

MINISTRY OF EDUCATION AND TRAINING
TAY DO UNIVERSITY



NGUYEN TAN PHUOC

SUMMARY

DOCTORAL THESIS
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TAY DO UNIVERSITY



NGUYEN TAN PHUOC

**THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY
PERCEPTION ON EMPLOYEE PERFORMANCE WITH
THE MEDIATING ROLE OF ORGANIZATIONAL TRUST:
AN EXPERIMENTAL STUDY AT PESTICIDE
PRODUCTION ENTERPRISES IN THE MEKONG DELTA**

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ADMINISTRATION**

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I. INTRODUCTION

1.1. Introduce

Awareness of corporate social responsibility (CSR) and corporate social responsibility (CSR) are increasingly becoming an important factor determining the success and sustainable development of business organizations. With fierce competition and increasing demands for sustainable development, corporate social responsibility (CSR) and especially employees' awareness of corporate social responsibility (CSR) are gradually becoming key factors in shaping the success and long-term development of organizations. Starting from the classic work of Carroll (1979), CSR is defined on three main aspects: economic, social and environmental. This model has opened up a new approach for businesses, instead of focusing only on profits, organizations need to put themselves in a harmonious relationship with the community and the living environment, and at the same time build reputation through commitment to social responsibility.

This not only promotes the transformation of corporate governance thinking but also affects the awareness of employees, who directly perceive and evaluate corporate social responsibility activities within the organization. Therefore, the perception of corporate social responsibility (PCSR) has become an increasingly important variable in areas such as strategic management, marketing, finance, human resource management and environment. Many studies, such as Choi and Yu (2014), have shown the relationship between corporate social responsibility and corporate financial performance (CFP), customer relationship management (CRM), as well as organizational behavior (OB).

In Vietnam, corporate social responsibility (CSR) has begun to be implemented and researched in many industries, from banking to agriculture, recording positive impacts in enhancing corporate image, attracting talent and improving operational efficiency. However, in specific areas that have a strong impact on the environment and public health such as pesticide production, research related to corporate social responsibility (CSR) in general and

awareness of corporate social responsibility (PCSR) in particular is still limited, even unexploited. Meanwhile, the Mekong Delta (MD) is a key economic region in the country and is facing many issues related to the environment and sustainable economic development. Therefore, research on the perception of corporate social responsibility (CSR) in the pesticide manufacturing industry in the Mekong Delta, in relation to employee performance (EWR), is an urgent requirement with both theoretical and practical significance.

This study aims to explore the impact of corporate social responsibility (PCSR) perceptions on employee performance (EWR), and analyze the mediating role of organizational trust (OT) and the moderating role of organizational reputation (OR) in this relationship. Thereby, the author expects to build a basis for proposing solutions to improve employee performance, contributing to the sustainable development of enterprises in the context of specific industries and specific geographical areas.

Employee performance (EWR), as viewed by Story and Castanheira (2019), is considered the basic responsibility that employees need to fulfill to be worthy of the remuneration received. Svyantek et al. (1999) identified these as goals that employees must achieve, ensuring the criteria of job performance. Sharing the same view, Castanheira and Story (2019) emphasized that employee performance (EWR) is the behavior towards performing the tasks stated in the job description. From the performance perspective, Hakim (2020) and Dewa (2023) argued that EWR reflects the ability of employees to work effectively. Meanwhile, Sutrisno (2010) emphasized the role of people as a key resource, and any effort to improve work performance must start from considering human behavior in the organizational environment.

From a systems perspective, Soetopo and Kamsyach (2012) argue that performance is the result of collaborative efforts among individuals to achieve organizational goals. This is reinforced by authors such as Dewi (2012), Prawirosentono (2000) and Sutrisno (2010), who argue that performance is the product of internal coordination within the organization to meet operational needs. More specifically, Bouckenoghe et al. (2013) and Goodman and

Svyantek (1999) emphasize that employee performance appraisal (EWR) should be based on many factors such as goal achievement, task completion, meeting professional standards and high-level work performance.

From the above perspectives, it can be understood that employee performance (EWR) is not only the output of work but also reflects the capacity, responsibility and interactive behavior in the organization. From a modern approach, Borman and Motowidlo (1993) divided employee performance (EWR) into two main components: (1) Task-oriented results (IRTP) and (2) Contextual behavior (CP). Meanwhile, Rotundo and Sackett (2002) viewed the model with three components: (1) Task-oriented results (IRTP), (2) Organizational citizenship behavior (OCB) and (3) Disruptive behavior (CWB). Organizational citizenship behavior (OCB) includes organization-oriented behavior (OCB-O) and individual-oriented behavior (OCB-I).

However, based on the industry context and research objectives, through practice, expert survey, group discussion, the author of the thesis chose to agree with the first two components in the model of Borman and Motowidlo (1993) and Rotundo and Sackett (2002) including (1) Task-oriented outcomes (IRTP), (2) Organizational citizenship behavior (OCB) and agreed with Rotundo and Sackett (2002) on Organizational citizenship behavior (OCB) including organization-oriented behavior (OCB-O) and individual-oriented behavior (OCB-I). At the same time, the author did not include CWB as proposed by Rotundo and Sackett (2002) due to the specific nature of the pesticide industry and the research context was not suitable for assessing negative destructive behavior, especially when the original model of Rotundo and Sackett was developed from a qualitative survey on many general industries, not targeting a specific industry. The reason for not including CWB in the study is reasonable, because in a specific industry such as pesticide production, job performance assessment needs to focus on task performance capacity and supportive behavior in the organization. According to Gomes (2010), performance is not only a specific result but also reflects the behavior of employees in realizing organizational goals. Organizational citizenship behaviors (OCB) have been

noted by many studies to have a positive relationship with work performance such as Ridwan et al. (2020); Chelagat et al. (2015); Basu et al. (2017); Al-Mahasneh (2015) and Sumarsi (2022).

In summary, this study focuses on exploring the impact of corporate social responsibility (PCSR) perception on employee performance (EWR) in the pesticide manufacturing industry in the Mekong Delta, with the mediating role of organizational trust (OT) and the moderating role of organizational reputation (OR). From there, the author aims to propose solutions to improve performance, contributing to the development of business organizations. The author, with this approach, both ensures the theoretical inheritance of Borman and Motowidlo (1993) and Rotundo and Sackett (2002), and is consistent with industry practice, contributing to perfecting the theoretical framework on performance in the modern organizational environment.

1.2. Reasons and urgency of choosing the topic

Corporate Social Responsibility (CSR), Corporate Social Responsibility Awareness (PCSR) is an important tool to help businesses enhance their competitiveness, build reputation, promote development, and bring high efficiency in business and production activities of businesses. International studies show that CSR; PCSR of employees in business organizations not only brings financial benefits to businesses but also has a strong impact on non-financial results such as employee trust, engagement and organizational citizenship behavior (OCB).

In Vietnam, the concept of CSR has been studied in various sectors from banking to agriculture, with good results in improving corporate reputation and performance. However, in terms of awareness of corporate social responsibility (CSR) and in the field of pesticide production, sectors that have a great impact on the environment and public health, research is still limited and has not been conducted.

The Mekong Delta (MD), where many businesses in the industry are concentrated, is a key economic area but also faces many challenges in the development of business organizations. Therefore, it is necessary to pay special attention to CSR and PCSR to both protect the environment and promote sustainable development for business organizations.

For that reason and urgency, the author conducted this study and aimed to clarify the relationship between corporate social responsibility awareness (PCSR) and employee performance (EWR) with the mediating role of organizational trust (OT), an important factor but not yet comprehensively studied in Vietnam, the moderating role of organizational reputation (OR), with fundamental theories such as stakeholder theory, social identity and social exchange. Thereby, the study contributes to raising awareness of corporate social responsibility (PCSR) and CSR practices in the pesticide manufacturing industry at business organizations in the Mekong Delta in particular, and in Vietnam in general.

1.3. Room for new research.

Research on the impact of corporate social responsibility (CSR) perception on employee performance with the mediating role of organizational trust (OT) has become a notable topic. Although there have been many studies on CSR and organizational trust, their application to the pesticide manufacturing industry, especially in Vietnam, is still a new field. Previous studies mainly focused on other industries such as banking and agriculture with some notable studies in Vietnam such as Nguyen Thi Ngoc Phuong et al. (2019), Chau Thi Le Duyen (2018), Le Ha Nhu Thao et al. (2023), Tran Thi Ninh (2020), Nguyen Pham Tuyet Anh and Chau Thi Le Duyen (2019), and Hoang Thi Phuong Thao and Huynh Long Ho (2015). Studies around the world such as those by Nuryanto et al. (2023), Yan et al. (2022), Chaudhary (2020), Ahmad et al. (2020), Kunda et al. (2019), Tourigny et al. (2019), He et al. (2019) have shown that CSR can have a strong impact on organizational trust, job performance, and employee commitment to the organization.

