



The Impact of Corporate Social Responsibility on Employee Satisfaction, Trust, Engagement and Commitment

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Abstract

Employees are the most important resource for a company, contributing significantly to its survival and growth. Employee engagement with the company is an emotional factor that creates motivation and enthusiasm for work, serving as a foundation for improving business efficiency and competitiveness, while also enhancing the company's reputation and sustainable development. Conversely, how does the fulfillment of corporate social responsibility affect employee engagement with the company? This study investigates the impact of corporate social responsibility (CSR) on key variables related to employees in Hanoi, Vietnamese companies. Specifically, the study focuses on the relationship between corporate social responsibility and employee engagement with companies through the linking roles of employee satisfaction, trust, and commitment. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used on a sample of 455 employees of companies in Hanoi, Vietnam, to test several hypotheses. The results show that all proposed hypotheses regarding corporate social responsibility are appropriate and supported by employees in Hanoi, Vietnam. Corporate social responsibility is hypothesized to have an impact on satisfaction and trust, and these two variables have a positive impact on creating employee engagement and commitment to companies in Hanoi, Vietnam.

Keywords: Commitment, Corporate Social Responsibility, Engagement, Satisfaction, Trust

JEL Classifications: G14, G30, M14, M40

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1. Introduction

Corporate social responsibility was widely discussed in the 1950s, when businesses contributed significantly to economic development but also caused social problems such as environmental pollution, depletion of national resources, production of products harmful to human health, child labor, and poor working conditions for workers. With the aim of promoting and encouraging businesses to develop production without infringing on the rights and interests of others, the community defined social responsibility as a corporate obligation, urging business owners to be compassionate and compensate for damages caused by their business activities when they harm society.

Due to the differing economic, political, social, and environmental characteristics of each country in the world, the concept of corporate social responsibility also has different interpretations. Initially, it was simply the charitable activities of businesses to compensate society. Today, it is believed that corporate social responsibility is the commitment of businesses to contribute to sustainable economic development through activities aimed at improving the quality of life for employees and their families, the community, and society as a whole, with the following contents: preserving and protecting the environment, implementing gender equality, ensuring workplace safety, promoting the improvement of workers' rights, fair wages, training and developing employees, community development, and ensuring product quality (Global Report Initiative, 2013).

Today, corporate social responsibility plays an increasingly important role for enterprises under the impact of fierce competition as well as pressure from stakeholders (Glavas, 2016; Huang et al., 2016; Ha & Tran, 2025a). Firms carry out social responsibility to achieve many macro benefits, such as building consumer and public trust. On a micro level, socially responsible firms will gain the support of their employees. As a result, corporate social responsibility research has grown rapidly to provide a more comprehensive understanding of this variable (Aguinis & Glavas, 2012; Glavas, 2016). The role and importance of corporate social responsibility in business development is given. However, the understanding and implementation of CSR among stakeholders is still incomplete (Glavas, 2016; Ha et al., 2025a) and needs to be investigated for understanding the role and corporate social responsibility.

One of the most important stakeholders in an organization is the employees because they directly contribute to the success of the organization. Employee reactions to CSR are evidence of the impacts of CSR on organizational performance (Bauman & Skitka, 2012; Ha et al., 2025b). Prior studies have evaluated the impact of CSR on employee-related variables such as organizational commitment (Turker, 2008); job satisfaction (Glavas & Kelley, 2015); citizenship behavior within the organization; employee performance and intention to stay (Jones, 2010); job pursuit intention (Gully et al., 2013); and job performance (Aguilera et al., 2007). However, previous studies mainly evaluated the impact of CSR on employee variables individually, but the impact of CSR on employee-related variables in a comprehensive and consistent manner should be shown.

To continue researching the effects of corporate social responsibility on employees in firms, this research aims to test the impact of CSR on job satisfaction and trust that creates employee engagement with firms in the capital of Hanoi, Vietnam. The objective of this study is consistent with the recommendation to continue research on enhancing the understanding, motivation, and results of organizational CSR implementation (Aguinis & Glavas, 2012; Ha et al., 2025c).

