

THESIS INFORMATION PAGE

- **Thesis title:** “The Impact of Perceived Corporate Social Responsibility on Employee Work Performance, with Organizational Trust as a Mediator: An Empirical Study of Plant Protection (Pesticide) Manufacturing Enterprises in the Mekong Delta.”
- **Field:** Business Administration **Code:** 219030003
- **PhD:** Nguyễn Tấn Phước **Cohort:** 01
- **PhD supervisors:** Assoc. Prof. Dr. Đào Duy Huân
- **PhD supervisors:** Assoc. Prof. Dr. Nguyễn Thị Phương Thảo
- **Training institution:** Tay Do University

1. Thesis summary

Thesis topic: The Impact of Perceived Corporate Social Responsibility on Employee Work Performance, with Organizational Trust as a Mediator: An Empirical Study of Plant Protection (Pesticide) Manufacturing Enterprises in the Mekong Delta.

Rationale/urgency of the topic: Corporate social responsibility (CSR) and employees’ perceived corporate social responsibility (PCSR) are important tools that help enterprises enhance competitiveness, build reputation, promote development, and achieve high efficiency in business and production activities. International studies indicate that CSR and employees’ PCSR not only bring financial benefits to enterprises but also strongly affect non-financial outcomes such as employee trust, engagement, and organizational citizenship behavior (OCB).

In Vietnam, CSR has been studied across industries from banking to agriculture, showing positive results in improving corporate reputation and performance. However, research on PCSR—particularly in plant protection (pesticide) manufacturing, an industry with significant impacts on the environment and public health - remains limited.

The Mekong Delta (MD), where many enterprises in this industry are concentrated, is a key economic region but also faces many organizational development challenges. Therefore, special attention to CSR and PCSR is needed to both protect the environment and promote sustainable development for enterprises.

For these reasons, this study aims to clarify the relationship between perceived corporate social responsibility (PCSR) and employee work performance (EWR), with organizational trust (OT) as a mediating factor - an important factor not yet comprehensively studied in Vietnam - and organizational reputation (OR) as a moderating factor, grounded in theories such as stakeholder theory, social identity theory, and social exchange theory. The study thereby contributes to enhancing PCSR awareness and CSR practice in pesticide manufacturing in the Mekong Delta in particular and in Vietnam in general.

Objectives of the thesis:

- Determine the relationships among perceived CSR (PCSR), organizational trust (OT), and organizational reputation (OR).

- Analyze the effects of organizational trust (OT) on in-role/task-oriented performance (IRTP), organizational citizenship behavior toward individuals (OCB-I), and toward the organization (OCB-O).
- Examine the mediating role of organizational trust (OT) in the relationship between PCSR and employee work performance.
- Assess the extent to which PCSR affects the components of EWR (IRTP, OCB-I, OCB-O) through organizational trust.

Research model: Based on stakeholder theory, social identity theory, and social exchange theory, the model examines the relationship between PCSR and EWR, with OT as a mediator and OR as a moderator.

Research methods: The study combines qualitative methods (in-depth interviews and expert panels) and quantitative methods (a pilot survey with 100 samples and a formal survey with 385 samples). Data were analyzed using SPSS 4.2 with techniques including Cronbach's Alpha reliability testing, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM).

Main findings: The results confirm that PCSR is a key variable in shaping employees' attitudes, trust, and behaviors, thereby leading to employee work performance (EWR) and forms of organizational citizenship behavior (OCB). PCSR's direct effects—or indirect effects via organizational trust (OT)—on IRTP, OCB-O, and OCB-I indicate that social responsibility is not only a community-oriented strategic direction, but also an important internal lever that enhances performance and human resource quality.

Thesis contributions:

- **Theoretical:** The study highlights the important role of PCSR in improving work effectiveness and organizational development. The combination of OT and EWR not only creates a positive work environment but also encourages OCB. Findings at both organizational (OCB-O) and individual (OCB-I) levels show that employee–organization attachment benefits enterprises while increasing employees' satisfaction and performance.
- **Methodological:** The dissertation applies a mixed-method approach, uses software to assess scale reliability, conducts EFA, regression analysis, and tests for model hypothesis violations.
- **Practical:** The findings provide practical implications for integrating social responsibility into business strategy, helping enterprises develop comprehensively and generate shared benefits for the community and society.