In the field of production and trade of pesticides (B VTV) , CSR studies mainly focus on environmental protection aspects, such as waste reduction, material recycling, resource saving, and pollution reduction. However, few studies pay attention to corporate social responsibility (PCSR) awareness, and few mention other aspects such as responsibility to employees, customers, and the government. P CSR ; CSR in this industry requires attention not only to short-term benefits but also to consider long-term impacts on the community and the environment, as well as building sustainable relationships with stakeholders.

Organizational trust (OT) has been shown to have a strong impact on employee performance. Studies by Yoon, Jang, and Lee (2016), Park, Miao, and Kim (2015), and Douglas, Merritt, Roberts, and Watkins (2022) have shown that OT can improve job performance by creating a positive work environment and connecting employees to the organization. Organizational trust also influences organizational citizenship behavior (OCB), including both individual citizenship behavior (OCB-I) and organizational citizenship behavior (OCB-O). Studies by Ahmad et al. (2020), Tourigny et al. (2019), and Podsakoff et al. (1990) show that employees with high organizational trust are more likely to exhibit positive behaviors, such as helping coworkers and committing to organizational goals.

However, current studies have not directly addressed the impact of organizational trust on employee performance in terms of aspects such as task orientation outcomes (IRTP) or organizational citizenship behavior (OCB). In particular, research on the relationship between CSR and organizational trust in the pesticide manufacturing industry has not been deeply explored. According to Janssen and Van Yperen (2004), task orientation outcomes include factors such as completing job descriptions and meeting job requirements, which are even more important in demanding industries such as pesticide manufacturing.

Thus, this study not only clarifies the relationship between CSR, organizational trust and employee performance, but also expands the research in the pesticide manufacturing industry in Vietnam, especially in the Mekong Delta region. This is a theoretical gap that needs to be studied and developed, with

research hypotheses related to the impact of CSR on organizational trust and performance in this field.

1.4. Research objectives

The author of the thesis conducted research with the following objectives:

Objective 1: To determine the relationship between perceived organizational social responsibility (PCSR) and organizational trust (OT), as well as organizational reputation (OR).

Objective 2: Analyze the impact of organizational trust (OT) on task orientation outcomes (IRTP), citizenship behavior toward individuals (OCB-I) and organizations (OCB-O).

Objective 3: To examine the mediating role of organizational trust (OT) in the relationship between PCSR and employee job performance.

Objective 4: The extent of influence of PCSR on EWR work outcome components (IRTP, OCB-I, OCB-O) through organizational trust.

1.5. Research object

The effects of perceived corporate social responsibility (PCSR) on employee performance (EWR) with the mediating role of organizational trust (OT).

1.6. Survey subjects

Employees have been working at pesticide manufacturing enterprises in the Mekong Delta.

1.7. Scope of research

The spatial scope is pesticide production enterprises in the Mekong Delta region .

With Secondary Data is in the period from 2021 –2022- 2023.

With Primary Data collected from May 2024 to July 2024, with online and in-person questionnaire submission.

1.8. Research question.

With the above research objectives, the author has the following research questions:

Question 1: How does employee perceived social responsibility (PCSR) affect organizational trust (OT) and organizational reputation (OR)?

Question 2: How does organizational trust (OT) affect employee performance components (IRTP, OCB-I, and OCB-O)?

Question 3: Does organizational trust play a mediating role in the relationship between corporate social responsibility (CSR) perceptions and employee performance?

Question 4: Which factor has the greatest influence of PCSR on the components of work outcomes (IRTP, OCB-I, OCB-O) through organizational trust?

1.9. Research hypothesis

H1: Perceived CSR (PCSR) has an impact on Organizational Trust (OT).

H2a : Perceived corporate social responsibility (PCSR) has an impact on task orientation outcomes (IRTP)

H2b : Perceived corporate social responsibility (PCSR) has an impact on Citizenship Behavior (OCB-I).

H2c: Perceived corporate social responsibility (PCSR) has an impact on Citizenship Behavior (OCB-O).

H3 : Organizational trust has an impact on task orientation outcomes (IRTP).

H4 : Organizational Trust (OT) has an impact on Citizenship Behavior (OCB-I).

H5 : Organizational Trust (OT) has an impact on Citizenship Behavior (OCB-O).

H6 : Organizational reputation (OR) plays a moderating role in the relationship between corporate social responsibility (PCSR) and organizational trust (OT).

1.10. Proposed theoretical research model

The research model proposed by the thesis author is shown in Figure 1 as follows:

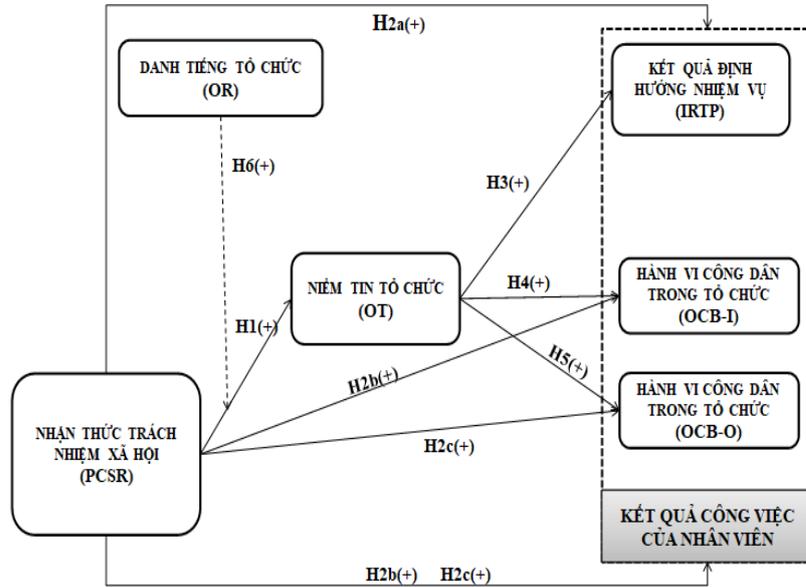


Figure 1: Proposed research model

Source: Thesis author (2023)

II. RESEARCH METHODS:

The author of the thesis uses a combination of **qualitative** and **quantitative** research methods.

2.1. Qualitative research

2.1.1. Qualitative research process

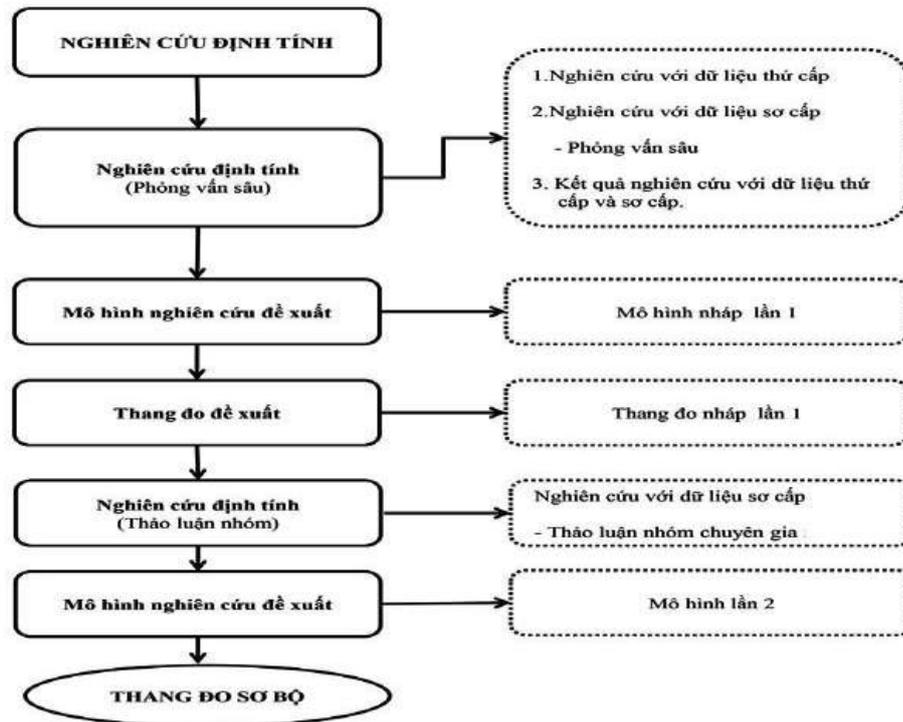


Figure 2: Qualitative research process

Source: Thesis author

2.1.2. With secondary data

- **Data collection method** : The author of the thesis collected data from enterprises in the research area of the Mekong Delta from 2020-2023. From the obtained data, the author of the thesis will select, analyze, and process data to meet the requirements and purposes of use in this research paper.

- **Statistical method** : This method aims to collect, classify and arrange data for the analysis of the current situation and efficiency in production and business activities of some regional enterprises in the Mekong Delta.