Nagib (2014) studied the relationship between social responsibility and employee engagement, adding some moderating variables such as gender. There are very few studies on the relationship between social responsibility and employee engagement through the mediating role of trust in the organization, job satisfaction, and commitment to the enterprise.

The study assumed that CSR has an impact on job satisfaction and trust, creating work engagement between employees and firms in Hanoi, Vietnam. Expectations that firms' CSR activities have an impact on employee engagement and commitment to firms in Hanoi. This research only focuses on testing the impact of CSR on job satisfaction and trust that creates employee engagement in some business lines, such as tourism, goods manufacturing, electronics, information technology, real estate, and construction, but there is no detailed impact assessment for each type of firm.

The study employed partial least squares structural modeling (PLS-SEM) with Smart PLS 3.2.8 software on information and data collected from 455 employees of various types of firms for testing. The impact of SCR in the actual implementation of CSR by firms in Hanoi, Vietnam, is also investigated.

This research is structured as follows. Section 2 reviews the theoretical frameworks. Section 3 describes details of research methodology. Section 4 sets out of the key results, while Section 5 shows some key conclusions and recommendations of the study. Section 6 is the conclusion of the research.

2. Theoretical Framework and Literature Review

2.1. Corporate social responsibility

The concept of corporate social responsibility (CSR) was first mentioned by Bowen in his 1953 study on the social responsibility of an entrepreneur. According to Bowen (1953), social responsibility can be defined as actions aimed at enhancing social benefit and is a legal requirement that businesses must accept and implement during their operations.

A series of studies following Bowen have expanded and clarified the concept of corporate social responsibility, pointing to many different definitions that are widely accepted (Fauzan & Jaroenwanit, 2024; Dahlsrud, 2008). Researchers often use stakeholder benefit theory to interpret research on corporate social responsibility. Utility theory posits that individuals and organizations always strive to maximize their benefits with limited resources (net income, time, human capital, production capital, etc.) (Ha et al., 2024b; Ha et al., 2025a). Khoury & Rostami (1999) argued that corporate social responsibility is a way to harmonize the company's relationship with all stakeholders, including customers, employees, the community, owners/investors, the government, suppliers, and competitors. Elements of social responsibility include flexibility in production and business operations, job retention in labor relations, community activities, environmental management, and economic benefits for businesses from those activities. The authors believe that social responsibility means that businesses need to be aware of the harmful impacts of their production and business activities and be accountable for those actions to society.

An overview of previous studies shows that there are many different definitions of CSR. According to Usman et al. (2024) and Sweeney (2009), CSR is the enterprise's consideration and attention to the interests and needs of stakeholders. Accordingly, stakeholders include employees, customers, the environment, and the local community.

According to Moon & Matten (2004), CSR includes aspects related to business ethics, charitable activities, organizational citizenship behavior, sustainable

development, and environmental responsibility.

According to Dung (2021), corporate social responsibility is described as the progress of an organization towards sustainable development for both internal and external stakeholders. Social responsibility reports provide useful information to external users and stakeholders about the economic activities, environmental protection activities, and other social responsibilities of the enterprise and the activities being carried out by the enterprise to minimize the impact on the environment and society.

According to Aryal (2014), looking at the social responsibility report can see the effectiveness of the implementation of social responsibilities of enterprises in a specific period of time and the impacts of those activities on the enterprise's goals. In addition, the implementation of social responsibility is also important for internal users of the enterprise. People working in different departments of the enterprise can understand how the enterprise is implementing social responsibilities and where the goals are heading. Managers in a business can identify and control social responsibility activities across all departments and be aware of the effects of these activities on production methods, products, services, and other activities (White, 2009).

Turker (2008) defined CSR as organizational behavior that creates positive reactions from stakeholders that go beyond the economic benefits of the organization. Turker (2008) and Ha et al. (2024c) divided stakeholders into four groups, including (i) responsibility to society, natural environment, next generation, and non-governmental organizations; (ii) responsibility to employees; (iii) responsibility to consumers; and (iv) responsibility to government.