Publications related to the dissertation (4 papers)

1. **Quantitative study on the impact of perceived corporate social responsibility on employee performance at plant protection companies in the Mekong Delta, Vietnam**
Vol. 8, No. 6, 2354–2368
ISSN-E: 2576-8484

DOI: <https://doi.org/10.55214/25768484.v8i6.2481>

APA citation:

Phước, N. T., Huân, Đ. D., & Thảo, N. T. P. (2024). Quantitative study on the impact of perceived corporate social responsibility on employee performance at plant protection companies in the Mekong Delta, Vietnam. *Edelweiss Applied Science and Technology*, 8(6), 2354-2368. Doi.org/10.55214/25768484.v8i6.2481

2. **Impact Of Corporate Social Responsibility Awareness, The Intermediate Role of Organizational Trust on Employee Work Performance: A Study at Pesticide Production Enterprises in The Mekong Delta**

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APA citation:

Phước, N. T., Huân, Đ. D., & Thảo, N. T. P. (2024). Impact Of Corporate Social Responsibility Awareness, The Intermediate Role of Organizational Trust on Employee Work Performance: A Study at Pesticide Production Enterprises in The Mekong Delta. *International Journal of Religion*, 5(12), 619-642. DOI:

<https://doi.org/10.61707/kdhtf773>

3. **The Impact of Corporate Social Responsibility on Citizenship Behavior Through the Mediating Effect of Organizational Trust: Research at Mekong Delta Enterprises – Vietnam**

APA citation:

Phuoc, N. T., & Huan, D. D. (2024.). 7.1 ICDI 2024-SSDG - The 7.1 International Conference on Digital Innovation - Sustainability Through the Lens of SDG. Retrieved November 25, 2024, from Confbay.com website:

<https://submit.confbay.com/conf/icdi2024sesg>

4. **Quantitative pilot test of the impact of PCSR on employee work performance (EWR): A study at plant protection (pesticide) manufacturing enterprises in the Mekong Delta** (original Vietnamese title provided below)

Issue 20, Sep/2024

ISSN 0866 - 7756

APA citation:

Tấn Phước, N., Huân Duy.D., Thảo Phương.T. N. (2024). Thử nghiệm định lượng (pilot test) tác động PCSR đến EWR: Nghiên cứu tại các DN sản xuất thuốc bảo vệ thực vật tại Đồng bằng SCL. Tạp chí Công Thương website: <https://tapchicongthuong.vn/thu-nghiem-dinh-luong--pilot-test--tac-dong-nhan-thuc-trach-nhiem-xa-hoi-cua-doanh-nghiep-den-ket-qua-cong-viec-nhan-vien--nghien-cuu-tai-cac-dn-san-xuat-thuoc-bao-ve-thuc-vat-tai-dong-bang-scl-128565.htm>

2. New findings of the dissertation

Theoretical contribution: The study confirms the pivotal role of PCSR in enhancing work effectiveness and supporting organizational development. The link between organizational trust (OT) and work performance (EWR) not only helps create a positive work environment but also motivates organizational citizenship behavior (OCB). Findings at both the organizational level

(OCB-O) and individual level (OCB-I) indicate that employee–organization attachment brings benefits to enterprises while increasing employee satisfaction and performance.

Practical contribution: The results show that the dissertation contributes not only theoretically but also has clear practical value for enterprises in embedding social responsibility into business strategy, thereby developing comprehensively and creating shared benefits and positive contributions to the community and society.

3. Practical applicability/issues for further research

The study not only strengthens the theoretical foundation of PCSR but also offers practical implications that help enterprises develop sustainably, improve human resource quality, and create long-term sustainable social value.

The dissertation provides an in-depth picture of how employees’ perceptions of social responsibility (PCSR) transform into employee work performance within the specific context of pesticide manufacturing enterprises in the Mekong Delta.

Future studies may add additional observed variables, attributes, or new dimensions to more fully reflect the realities of the plant protection (pesticide) market - an industry closely tied to environmental safety, public trust, and legal compliance requirements.

Can Tho, December 18, 2025

PhD

Nguyễn Tấn Phước