- **Comparative method** : The author of the thesis uses this method to orientate and show the relationships and correlations between factors such as perceived social responsibility (PCSR), organizational reputation (OR), organizational trust (OT) and accurately assess the influence of these factors on employee work performance as shown through the results of task orientation

(IRTP), organizational citizenship behavior (OCB-O), (OCB-I) that the research aims at.

- **Perceptions of employee performance** : Employee performance is reflected in the results of task orientation (IRTP), organizational citizenship behavior (OCB-O), (OCB-I) that the research aims at. With secondary data collected in the operations of enterprises in the Mekong Delta region, from statistics on the responses of employees in enterprises, from customers, and related agencies recorded in the records of enterprises. The recorded data used from 2021 to 2023 has a total of 602 responses from employees. Responses from related agencies are 45 responses. The feedback from partners is 559 and the results of production and business activities have different fluctuations each year due to the impact of the surrounding environment, the internal environment of the enterprise such as the trust of staff in the organization, and the reputation of the organization.

- In short, the activities of enterprises with a heightened awareness of social responsibility can bring great benefits to business operations. With concern for society, product operations, concern for consumers, and employees in the enterprise, it will affect the admiration of employees for the enterprise, the concern of customers and partners for the enterprise, the praise and recognition of the authorities for the enterprise will create a good reputation for the enterprise. Employees in that enterprise will place their trust in the enterprise to a high level. That is reflected in the behavior of employees, in the treatment of customers and partners, clearly shown in the table of customer feedback on business operations in the content of sincerity in communication, negotiation, employees in the company are dedicated to their work, and employees are seen to strive to complete assigned tasks and work.

2.1.3. With primary data

- **In-depth interview method** : The purpose of in-depth interview is to find out factors such as (1) Corporate social responsibility awareness (PCSR); (2) Organizational reputation (OR); (3) Organizational trust (OT); (4) Task

orientation results (IRTP); (5) Organizational citizenship behavior (OCB) including (OCB-I), (OCB-O) and (6) employee work performance. In-depth interview participants are encouraged and motivated to talk in depth about the topic under study.

- **Saturation and Qualitative Sample Size:** Saturation will be mentioned as a criterion for sample size in qualitative studies (Morse, 1995).

2.1.4. Design in-depth interviews

The content of the in-depth interview is divided into 3 parts (Appendix 1) and the participants in the in-depth interview are the personnel of enterprises operating in the field of plant protection drugs in the Mekong Delta region as above.

- Part 1: Introduction
- Part 2: Content: Identify service quality factors and corresponding attributes that affect satisfaction.
- Part 3: Statistics, arrangement, evaluation, recommendations on attributes, factors, and scales.

2.1.5. Results of in-depth interviews

After the author conducted interviews with the 25th person, the information received was duplicated, saturated and there were no new elements, aspects, or attributes. Based on the information recorded by the in-depth interview participants, the author arranged and classified the terms and summarized them in Appendix 3 and conducted group discussions.

2.1.6. Group discussion

In the process of group discussion, the author based on the theory of Gundumogula (2020), focus group discussion helps to explore new aspects and information about the research and Barnett (2002) focus group discussion, which can be used to generate new ideas or knowledge independently in research, is a very valuable tool for qualitative research. Regarding the number of participants in group discussion, Krueger (1994) stated a minimum of 03

people and a maximum of 12 people, for Twinn (1998) the group has from 04 to 05 people. The author of the thesis organized a group discussion with the number of people according to Krueger (1994) is 10 people. The program and layout are as follows:

- Discussion moderator: **Nguyen Tan Phuoc**
- Record keeping secretary: **Nguyen Linh Chi**
- Number of experts: Including 10 experts (Detailed list Appendix 5) , with CT001 to CT008 having 1 person, CT009 having 2 people, total of 10 people.
- The content includes 6 parts as follows:
 1. Discuss and adjust the composition of the elements.
 2. Confirming the components of the social responsibility awareness factor
 3. Confirm the components of the Organizational Reputation factor
 4. Confirm the components of the Organizational Trust factor
 5. Confirm the components of the task-oriented outcome factor
 6. Confirmation of the components of the COB-I behavioral factor; OCB-O
 7. Confirm the components of the Employee Performance Factor
- Duration: **About 60 – 90 minutes**
- Location: **Meeting room of GAR Company Thu Ngoc (thesis author)**
- Tools and equipment: Projector, whiteboard, pens, paper to take notes
- Implementation (see details) in

2.1.7. Results of expert panel discussion

After the group discussion with 10 experts, there were no additional recommendations . Expert opinions on the confirmation of factors and aspects of corporate social responsibility awareness, organizational reputation, organizational trust, task orientation results, organizational citizenship behavior, individual and organizational aspects. employee work results, all were in complete agreement with the content recorded and analyzed during the first in-

depth interview. There were no new opinions. The consensus reached 10/10 people, equivalent to 100%. (Appendix 6 Thesis) . Expert opinions confirmed the suitability and adjustment of attributes and words of the scale (Table 1).

Table 1: Table of proposed results for scale adjustment

1	Social and non-social stakeholders	Author	Aspect	Stakeholders	Proportion
1	Our company participates to the activities which aim to protect and improve the quality of the natural environment Our company participates in activities to protect and improve the quality of natural resources and the environment.	(Turker, 2009)	Environmental protection	My company participates in activities to protect environmental resources.	Agree 100%
2	Our company participates to the activities which aim to protect and improve the quality of the natural environment Our company participates in activities to protect and improve the quality of natural resources and the environment.	(Turker, 2009)	Improve the environment	My company participates in activities to improve environmental quality.	Agree 100%
3	Our company targets a sustainable growth which considers the future generations Our company aims for sustainable growth, caring for future generations.	(Turker, 2009)	Future Generations	My company aims to care for future generations.	Agree 100%
4	Our company contributes to the campaigns and projects that promote the well-being of the society Our company contributes to campaigns and projects that promote social well-being.	(Turker, 2009)	Social prosperity	My company contributes to campaigns that promote social well-being.	Agree 100%
I.2	For employees	Author	Aspect	For employees	
1	Our company encourages its employees to participate in the voluntary activities	(Turker, 2009)	Volunteer	My company encourages employees to participate in volunteer activities.	Agree 100%
2	The management of our company mainly concerns with employees' needs and wants./ Our company management is primarily concerned with the needs and desires of our employees.	(Turker, 2009)	Employee care	My company's leadership cares about the needs and desires of its employees.	Agree 100%
3	Our company implements flexible policies to provide a good work and life balance for its employees Our company implements flexible policies to provide a good work-life balance for employees.	(Turker, 2009)	Flexible policy for employees	My company implements flexible policies that provide a good work-life balance for employees.	Agree 100%
4	Our company supports employees who want to acquire additional education. Our company supports employees who want to learn more.	(Turker, 2009)	Improve knowledge	My company supports employees who want to learn more.	Agree 100%
I.3	For customers	Author	Aspect	For customers	Proportion

1	Our company protects consumer rights beyond the legal requirements Our company protects consumer rights beyond legal requirements.	(Turker, 2009)	Consumer rights	My company protects consumer rights beyond legal requirements.	Agree 100%
2	Our company provides full and accurate information about its products to its customers Our company provides complete and accurate product information to customers.	(Turker, 2009)	Product information	My company provides complete product information to customers.	Agree 100%
3	Our company provides full and accurate information about its products to its customers Our company provides complete and accurate product information to customers.	(Turker, 2009)	Accurate information	My company provides accurate product information to customers.	Agree 100%
I.4	For the Government	Proportion	Aspect	For the Government	Proportion
1	Our company complies with the legal regulations completely and promptly Our company fully and promptly complies with legal regulations.	(Turker, 2009)	Compliance with the law	My company fully complies with legal regulations.	Agree 100%
2	Our company complies with the legal regulations completely and promptly Our company fully and promptly complies with legal regulations.	(Turker, 2009)	Legally timely	My company promptly complies with legal regulations.	Agree 100%
3	Our company complies with the legal regulations completely and promptly.	(Turker, 2009)	Guidance Circular	My company complies with the instructions.	Agree 100%
II	Corporate Reputation	Proportion	Aspect	Corporate Reputation	Proportion
1	This company offers products and services that are a good value for the money.	Agarwal et al. (2018)	Product	This company offers products that are worth the money.	Agree 100%
2	This company has employees who treat customers courteously. This company has employees who treat customers politely.	Agarwal et al. (2018)	Service	This company provides value for money service.	Agree 100%
3	This company is an environmentally responsible company. This company is an environmentally responsible company.	Agarwal et al. (2018)	Responsibility	This company is environmentally responsible.	Agree 100%
4	This company looks like a company with strong prospects for future growth. This company looks like a company with strong growth prospects in the future.	Agarwal et al. (2018)	Exhibition	This company has strong growth prospects in the future.	Agree 100%