According to Glavas's (2016) study on the relationship between awareness of social responsibility and employee engagement, the author found a positive relationship between awareness of each aspect of social responsibility and employee engagement with their organization. Then the author analyzed the similar relationship between awareness of CSR and employee engagement. When employees perceive that the company carries out full CSR activities towards stakeholders, employees can trust that the organization will fulfill its commitment to them; therefore, they are also engaged with the organization. Employee engagement cannot be too high if they do not see the responsibility of the organization (Ha et al., 2024a). Thus, most previous definitions of CSR use stakeholder theory (Dung, 2021). This study uses Turker's (2008) definition as a basis for reasoning and developing research hypotheses.

2.2. Impact and relationship between corporate social responsibility, satisfaction and trust

Job satisfaction is defined as a pleasant and positive emotional state that results from the evaluation of a job position or work experience (Vlachos et al., 2013). Thus, employee job satisfaction includes emotions and attitudes related to the evaluation of their work (Barakat et al., 2016).

Previous studies show that job satisfaction is influenced by organizational actions, including those related to CSR (Ha et al., 2025a; Bauman & Skitka, 2012). Accordingly, organizational actions that benefit stakeholders will lead to positive employee emotions such as pride, enthusiasm, enjoyment, and responsiveness (Barakat et al., 2016). Besides, when employees see that CSR not only benefits society but also brings profits to the organization and their income depends on this business activity, they will feel satisfied with the organization's CSR activities (Vlachos et al., 2013). Finally, positions in organizations that practice CSR seem to be more attractive to employees because they feel proud to be a member of the organization as well as expect that the organization will treat them fairly. (Turker, 2008; Barakat et al., 2016). Therefore, this research hypothesis is given as below:

Hypothesis 1: CSR has a positive impact on employees' satisfaction.

Trust is defined as the willingness to be hurt by others whose actions cannot be controlled (Hansen et al., 2011). Previous studies have shown that stakeholders decide to trust an organization (*willingness to be compensated by the organization*) based on moral and value judgments (Dirks & Ferrin, 2001). This implies that CSR activities increase the level of trust of stakeholders, including the organization's employees, because the organization has demonstrated business ethics (Hansen et al., 2011). Pivato et al. (2008) assert that trust is the first result of CSR activities, or in other words, trust is considered an immediate result of CSR. So, we design the second hypothesis as:

Hypothesis 2: CSR has a positive impact on employees' trust.

2.3. The relationship between satisfaction, trust, engagement, and commitment

Job satisfaction has a positive impact on employee engagement. However, engagement reflects a higher level of energy and emotional investment compared to mere satisfaction. Satisfaction without engagement is possible (just getting the job done), while high engagement is often accompanied by high satisfaction (Ha et al., 2024). Schaufeli et al. (2002) defined work engagement as a positive state of mind, related to job accomplishment and characterized by intensity, dedication, and absorption. According to Harter et al. (2002), engagement encompasses participation, satisfaction, and passion for work. Huang et al. (2016) argued that job satisfaction and engagement are linked because both variables reflect employees' feelings toward their jobs. This view is also supported by Saks (2006), when this author believed that job satisfaction is related to work engagement. Empirical results also show that satisfaction has an impact on engagement (Harter et al., 2002; Saks, 2006). Therefore, the third hypothesis is given as follows:

Hypothesis 3: Job satisfaction has a positive impact on employee engagement.

