studies (Ramayah et al., 2022; Asante et al., 2020). Tourism businesses continue to organize training and fostering to improve capacity, professional qualifications, skills, and foreign languages for management staff in the business. Strengthen training and foster to improve professional qualifications for tourism human resources, especially directors, deputy directors, and department heads of tourism enterprises, 1 - 5-star hotels, and human resources direct workforce, including tour guides, tour guides, drivers, receptionists, cabins, desks, kitchens, tourist protection forces... Strengthen the organization of public tourism training classes copper. In addition, tourism businesses need to increase training and retraining of human resources to meet tourism skill standards and international integration requirements. The findings suggest that effective CSR practices can significantly enhance employee satisfaction, motivation, and commitment. However, tourism enterprises may face resource constraints and a lack of managerial support. Overcoming these barriers requires a strategic approach, including securing top management buy-in, allocating sufficient resources, and training managers on CSR implementation.

5. Conclusion

A plethora of domestic and foreign researchers have produced research on corporate social responsibility and nevertheless, scholarly investigation of individual facets of corporate social responsibility, particularly CSR pertaining to employees, has been little addressed by scholars. The study team selected this issue in order to elucidate the correlation between the implementation of CSR for workers, the appeal of the company, and the dedication of employees to tourist enterprises. The survey was conducted among tourist firms in 5 provinces and cities that were specifically chosen for this study. The research findings indicate that CSR activities in tourism businesses encompass various aspects related to employees, such as labor relations, work-life balance, dialogue, health and safety at work, and training and development of human resources. Furthermore, effective implementation of CSR initiatives for employees can lead to positive outcomes, including the establishment of a favorable reputation,

increased brand value, and enhanced appeal of business travel for workers. This study is one of the few studies in Vietnam on the relationship between CSR for employees, job satisfaction, work motivation, and commitment of employees in global tourism businesses. The 5 provinces and cities have many tourism businesses.

In addition to valuable findings, this study still has some issues that cannot be resolved entirely within the scope of a research article and need to continue to be researched in the future. Expressly: First, although the survey sample in this study satisfied the formulas commonly used in determining survey sample size in statistics and was collected randomly, the scope of the sample was limited, focusing only on employees of tourism businesses. That is why future researchers can survey a broader or more diverse range of one tourism industry and many other industries to provide a comprehensive and multi-dimensional picture of CSR implementation for customers with workers in businesses in Vietnam. In addition, adding more new variables to the research model and conducting an in-depth analysis of the status of secondary data at tourism businesses across the country is necessary.

This study contributes to the literature by providing empirical evidence on the impact of CSR on employee job satisfaction, work motivation and employee commitment in the Vietnamese tourism industry. Methodologically, the use of SEM provides a robust framework for analyzing complex relationships between variables. Practically, the findings offer actionable insights for tourism enterprises to develop effective CSR strategies that enhance employee satisfaction, motivation, and commitment. Moreover, this study makes several key contributions. First, it adds to the literature by providing empirical evidence on the impact of CSR on employee attitudes in a developing country context. Second, it demonstrates the applicability of SEM in analyzing complex relationships in CSR research. Third, it offers practical recommendations for tourism enterprises, including integrating CSR into business strategies to enhance employee retention and organizational performance.

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