5	This is a reputable company to work for The company is a reputable place to work.	Agarwal et al. (2018)	Good place to work	This company is a reputable place to work.	Agree 100%
6	It is a company that I admire and respect It is a company that you admire and respect.	Agarwal et al. (2018)	Admire	This company is very admired.	Agree 100%
6	It is a company that I admire and respect It is a company that you admire and respect.	Agarwal et al. (2018)	Respect	This company is highly respected.	Agree 100%
III	Organizational trust	Proportion	Aspect	Organizational trust	Proportion
1	We think the people in this organization tell the truth in negotiations.	Top et al. (2015)	Truth in Negotiation	This company tells the truth in negotiations	Agree 100%
2	We think that this organization meets its negotiated obligations to our department. I think this organization always meets its negotiated obligations.	Top et al. (2015)	Make a deal	This company always meets its negotiated obligations.	Agree 100%
3	In our opinion, this organization is reliable. In my opinion, this organization is trustworthy.	Top et al. (2015)	Trust	This company is trustworthy	Agree 100%
4	In general, the personnel policies seem to encourage cooperation among employees. Overall, human resource policies appear to encourage cooperation among employees.	Pearce et al. (1994)	Human resource policy	This company has human resources policies that encourage cooperation among employees.	Agree 100%
5	The performance appraisal system shows that this organization trusts its employees.	Pearce et al. (1994)	Trust your employees	This company's performance appraisal system shows that the company trusts their employees.	Agree 100%
IV	Organizational Citizenship Behavior-Individual (OCB-I)	Proportion	Aspect	Citizenship Behavior-Individual (OCB-I)	Proportion

1	Helps others who have been absent.	Williams and Anderson (1991)	Help	Employees in this company help out absent employees.	Agree 100%
2	Helps others who have heavy work loads.	Williams and Anderson (1991)	Job Support	Employees in this company help others when the workload is heavy.	Agree 100%
3	Goes out of the way to help new employees. Always try to help new employees.	Williams and Anderson (1991)	Help new staff	The employees in this company always make an effort to help new employees.	Agree 100%
4	Is mindful of how his/her behavior affects other people's jobs.	Podsakoff et al. (1990)	Consciousness in behavior	Employees of this company are conscious of how their behavior affects the work of others.	Agree 100%
5	Tries to avoid creating problems for coworkers.	Podsakoff et al. (1990)	Avoid causing trouble	Employees in this company always try to avoid causing trouble for their colleagues.	Agree 100%
V	Organizational Citizenship Behavior-Organization (OCB-O)	Proportion	Aspect	Citizenship Behavior – Organization (OCB-O)	Proportion
1	Attendance at work is above the norm. Attendance at work is above the norm.	Williams and Anderson (1991)	Over quota	Employees in this company participate in work beyond the norm.	Agree 100%
2	Take action to protect the organization from potential problems Take action to protect the organization from potential problems	Chaudhary (2020)	Protective action	Employees in this company take action to protect the organization from potential problems.	Agree 100%
3	Demonstrate concern about the image of the organization.	Chaudhary (2020)	Brand care	Employees in this company show concern for the organization's image.	Agree 100%

4	ObeY company rules and regulations even when no one is watching.	Podsakoff et al. (1990)	Comply with the rules	Employees in this company follow company rules even when there is no supervisor present.	Agree 100%
5	Attend functions that are not required, but help the company image.	Podsakoff et al. (1990)	Voluntary participation	Employees in this company participate in functions that are not mandatory but contribute to the company's image.	Agree 100%
VI	Mission Oriented	Proportion	Aspect	Mission Oriented	Proportion
1	This worker meets all the formal performance requirements of the job.	Janssen and VanYperen (2004)	Meet the requirements	Company employees meet formal performance requirements of the job.	Agree 100%
2	This worker fulfills all responsibilities required by his/her job.	Janssen and VanYperen (2004)	Responsibility	Company employees fulfill the responsibilities required by their jobs.	Agree 100%
3	This worker often fails to perform essential duties.	Janssen and VanYperen (2004)	Not performing essential work	This company's employees are unable to perform essential duties.	Agree 100%
4	Meets criteria for performance.	Janssen and VanYperen (2004)	Meet job criteria	This company's employees meet the performance criteria.	Agree 100%
VII	Work results	Proportion	Aspect	Work results	Proportion
1	Achieves the objectives of the job Achieve work goals	Goodman and Svyantek (1999).	Achieve work goals	Company employees achieve work goals	Agree 100%

3	Demonstrates expertise in all job-related tasks.	Goodman and Svyantek (1999).	Good expertise	Employees of this company demonstrate expertise in job-related tasks.	Agree 100%
4	Fulfills all the requirements of the job.	Goodman and Svyantek (1999).	Meet job requirements	This company's employees meet all the requirements of the job.	Agree 100%
5	Is competent in all areas of the job, handles tasks with proficiency Competent in all areas of work, handling tasks proficiently	Goodman and Svyantek (1999).	Capable	The employees in this company are competent in all areas of work.	Agree 100%
6	Is competent in all areas of the job, handles tasks with proficiency Competent in all areas of work, handling tasks proficiently	Goodman and Svyantek (1999).	Work processing	The employees in this company handle tasks competently.	Agree 100%
7	Adequately completes assigned duties.	Goodman and Svyantek (1999).	Get the job done	The employees in this company always complete their assigned tasks well.	Agree 100%

Source: Thesis author .

2.1.8. Preliminary scale

From the consensus results of experts on the adjustment, the thesis author proposed a preliminary scale, applying a Likert scale with 5 levels (1: Completely disagree, 2: Disagree; 3: Neutral; 4: Agree; 5: Completely agree) and the information was coded as follows: Social Responsibility Awareness including the awareness of stakeholders, employees, customers, and the government coded from PCSR1 - PCSR13; Organizational Reputation coded from OR1 - OR5; Organizational Trust coded from OT1-OT5; Employee work results including task orientation results, citizenship behavior in the organization in terms of individual behavior (OCB-I) and behavior towards the organization (OCB-O) and coded from EWR1-EWR20: Scale results (Table 2).

Table 2: Preliminary scale

Encryption	Scale	Likert Scale With 5 Levels				
I	SOCIAL RESPONSIBILITY AWARENESS	1	2	3	4	5
I.1	Stakeholders					
PCSR1	My company participates in activities to protect environmental resources.					
PCSR2	My company participates in activities to improve environmental quality.					
PCSR3	My company aims to care for future generations.					
PCSR4	My company contributes to campaigns that promote social well-being.					
I.2	For employees					
PCSR5	My company encourages employees to participate in volunteer activities.					
PCSR6	My company's leadership cares about the needs of its employees.					
PCSR7	My company implements flexible policies that provide a good work-life balance for employees.					
PCSR8	My company supports employees who want to learn more.					
I.3	For customers					
PCSR9	My company protects consumer rights beyond legal requirements.					
PCSR10	My company provides complete product information to customers.					
PCSR11	My company provides accurate product information to customers.					
I.4	For the Government					
PCSR12	My company fully complies with legal regulations.					
PCSR13	My company promptly complies with legal regulations.					
PCSR14	My company complies with the instructions.					
II	ORGANIZATIONAL REPUTATION (OR)	1	2	3	4	5
OR1	The company offers products that are worth the money.					
OR2	This company is environmentally responsible.					
OR3	This company is a reputable place to work.					
OR4	This company is very admired.					
OR5	This company is highly respected.					

III	ORGANIZATIONAL TRUST (OT)	1	2	3	4	5
OT1	This company tells the truth in negotiations					
OT2	This company always meets its negotiated obligations.					
OT3	This company is trustworthy					
OT4	This company has human resources policies that encourage cooperation among employees.					
OT5	This company's performance appraisal system shows that the company trusts their employees.					
V	WORK RESULTS (EWR)	1	2	3	4	5
V.1	Mission Oriented	1	2	3	4	5
EWR1	Company employees meet formal performance requirements of the job.					
EWR2	Company employees fulfill the responsibilities required by their jobs.					
EWR3	This company's employees are unable to perform essential duties.					
EWR4	This company's employees meet the performance criteria.					
EWR5	Company employees achieve work goals					
EWR6	Employees of this company demonstrate expertise in job-related tasks.					
EWR7	This company's employees meet all the requirements of the job.					
EWR8	The employees in this company are competent in all areas of work.					
EWR9	The employees in this company handle tasks competently.					
EWR10	The employees in this company always complete their assigned tasks well.					
V.2	Organizational Citizenship Behavior (OCB-I)	1	2	3	4	5
EWR11	Employees in this company help out absent employees.					
EWR12	Employees in this company help others when the workload is heavy.					
EWR13	The employees in this company always make an effort to help new employees.					
EWR14	Employees of this company are conscious of how their behavior affects the work of others.					