Job satisfaction has a strong influence on employees' long-term commitment to a company. Satisfaction means employees feel that their work is suitable, the work environment is positive, they feel recognized and respected, they receive reasonable income and benefits, and they have opportunities for development. When employees are satisfied, they are less likely to leave, work more actively, and be more loyal to the organization. Therefore, job satisfaction increases long-term commitment (Ha et al., 2025b). Organizational commitment is defined as the relative strength of an individual's attachment to and involvement with the organization (Ha & Tran, 2025b; Mowday et al., 1982). Similarly, Mathieu & Zajac (1990) defined this variable as commitment to an organization. Previous studies view organizational commitment as an emotional response, especially when an employee has strong beliefs in the organization's goals and values (Allen & Meyer, 1996). Therefore, commitment can be viewed as a result of job satisfaction (Brown & Peterson, 1994). Furthermore, empirical evidence also reveals that satisfaction with the organization is an antecedent of organizational commitment (Mathieu & Hamel, 1989). Therefore, this hypothesis is designed as follows:

Hypothesis 4: Job satisfaction has a positive impact on employee commitment.

Trust influences employee behavior because trust between employees and the organization ensures long-term organizational stability and employee happiness. Because trust represents belief and expectation in organizational actions, employees who have trust in the organization will enthusiastically participate in the work assigned by the organization or have a commitment to their work. This implies that trust in the organization has an impact on engagement, including intensity, dedication, and passion (Lin, 2009). Empirical findings also illustrate that trust has a positive impact on

commitment (Chughtai & Buckley, 2013). Therefore, the hypothesis is given as:

Hypothesis 5: Trust in a firm has a positive impact on employee engagement with work.

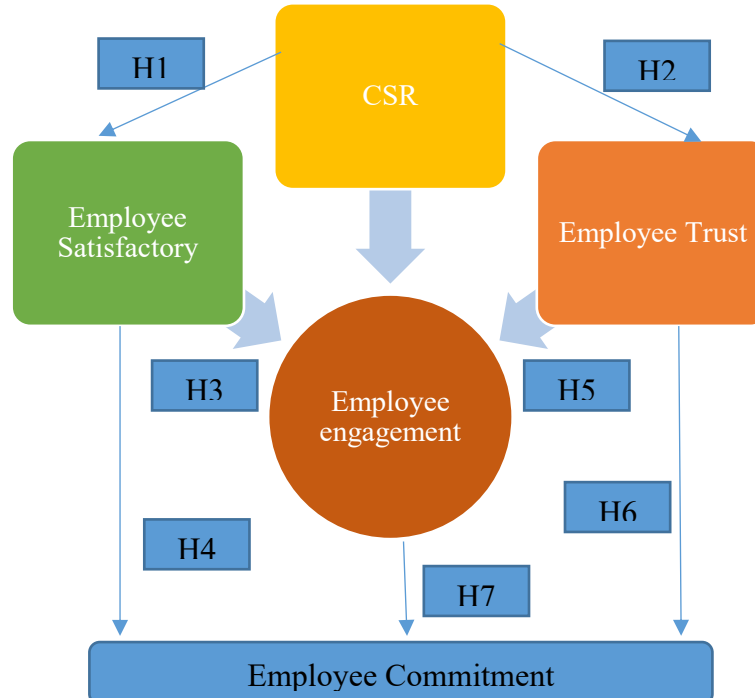
Previous studies argue that trust, rooted in mutual understanding and based on shared values, is very important for employee commitment (Heather et al., 2002). Similarly, Gilbert & Tang (1998) viewed trust as the belief that the organization will be honest and fair, thereby forming employee commitment to the organization. Johns (1996) concluded that trust in an organization will have an impact on organizational commitment. Besides, the empirical evidence of Heather et al. (2002) and Cho & Park (2011) concluded that trust has a positive impact on organizational commitment. Therefore, this research hypothesis is given as:

Hypothesis 6: Trust in a firm has a positive impact on employee commitment.

Previous studies show that employee engagement with work has a significant positive impact on their commitment to the organization (Saks, 2006). Employees who are engaged in their work put in more effort, often exceeding job requirements and expectations. In addition, employees who are engaged in rewarding work feel that the work environment and culture of the organization have a positive impact on their happiness, and, therefore, tend to be committed to the organization. This argument is empirically tested by Gupta's (2015) study. Therefore, this hypothesis is proposed for testing as follows:

Hypothesis 7: Employee engagement with work has a positive impact on employee engagement with a firm.

Figure 1: Research Model Proposed



Source: Compiled by the authors

3. Research methodology

3.1. Measurement

The scale for measuring conceptual constructs in the study was inherited from previous studies. More specifically, the CSR scale includes five questions compiled based on Turker's (2008) findings. These are typical questions for measuring CSR in organizations. Next, the three-item job satisfaction scale was used from the study of Vlachos et al. (2013), and the scale measuring trust in the organization is inherited from the results of Hansen et al. (2011). The work engagement scale was inherited from the study of Ferreira et al. (2014) and includes three components: intensity, dedication, and passion. Finally, the scale for measuring firm commitment is sourced from the research of Cho & Park (2011).

Table 1: Hypotheses and Research Variables.

Variables	Employee Satisfaction	Employee Trust	Employee engagement	Employee commitment
1. CSR	+	+		
2. Satisfaction			+	+
3. Trust			+	+
4. Engagement				+

Source: Compiled by the authors

3.2. Data collection

The questionnaire was designed based on measurement scales inherited from previous studies and supplemented with demographic information. Data were collected in the area of Hanoi, capital of Vietnam. The snowball sampling method was applied to collect research samples. Sample collection subjects are official employees of firms and management staff such as deputy managers, department heads, and department directors. The sample collection process is carried out through self-administered surveys (*respondents receive questionnaires directly from the sample collector* or answer online surveys). Respondents who answered the questionnaire worked in many different fields, including tourism, commodity production, electronics, information technology, real estate, and construction (see Table 2).

Table 2: Industry Structure of Firms in the Research Sample

Business of lines	Number of firms	Percent
Tourism	80	18%
Commodity production	74	16%
Electronics	66	15%
Information technology	55	12%
Real estate	82	18%
Construction	98	21%
Total	455	100%

Source: Compiled by the authors

3.3. Techniques

This study employs partial least squares structural modeling (PLS-SEM) with SmartPLS 3.2.8 software to test the reliability and scale validity and test the research hypothesis. Accordingly, Cronbach's alpha value and composite reliability must be > 0.7

to ensure reliability. The extracted variance value must be > 0.5 to achieve convergent validity. Discriminant validity is assessed according to Fornell & Larcker (1981) standards, in which the square root value of the extracted variance of a variable must be greater than the correlation of that variable with other variables.

The results of hypothesis testing were evaluated at a 5% significance level and retested using the bootstrap procedure with 5,000 subsamples and a 5% significance level.

4. Research Results

4.1. Characteristics of the sample

A total of 478 respondents agreed to participate in answering the questionnaire. Of these, 23 results did not meet the requirements, leaving 455 results for use in the data analysis process. Characteristics of the collected sample are presented in Table 3.

Table 3: Characteristics of Collected Samples

Characteristics	Numbers	Percent
Gender		
Male	235	52%
Female	220	48%
Age		
Under 30	104	23%
30 to 40	193	42%
40 to 50	108	24%
Higher 50	50	11%
Position		
Staff	215	47%
Deputy of Head Department	120	26%
Manager	105	23%
Division Director	15	4%
Workers' income (million VND)		
Under 10	83	18%
10 to 15	131	29%
15 to 20	95	21%
20 to 25	96	21%
Higher 25	50	11%

Source: Compiled by the authors

4.2. Scale testing

The results of testing the scales show that the measurement scales all achieve reliability and convergent and discriminant validity (Table 3). More specifically, except for the variable cohesion modeled as a second-order structure with Cronbach's Alpha value = 0.68, the Cronbach's Alpha values of other variables are all greater than 0.7. Besides, the combined reliability of the variables is greater than 0.7, showing that the scales have achieved reliable validity. The analysis results also show that most of the factor loadings are greater than 0.7 and the extracted variances are greater than 0.5. Therefore, we can conclude that the convergent validity of the scales is acceptable (see Table 4).