EWR15	Employees in this company always try to avoid causing trouble for their colleagues.					
V.3	Organizational Citizenship Behavior (OCB-O)	1	2	3	4	5
EWR16	Employees in this company participate in work beyond the norm.					
EWR17	Employees in this company take action to protect the organization from potential problems.					
EWR18	Employees in this company show concern for the organization's image.					
EWR19	Employees in this company follow company rules even when there is no supervisor present.					
EWR20	Employees in this company participate in functions that are not mandatory but contribute to the company's image.					

2.1.1. Research outline.

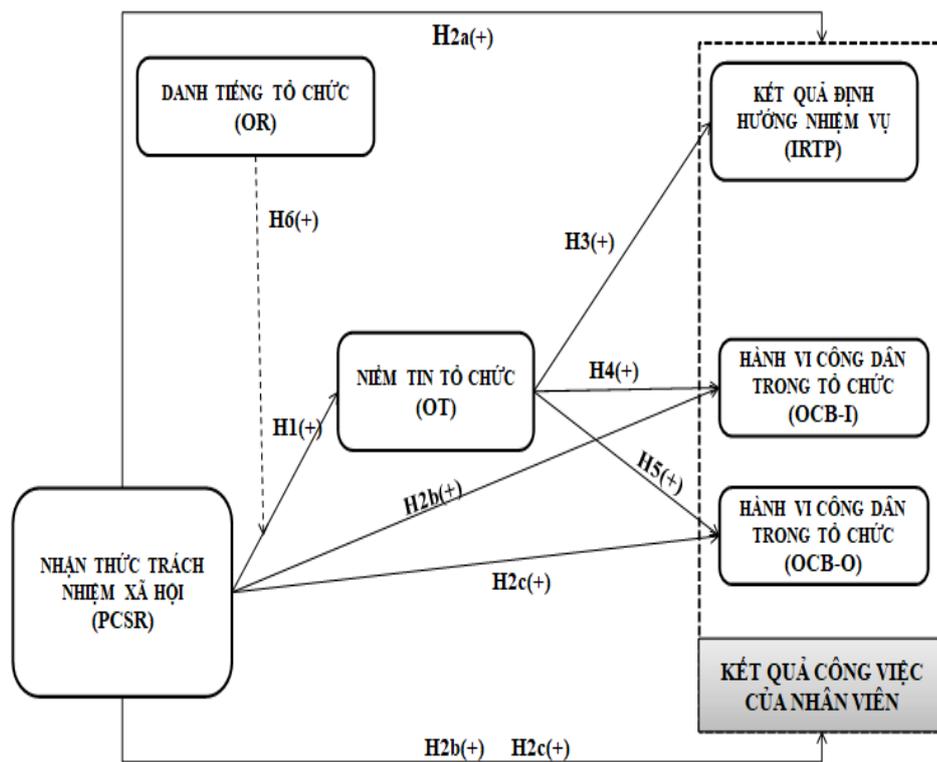


Figure 3.2 : Research model after group discussion

Source: Thesis author

2.2. Quantitative research

The author conducted quantitative research in two phases: **Phase 1** : Preliminary survey (pilot test) with questionnaire and sample size n=100, from

June 20, 2024 to July 20, 2024. **Phase 2** : Official survey with questionnaire and sample size $n=385$, from August 15, 2024 to September 15, 2024. The author conducted the implementation process by sending the survey directly and with Google Form link via Zalo, Viber, Wechat, Whatsapp apps. The software used by the author is SPSS Version 4.2 to assess the reliability of the scales, EFA exploratory factor analysis, regression analysis and hypothesis violation testing of the model.

2.2.1. Quantitative research process

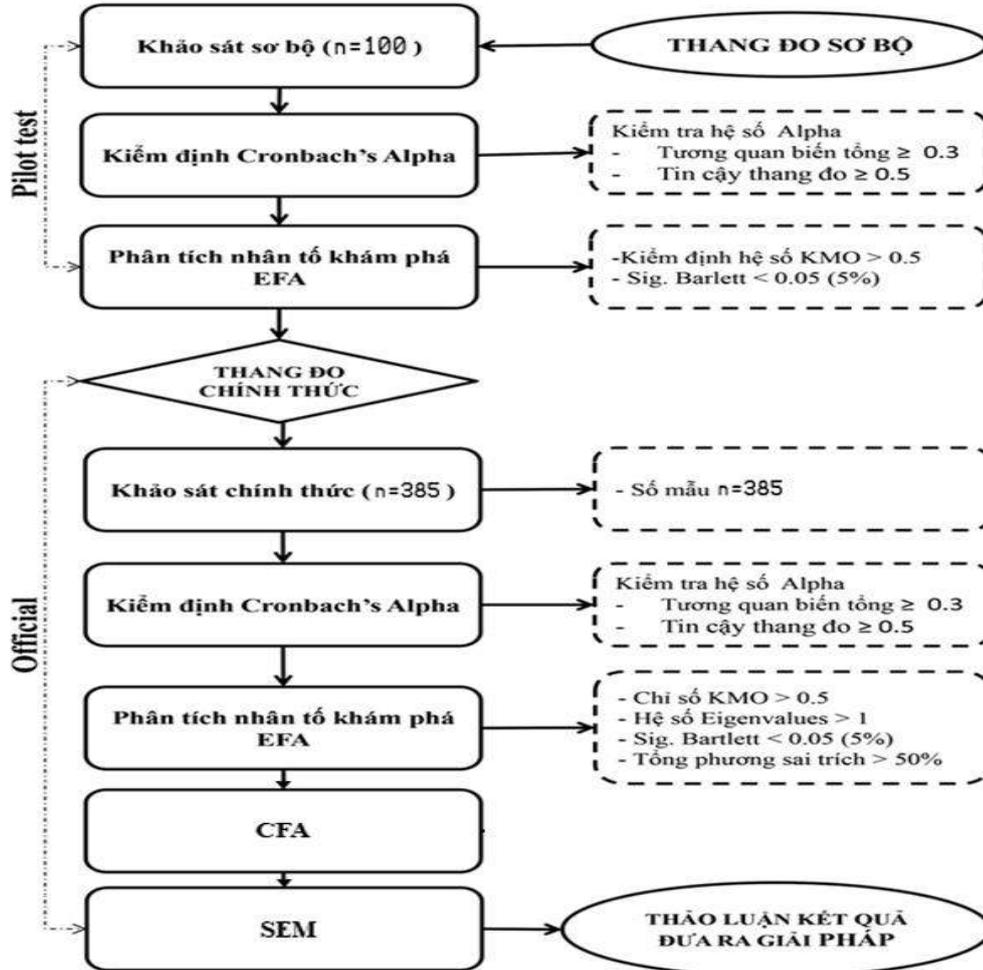


Figure 1: Quantitative research process

Source: Author's thesis synthesis

2.2.2. Sample size for pilot test

According to Hill (1998), the pilot survey research with the proposed sample size is $n=10$ to $n=30$. Isaac and Michael (1995) suggested the sample size for the test is $n=10$ to $n=30$. According to Hair et al. (2006), the lowest

sample size is n=50. However, for this study, the author of the thesis proposed to use the sample size for (Pilot test) is n=100 to meet all the recommendations of the above research authors.

2.2.3. Likert scale

The author of the thesis uses the 5-level Likert scale of Rensis Likert (1932). With 5 levels (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree. The corresponding translations are (1) Strongly Disagree; (2) Disagree; (3) Neutral; (4) Agree; (5) Strongly Agree;

2.2.4. Data encryption

The author encodes the data with:

PCSR: With observed variables from PCSR1 to PCSR13

Organizational reputation (OR): With observed variables from OR1 to OR5

Organizational Trust (OT): With observed variables from OT1 to OT5

Work Outcome (EWR): With observed variables from EWR1 to EWR20

2.2.5. Sample size for formal survey

The author of the thesis uses sample size according to Yamane Taro (1967) in cases where the total population size is unknown, therefore, the sample size formula is

$$N = Z^2 \frac{P(1 - P)}{e^2} = 1.96^2 \frac{0.5(1 - 0.5)}{0.05^2} = 384.16$$

The author of the thesis rounded it to 385 samples.

III. SUMMARY OF MAIN RESEARCH RESULTS:

3.1. Demographic information

After the survey from August 15, 2024 to September 15, 2024, by sending the survey directly or via Google Form link via Zalo, Viber, Wechat, Whatsapp apps. The results were 402 questionnaires, of which 385 were valid and encoded through SPSS software to analyze sample characteristics such as: **Gender; Age; Marital status ; Job position ; Education level ; Income level/month** . All of

these factors are suitable and meet the requirements for the research process in the next steps.