Table 4: Measurement Scale, Reliability, Validity

Conceptual constructs and questionnaire	Factor	Reliability	Variance
Organizational social responsibility (CSR) ($\alpha = 0.87$)		0.91	0.72
Firms participate in activities to protect and improve the natural environment.	0.82		
Firms encourage employees to participate in volunteer activities.	0.83		
Customer satisfaction plays an important role for the firm.	0.85		
The firm fully complies with the law.	0.84		
Job satisfaction ($\alpha = 0.83$)		0.87	0.75
Work gives me a sense of accomplishment.	0.80		
My job is interesting.	0.89		
My job is very rewarding.	0.84		
Trust ($\alpha = 0.85$)		0.90	0.81
I trust the manager of the firm.	0.87		
Organizational social responsibility (CSR) ($\alpha = 0.87$)		0.91	0.72
I trust the board of directors of the firm.	0.89		
I trust the leader of the firm.	0.86		
Intensity ($\alpha = 0.73$)		0.83	0.67
At work, I feel full of energy.	0.81		
At work, I feel strong and energized.	0.78		
When I wake up early in the morning, I really want to go to work.	0.82		
Dedication ($\alpha = 0.71$)		0.83	0.64
I am enthusiastic about my work.	0.87		
Work inspires me.	0.72		
I'm proud of my work.	0.75		
Passion ($\alpha = 0.81$)		0.88	0.74
I am happy when I work hard.	0.80		
I'm immersed in work.	0.84		
I am completely focused when working.	0.85		
Commitment ($\alpha = 0.87$)		0.94	0.89
I am willing to make efforts beyond expectations to help firm succeed.	0.91		
I care about the future of the firm.	0.90		
Engagement ($\alpha = 0.68$)		0.78	0.59
Intensity	0.77		
Dedication	0.78		
Passion	0.69		

Source: Compiled by the authors

To test discriminant validity, this research employs the Fornell & Larcker (1981) criteria. Accordingly, because the value of the square root of the extracted variance (located on the main diagonal) of a conceptual construct is larger than the correlation value between that variable and other variables, it can be concluded that the conceptual constructs achieved discriminant validity (see Table 5). It should also be noted that discriminant validity could not be achieved between the second-order construct (cohesion) and the corresponding first-order constructs (intensity, dedication, passion) because this study used the repeat indicator. In particular, the measurement items for first-order constructs will be used to measure the corresponding second-order constructs.

Table 5: Correlations between Conceptual Constructs

	1	2	3	4	5	6	7	8
1. CSR	0.81							
2. Satisfaction	0.59	0.84						
3. Trust	0.55	0.58	0.88					
4. Intensity	0.47	0.38	0.35	0.82				
5. Dedication	0.51	0.45	0.42	0.48	0.79			
6. Passion	0.36	0.46	0.39	0.32	0.25	0.86		
7. Commitment	0.47	0.47	0.43	0.33	0.41	0.28	0.90	
8. Engagement	0.61	0.59	0.53	0.76	0.74	0.67	0.45	0.61

Source: Compiled by the authors

4.3. Hypotheses testing

Model quality is evaluated through the coefficient of determination (coefficient of determination R²) to evaluate the explanatory ability of the independent variables to the dependent variable; the coefficient of predictive relevance (Stone-Geisser Q²) greater than 0 for a variable shows that the model has an appropriate predictive ability for that specific variable; and the effect size coefficient (Cohen's indicator f²) evaluates the strong, medium, and weak effects with the values 0.35, 0.15, and 0.02.

The results show that the independent variables explain 28% of the variation in commitment. Coefficient Q² = 0.32 > 0 reveals that the model has the ability to predict commitment appropriately. Based on the coefficient f², CSR has a strong impact on satisfaction and trust (>0.35). The remaining effects in the model are relatively weak (< 0.15).

Model quality is assessed through the coefficient of determination (R²) to evaluate the explanatory power of independent variables on the dependent variable. A Stone-Geisser correlation coefficient (Q²) greater than 0 for a variable indicates that the model has an appropriate predictive power for that particular variable. The Q² coefficient of 0.32 > 0 indicates that the model has an appropriate predictive power for the variable representing employee commitment. The magnitude of the impact (Cohen's indicator f²) assesses strong, medium, and weak impacts with values of 0.35, 0.15, and 0.02, respectively. The results show that the independent variables explain 28% of the variation in commitment. Based on the f² coefficient, CSR has a strong impact on satisfaction and trust (> 0.35). The remaining impacts in the model are relatively weak (< 0.15). The analytical data is shown in the following table.

Table 6: Hypothesis Testing Results

Orientation	Hypotheses	VIF	Research Model			Findings	Factor Model
			Std.	t-value	Bootstrap		
CSR -> Satisfactory	H1	1.02	0.57	12.8***	[0.47; 0.66]	supported	R ² = 0.28
CSR -> Trust	H2	1.01	0.53	10.5***	[0.44; 0.63]	Supported	
Satisfactory-> Engagement	H3	1.45	0.39	7.8***	[0.26; 0.46]	Supported	Q ² = 0.32
Satisfactory-> Commitment	H4	1.67	0.26	3.9***	[0.14; 0.36]	Supported	
Trust -> Engagement	H5	1.43	0.29	5.8***	[0.17; 0.36]	Supported	
Trust -> Commitment	H6	1.54	0.18	2.8*	[0.07; 0.26]	Supported	

Orientation	Hypotheses	VIF	Research Model			Findings	Factor Model
			Std.	t-value	Bootstrap		
	f^2 CSR -> Satisfactory = 0.48						
	f^2 CSR -> Trust = 0.43						
	f^2 Satisfactory -> Engagement = 0.13						
	f^2 Satisfactory -> Commitment = 0.08						
	f^2 Trust -> Engagement = 0.14						
	f^2 Trust -> Commitment = 0.04						

Note: *** $p < 0,001$; ** $p < 0,01$; * $p < 0.05$

Source: Compiled by the authors

The results of hypothesis testing (Table 6) show that all hypotheses are supported. Specifically, the impact of CSR on job satisfaction ($\beta = 0.57$; $p < 0.001$) and trust ($\beta = 0.53$; $p < 0.001$) in the enterprise are both statistically significant. Besides, job satisfaction also has a significant impact on job engagement ($\beta = 0.39$; $p < 0.001$) and commitment to the organization ($\beta = 0.26$; $p < 0.001$).

Similarly, trust in a firm also has an impact on work engagement ($\beta = 0.29$; $p < 0.001$) and commitment to the firm ($\beta = 0.18$; $p < 0.05$).

The hypothesis testing results continue to be tested with the Bootstrap procedure with 5,000 subsamples and 5% probability. The results show that the Bootstrap range of significant effects does not include the value 0, indicating that the test results are reliable.

5. Discussion

Although several previous studies have explained the relationship between CSR and variables related to employee perceptions of the organization, these studies have often examined these relationships separately. This study tests the relationship between CSR and enterprise commitment through job satisfaction, trust in the enterprise, and work engagement. The test results show that the hypotheses are appropriate, and CSR has a positive impact on employee satisfaction and trust in enterprises in Hanoi, Vietnam. The results of the study are discussed and explained specifically as follows.

First, the results illustrate that CSR has a strong impact on job satisfaction and employee trust in the firm. This result is consistent with previous studies suggesting that corporate CSR activities will create positive employee responses, including job satisfaction (Vlachos et al., 2013; Barakat et al., 2016) and trust in the organization (Pivato et al., 2008; Hansen et al., 2011). The reason is because when an organization implements CSR, employees will feel that their job position in the organization is proud and attractive (Bauman & Skitka, 2012) as well as trust that the organization will care and treat them fairly as an important component of organizational success (Dirks & Ferrin, 2001).

The results provide evidence that CSR has a positive impact on performance, including employee satisfaction and trust. Furthermore, the study results suggest that CSR activities increase a firm's human capital through improved satisfaction and trust. Thus, the results show that CSR activities bring benefits to both parties, including stakeholders and the organization.