3.2. Cronbach's Alpha coefficient test

The process of testing the reliability of Cronbach's Alpha of the observed variables in each scale gives **Cronbach's Alpha** value > 0.6 and the observed variables PCSR - Stakeholders; PCSR - Employees; PCSR - Customers; PCSR - Government; OR - Reputation; OT - Trust; EWR - Mission Oriented; EWR - OCB-I; EWR - OCB-O all have variable-total correlations greater than 0.3 . Therefore, all observed variables are retained and These scales all met the reliability requirements and were taken to the next step of EFA factor analysis to assess the convergent and discriminant validity of the scales.

3.3. Exploratory Factor Analysis (EFA)

Based on the reliability analysis results of the above scale, the author continued to analyze factors based on 43 observed variables of the factors in the initially proposed model. The results of KMO and Bartlett's Test showed that the data were suitable for factor analysis (KMO = 0.913 > 0.5 ; Bartlett's Test: Chi square = 10180.489, df = 903, Sig. = 0.000 < 0.05). At the same time, the total extracted variance is 60.357% $> 50\%$, showing that these 9 newly extracted factors explain 60.357% of the variation in the data set and the Eigenvalue of the last extracted factor is 1.041, greater than 1, meeting the criteria for factor analysis. See more (Appendix

Table 3. Rotated factor matrix in EFA analysis

Observation variable	Factor								
	IRTP	OR	OT	OCB-I	OCB-O	PCSR-B	PCSR-A	PCSR-D	PCSR-C
EWR9	0.788								
EWR3	0.780								
EWR4	0.779								
EWR5	0.774								
EWR10	0.769								
EWR6	0.745								
EWR2	0.740								
EWR7	0.711								
EWR1	0.670								
OR2		0.872							
OR3		0.854							

Observation variable	Factor								
	IRTTP	OR	OT	OCB-I	OCB-O	PCSR-B	PCSR-A	PCSR-D	PCSR-C
OR5		0.851							
OR4		0.742							
OR1		0.676							
OT3			0.852						
OT1			0.827						
OT5			0.805						
OT4			0.776						
OT2			0.722						
EWR15				0.826					
EWR12				0.786					
EWR14				0.768					
EWR11				0.745					
EWR13				0.551					
EWR20					0.865				
EWR17					0.820				
EWR19					0.765				
EWR16					0.681				
EWR18					0.574				
PCSR6						0.758			
PCSR7						0.742			
PCSR5						0.725			
PCSR8						0.680			
PCSR2							0.866		
PCSR1							0.693		
PCSR3							0.647		
PCSR4							0.612		
PCSR13								0.836	
PCSR12								0.744	
PCSR14								0.612	
PCSR9									0.656
PCSR10									0.592
PCSR11									0.587

Author's SPSS analysis results

Based on Table 3 , which is a rotation matrix table performed by the Promax rotation method and the Principal Axis Factoring data extraction method, we see that the observed variables meet the following conditions of Convergence Value; Discriminant Value. Analysis of the rotation matrix shows that the observed variables are clearly distributed across 9 factors, showing high convergence in each group of variables and good discrimination between different groups of variables.

3.4. Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) process aims to (1) re-examine the factor structure identified by EFA; (2) assess the level of fit of the measurement model to the data.

The results of the data show that this model has a Chi-square statistical value of 1622.421 with 824 degrees of freedom ($p=0.000$), the CMIN/df value = 1.969 is less than 3. In addition, we must consider other indicators such as CFI = 0.918; TLI = 0.910; IFI = 0.918 are all greater than 0.9 and the RMSEA index = 0.05 is less than 0.08. Therefore, the critical measurement model achieves unidirectionality and is compatible with market data. Testing **the convergent validity of the scale** show The scale achieves convergent validity if the standardized regression weights are all higher than 0.5 and the extracted variance is ≥ 0.5 because the standardized regression weights of the observed variables have a minimum value of 0.612, which is greater than 0.5, and the relationships are all statistically significant ($P\text{-value} < 0.05$), so the scales of the research concepts all achieve convergent validity. **Assessing the reliability of the scale** shows that the results of the composite reliability values and the total variance extracted for each scale satisfy the requirements $\rho_c > 0.6$ and $\rho_{vc} > 0.5$. Therefore, the scales meet the requirements. **Test the discriminant value of the scales** show the The correlation coefficients r and standard deviations SE show that they are all different from 1 and at the significance level $p < 0.05$. Therefore, the scales have discriminant validity, confirming the clear difference between the concepts in the model.

In summary, with the above thesis author test results , the critical CFA model built is suitable for the collected data and has statistical significance. Therefore, it is qualified to analyze the SEM linear structural model to prove the research hypothesis.

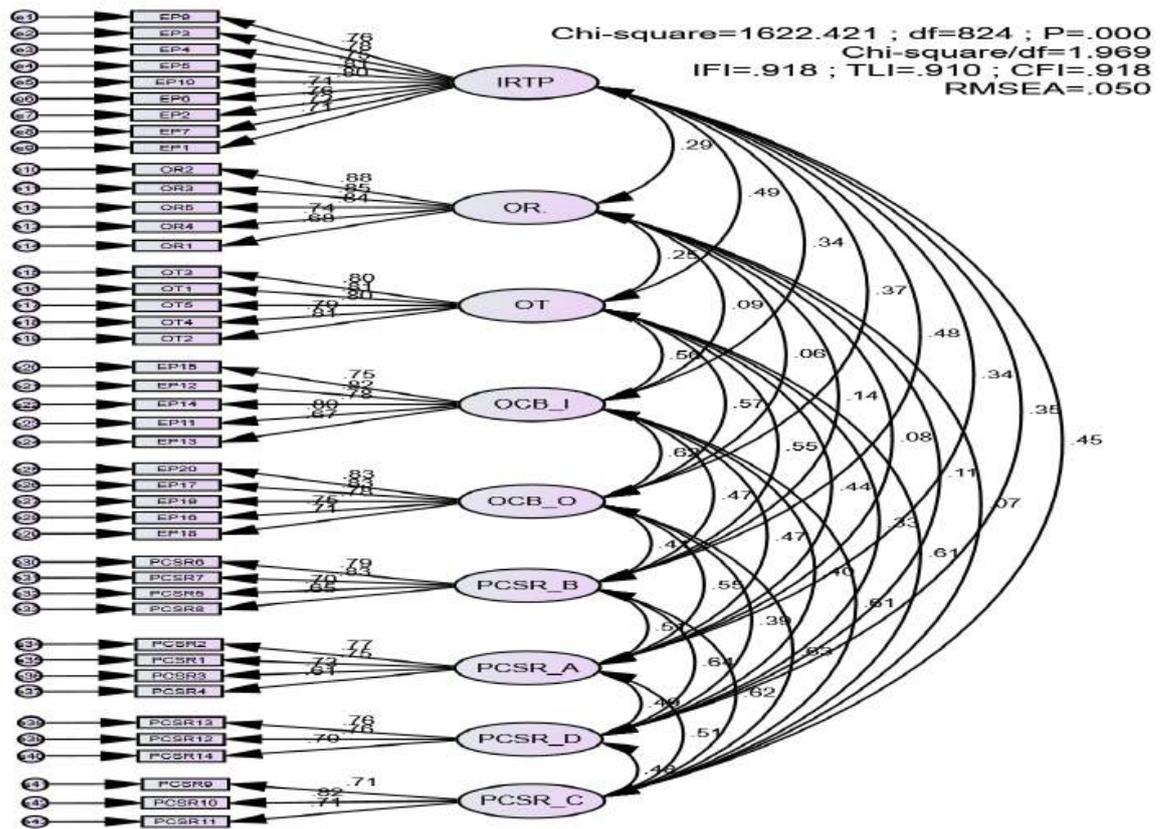


Figure 2: CFA results of the critical measurement model (standardized)

3.5. SEM linear structural model testing

The process of testing the SEM linear structural model ; Testing the relationship between factors in the model and Testing the model with the Bootstrap method shows that the model has 654 degrees of freedom with a Chi-square statistical value of 1424.091 (P-value = 0.000); Chi-square/df = 2.178 <3; therefore, we consider additional indicators measuring the suitability such as CFI = 0.908; TLI = 0.902; IFI = 0.909 are all greater than 0.9 and RMSEA = 0.055 (<0.08). According to the above criteria, the research model is suitable for the actual data collected and the results of estimating the unstandardized regression coefficients show that the relationships are all statistically significant (p <5%). Figure 3 is the SEM result of the research model (standardized). Table 4: Unstandardized weights and Table 5: Standardized weights of the SEM model.

Figure 3. SEM results of the research model (standardized)

Chi-square=1424.091 ; df=654 ; P=.000
 Chi-square/df=2.178
 CFI=.908; IFI=.909 ; TLI=.902
 RMSEA=.055

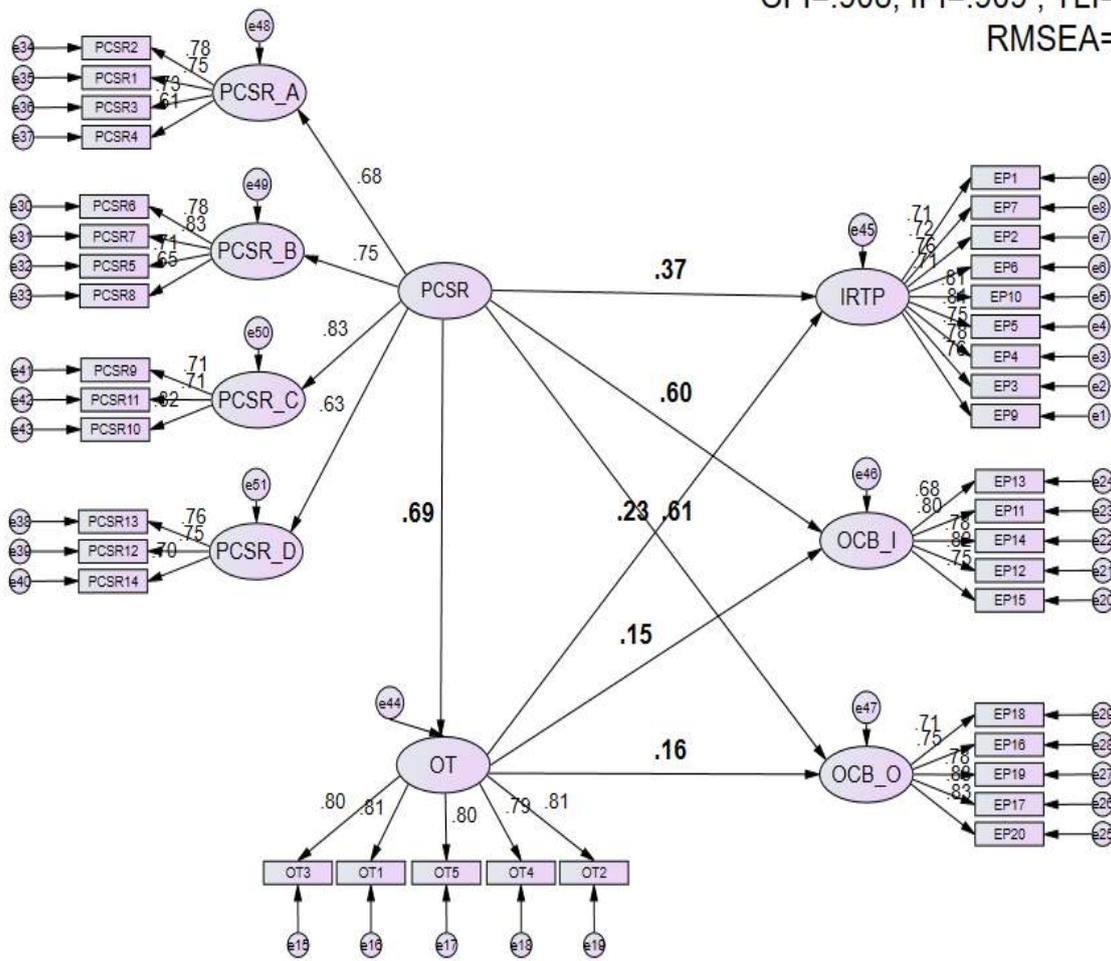


Table 4 : Unstandardized weights

Relationship			Estimated value	SE	CR	P
PCSR	→	PCSR_A	1,000			
PCSR	→	PCSR_B	1,265	0.140	9,038	0.000
PCSR	→	PCSR_C	1,207	0.134	9,015	0.000
PCSR	→	PCSR_D	0,933	0.117	7,971	0.000
PCSR	→	OT	1,124	0.130	8,667	0.000
PCSR	→	IRTP	0,565	0.130	4,347	0.000
PCSR	→	OCB_O	0,945	0.144	6,582	0.000
PCSR	→	OCB_I	0,901	0.141	6,372	0.000
OT	→	IRTP	0,211	0.071	2,967	0.003
OT	→	OCB_I	0,140	0.068	2,068	0.039
OT	→	OCB_O	0,151	0.070	2,174	0.030

Table 5 : Normalized weights

Relationship			Coefficient
PCSR	→	PCSR_A	0.678
PCSR	→	PCSR_B	0.747
PCSR	→	PCSR_C	0.832
PCSR	→	PCSR_D	0.634
PCSR	→	OT	0.687
PCSR	→	IRTP	0.374
PCSR	→	OCB_O	0.606
PCSR	→	OCB_I	0.602
OT	→	IRTP	0.229
OT	→	OCB_I	0.153
OT	→	OCB_O	0.159

From the analysis results, the author found that PCSR_A (responsibility to stakeholders) has an important impact on organizational trust (OT), although the standardized regression coefficient $\beta = 0.678$ is lower than that of PCSR_C and

PCSR_B. PCSR_B (responsibility to employees) has $\beta = 0.747$, reflecting the role of a supportive and rights-protecting work environment in strengthening trust. Meanwhile, PCSR_C (responsibility to customers) has $\beta = 0.832$, the highest among the groups, showing that the way businesses treat customers strongly affects employee trust. PCSR_D (responsibility to the government) has $\beta = 0.634$, emphasizing the importance of legal compliance in building trust. And the factor Organizational Trust (OT) plays an important role in promoting work results. OT has the strongest influence on IRTP (task-oriented outcome) with a value of $\beta = 0.229$, indicating that when employees trust the organization, they focus and make efforts to complete tasks more effectively. The impact of OT on organizational citizenship behavior (OCB_O) at a value of $\beta = 0.159$ is higher than that of individual citizenship behavior (OCB_I) $\beta = 0.153$, thereby reflecting that trust in the organization promotes behavior that is oriented towards the common good rather than personal interests. When directly analyzing the impact of PCSR on work outcomes, it shows that PCSR has the strongest influence on OCB_O with a value of $\beta = 0.606$, confirming that awareness of social responsibility stimulates the spirit of dedication to the organization. PCSR also significantly affects citizenship behavior in OCB_I with a value of $\beta = 0.602$, demonstrating the tendency to support colleagues and build positive relationships. Although the impact on IRTP is lower with a value of $\beta = 0.374$, PCSR still helps improve task-oriented work performance. In summary, PCSR is an important factor promoting organizational trust, citizenship behavior, and work performance, contributing to improving efficiency in business organization activities.

The results of Model Testing with Bootstrap method are summarized in Table 6.

Table 6 : Model estimation results (Bootstrap method)

Parameter			SE	SE-SE	Mean	Bias	SE-Bias	CR
PCSR	→	PCSR_A	0.050	0.001	0.675	-0.002	0.002	-1.00
PCSR	→	PCSR_B	0.054	0.001	0.750	0.003	0.002	1.50
PCSR	→	PCSR_C	0.034	0.001	0.832	0.000	0.001	0.00

PCSR	→	PCSR_D	0.061	0.001	0.633	-0.001	0.002	-0.50
PCSR	→	OT	0.057	0.001	0.689	0.002	0.002	1.00
PCSR	→	IRTP	0.090	0.002	0.373	-0.001	0.003	-0.33
PCSR	→	OCB_O	0.135	0.003	0.604	-0.002	0.004	-0.50
PCSR	→	OCB_I	0.131	0.003	0.601	0.000	0.004	0.00
OT	→	IRTP	0.091	0.002	0.230	0.000	0.003	0.00
OT	→	OCB_I	0.133	0.003	0.152	-0.001	0.004	-0.25
OT	→	OCB_O	0.135	0.003	0.156	-0.002	0.004	-0.50

Source: Author's processing results from survey data

The results of the synthetic model estimation in Table 4.10 show that the difference (Bias) of the coefficients is very small, confirming that the model is still reliable with a large sample size. The Mean column shows the bootstrap regression coefficient, the Bias column is the difference between the Mean and the original estimated value, and SE-Bias is the standard error of Bias. The CR (Critical Ratios) value is calculated by dividing Bias by SE-Bias and comparing it with 1.96 (5% significance level). If $CR < 1.96$, the deviation is not statistically significant, the model is accepted. When testing the moderating role of organizational reputation, the results are shown in Table 7.