Second, the findings provide evidence of the important role of CSR in creating positive outcomes for enterprises, such as forming the beliefs and attitudes of one of the important stakeholders, employees' beliefs. More specifically, CSR has a positive impact on job satisfaction and trust in the organization. Therefore, organizational management

needs to actively implement CSR towards stakeholders instead of just following legal regulations. In this way, an organization can gain a competitive advantage over other organizations while promoting its own image as well as promoting higher job satisfaction and trust in the organization among its employees, thereby achieving positive results for the organization. In addition, organizations also need to pay attention to different stakeholders when implementing CSR, including responsibility towards society, the natural environment, the next generation, and non-governmental organizations; for employees; for consumers; and for government. A more comprehensive understanding of CSR helps organizations have more effective CSR implementation strategies and bring more positive results.

Employee job satisfaction and employee trust in the organization have a positive impact on employee engagement with work. The results of the study show similarities with previous suggestions that job engagement reflects satisfaction with assigned work (Harter et al., 2002) as well as trust in the organization (Lin, 2009). The results imply that when employees are satisfied with their assigned work and trust the organization, they will demonstrate positive attitudes and behaviors at work, work passionately, and continuously contribute to the organization. Similarly, job satisfaction and trust in the organization also have a positive impact on employee commitment to the firm.

This finding can be explained based on viewing commitment as an emotional reaction (Allen & Meyer, 1996), and this reaction is stronger the more trust employees have in the enterprise (Heather et al., 2002). Therefore, the research results imply that job satisfaction and trust in the enterprise not only help the enterprise gain employees' job engagement but also bring about their commitment to the enterprise. It is also important to emphasize that, although this study did not test the indirect impact of CSR on work engagement and organizational commitment, through satisfaction and trust, the research results suggest that this indirect effect may exist. Testing this indirect effect can provide deeper and broader insights into the role of CSR in employee perceptions and attitudes.

Finally, work engagement has a positive influence on employee satisfaction. Commitment to the business implies that employees who are committed to their work will feel that the organization's environment and values are consistent with their own goals and will, therefore, promote the formation of commitment to the enterprise (Saks, 2006). In other words, employees who are highly engaged with their work will form quality relationships with the organization, thereby forming more positive attitudes, intentions, and behaviors.

Thus, the study explored the complex relationship between CSR and employee-related variables, including satisfaction, trust, engagement, and commitment, thereby forming a more comprehensive understanding about the positive impact of CSR on employees in the enterprise. Therefore, enterprises need to increase job satisfaction, trust in the organization, and work engagement of employees. Management can increase employee satisfaction, trust, and engagement by providing employees with a positive work environment. Management also needs to have a clear and appropriate reward mechanism, as well as a way to recognize and reward employees who achieve high work efficiency. Furthermore, continuous training and skill development for employees are also factors that help increase employee satisfaction. It is also important to emphasize that employee satisfaction and trust need to be measured regularly to have an accurate assessment of the organization's policies.

6. Conclusion

In short, this study aims to explore the relationship between CSR and employee engagement with the enterprise, and the role of job satisfaction, trust in the enterprises at Hanoi, and job commitment in this relationship combines these variables. CSR is hypothesized to have an impact on satisfaction and trust, and these two variables have a positive impact on creating employee engagement and commitment to enterprises in Hanoi, the capital of a developing country of Vietnam.

Therefore, administrators need to pay attention to implementing CSR well to motivate and connect employees with the business. This study only concluded the impact of corporate CSR on employees in some areas but did not research in depth the impacts of CSR on employees according to each type of enterprise. Therefore, there is a need for more detailed research on the impact of corporate CSR on satisfaction, trust, engagement, and commitment for each type of business, especially private and public enterprises in Hanoi, Vietnam.

Limitations and future research: This study was conducted with a sample of mainly full-time employees (excluding probationary employees) of enterprises, concentrated in Hanoi, Vietnam. This will not be representative of all employees in Vietnam. Future studies can consider other aspects of the multidimensionality of corporate social responsibility (legal, ethical, economic, philanthropic, and environmental) and the relationship that affects trust and commitment to the enterprise and can expand on other consequences.

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