Table 7: Results of testing the moderating role

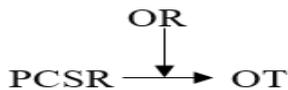
Model Summary						
	R	R-sq	MSE	F	df1	df2
p	.5823	.3391	.4244	65.1537	3.0000	381.0000
	.0000					
Model						
	coeff	se	t	p	LLCI	ULCI
constant	3.8895	.0334	116.2801	.0000	3.8237	3.9552
PCSR	.7697	.0602	12.7896	.0000	.6514	.8880
OR	.1558	.0431	3.6129	.0003	.0710	.2406
Int_1	.1850	.0769	2.4050	.0166	.0338	.3363

The information in Table 7 also shows that the model fits the data well ($p = 0.000$), explaining 33.91% of the variance in OT. In the main effect, CSR perception has a positive and statistically significant effect on organizational trust (coeff = 0.7697, $p = .0000$). Organizational reputation has a positive and statistically significant effect on organizational trust (coeff = .1558, $p = .0003$). In the moderating effect, the PCSR * OR interaction is statistically significant

(coeff = 0.1850; p = .0166), the coefficient of the effect (+) shows that organizational reputation is a stronger moderator of the positive relationship between CSR perception and organizational trust. Therefore, in organizations with good reputation, the effect of CSR perception on organizational trust is stronger than in organizations with low reputation.

3.6. Results of testing research hypothesis

Table 8 : Results of testing the moderating role

Hypothesis				Regression coefficient	Result
H1	PCSR	→	OT	0.687	Accept
H2a	PCSR	→	IRTP	0.374	Accept
H2b	PCSR	→	OCB-I	0.606	Accept
H2c	PCSR	→	OCB-O	0.602	Accept
H3	OT	→	IRTP	0.229	Accept
H4	OT	→	OCB-I	0.153	Accept
H5	OT	→	OCB-O	0.159	Accept
H6				0.185	Accept

From the results of Table 8 estimating the theoretical model and Bootstrap in the structural equation modeling (SEM) analysis, it can be seen that the hypothesized relationships in the theoretical model have a significance level of P-value ranging from 0.000 to 0.005, reaching statistical significance at the 95% confidence level, and the hypotheses H1; H2a; H2b; H2c; H3; H4; H5; H6 are all accepted.

IV. CONCLUSION AND RECOMMENDATIONS:

4.1. Conclude

Research on the impact of corporate social responsibility awareness on employee performance with the mediating role of organizational trust: An empirical study at pesticide manufacturing enterprises in the Mekong Delta, using qualitative methods (in-depth interviews and expert groups) and quantitative methods (preliminary survey of 100 samples, official survey of 385 samples). Data were analyzed using SPSS 4.2 through techniques including

Cronbach's Alpha test, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM). The results showed that Corporate Social Responsibility Awareness (PCSR) positively affects Employee Performance (EWR) through Organizational Trust (OT). For the PCSR aspect, it includes: Responsibility to stakeholders, employees, customers, and the government. PCSR was found to have the strongest impact on organizational trust with a regression coefficient of $\beta = 0.687$. Organizational trust then influenced factors such as Organizational Citizenship Behavior at the Individual Level (OCB-I) with a coefficient of $\beta = 0.153$, Organizational Citizenship Behavior at the Organizational Level (OCB-O) with a coefficient of $\beta = 0.159$, and Task Oriented Performance (IRTP) with a coefficient of $\beta = 0.229$. Responsibility to Customers (PCSR_C) had the strongest impact on organizational trust ($\beta = 0.832$), reflecting the importance of transparency and fairness in building trust. Responsibility to Employees (PCSR_B) with a coefficient of $\beta = 0.747$ and to the Government (PCSR_D) with a coefficient of $\beta = 0.634$ also played a positive role.

For the research model, the results show a high degree of fit with Chi-square/df = 2.178 < 3; CFI = 0.908; RMSEA = 0.055, thus clearly showing that all relationships are statistically significant. The impact of PCSR on the factors is arranged from strong to weak (1) organizational trust (OT), (2) individual-level OCB (OCB-I), (3) organizational-level OCB (OCB-O), and (4) IRTP. Organizational trust also has a positive impact on OCB and IRTP. Organizational reputation (OR) is identified as a moderating factor, strengthening the relationship between corporate social responsibility perception (PCSR) and organizational trust (OT).

The research results also contribute to and support social exchange theory, performance-outcome theory, and stakeholder theory. CSR implementation not only brings social value but also creates economic benefits for businesses. The study extends the theory by determining the role of organizational reputation and the level of influence of corporate social responsibility (PCSR) perception

on organizational citizenship behavior (OCB) and employee work performance (EWR). Employees tend to be committed and devoted when they feel and perceive that the business is responsible to society and the community.

Finally, the research results also suggest future approaches that should expand the scope of other regulatory factors such as socio-economic characteristics, working environment, etc., and employee behavior in specific industries such as pesticide production and trading. This is to optimize the effectiveness of corporate social responsibility (CSR) implementation and increase positive employee behavior in the organization (OCB).

4.2. Contributions to theory and practice.

The results of this study also show that the important role of perceived social responsibility (PCSR) in promoting work efficiency and organizational development. The combination of organizational trust (OT) and work performance (EWR) not only creates a positive working environment but also encourages organizational citizenship behavior (OCB). At the organizational level (OCB-O) and the individual level (OCB-I), it shows that the connection between employees and the organization not only brings benefits to the business organization but also enhances employee satisfaction and performance with the business organization.

The results of this study also indicate that PCSR perception promotes organizational trust and job performance, and contributes to cultural values and sustainable work environment. This study used CSR, social exchange, social identification, and stakeholder theories to explain the relationship between PCSR, OT, and IRTP, OCB-O, and OCB-I. PCSR was confirmed to be a central factor, strongly influencing job performance through the mediating role of organizational trust (OT).

Research also shows that CSR practices not only bring social benefits but also create shared value for businesses and employees. Commitment from

leaders and employees in implementing social responsibility values is the key to building sustainable organizations.

At the same time, the study emphasizes the need to continue to explore the relationship between factors such as CSR, PCSR, OT, organizational reputation (OR), mission-oriented outcomes (IRTP), and types of citizenship behaviors including OCB-I, OCB-O. This is aimed at building a business organization that is not only economically successful but also socially and community-responsible. The collective leadership and employees in the business organization also need to commit to implementing these values to create a foundation for the long-term and sustainable development of the business organization.

The results of this study also show that the study not only contributes theoretically but also provides important practical information for business organizations in integrating social responsibility into business strategy, helping businesses develop comprehensively and bring common benefits to the community and society.

4.3. Limit

In this study, the results achieved through the processes of discussion, analysis, testing, verification, and quantitative research still have limitations such as: This study is only limited to testing with a sample size of n=385 samples, too small for the study to cover the entire pesticide industry, and the survey area is only limited to the Mekong Delta. That means there are still limitations in geographical space and the analysis data is not enough to cover the entire pesticide industry. Therefore, it is necessary to have a larger number of survey samples and survey more enterprises in the same or different industries, more localities, provinces, and cities to conduct more in-depth research on corporate social responsibility awareness (PCSR), and at the same time determine the level of deeper influence on organizational trust (OT), impact on employee task orientation (IRTP), impact on organizational citizenship behavior

(OCB) in general, organizational citizenship behavior towards individuals (OCB-I), and organizational citizenship behavior towards organizations (OCB-O) in particular. Expanding the research to more enterprises along with the questionnaire of this study, it is possible to expand further, increase the number of questions, observed variables, expand more aspects, attributes to increase the generality of the research, the coverage of the research with the entire pesticide industry. In this study, the organizational reputation variable (OR) plays a moderating role in the relationship between corporate social responsibility perception (PCSR) and organizational trust (OT). Future studies can consider other moderating variables such as corporate vision, corporate mission, corporate social responsibility outcomes, corporate legal obligation performance, corporate leadership perception, etc.

4.4. Recommendations for further research

The results of this study have shown the relationships and impacts between the factors of corporate social responsibility awareness (PCSR), organizational trust (OT), employee task orientation (IRTP), organizational citizenship behavior (OCB) in general, organizational citizenship behavior toward individuals (OCB-I), organizational citizenship behavior toward organizations (OCB-O) in particular, and employee performance (EWR). The scale was built by the author of the thesis from the development of scales by the authors (Turker, 2009); Agarwal et al. (2018); Top et al. (2015); Pearce et al. (1994); Williams and Anderson (1991); Podsakoff et al. (1990); Chaudhary (2020) ; Janssen and VanYperen (2004); Goodman and Svyantek (1999) through the process of combining investigation and expert group discussion to adjust and develop the scale of this study with new attributes in the scale, the author of the thesis continued to conduct a pilot test with 100 samples, officially with 385 samples, the process of testing the scale with Cronbach's Alpha coefficient, EFA discovery factor, CFA confirmation factor, testing the SEM linear structural model. And the results obtained show that the scale and research model are appropriate, ensuring the scientific factor in the research.

With the research results obtained, with the developed scale, it will be the premise to open a further research direction for the entire pesticide industry. Therefore, future studies can inherit and select more related studies in the same industry, build more questionnaires with new attributes and aspects, and the future research sampling process needs wider coverage, expanding the geographical space in different provinces and cities to achieve results that can represent and cover more widely for the entire pesticide industry and related industries.