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內部溝通如何調節銷售人員對員工的企業社會責任感、工作滿意度、留職意願和客戶導向之間的關係

How does Internal Communication Moderate the Relationships among Salesmen' Perceived CSR toward Employees, Job Satisfaction, Intention to Stay, and Customer Orientation

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準碩士推薦函

本校企業管理學系管理科學碩士班研究生范氏鶯君在本系修業2年，已經完成本系碩士班規定之修業課程及論文研究之訓練。

- 1、在修業課程方面：范氏鶯君已修滿36學分，其中必修科目：研究方法、管理科學等科目，成績及格(請查閱碩士班歷年成績)。
- 2、在論文研究方面：范氏鶯君在學期間已完成下列論文：

(1)碩士論文：內部溝通如何調節銷售人員對員工的企業社會任感、工作滿意度、留職意願和客戶導向之間的關係

(2)學術研討會：“How does Internal Communication Moderate the Relationship among Salesmen’ Perceived CSR toward Employees, Job Satisfaction, Intention to Stay, and Customer Orientation”, 2022 International Conference on Economic Development and Business Management (ICEDBM), Taiwan.

本人認為范氏鶯君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：內部溝通如何調節銷售人員對員工的企業社會任感、工作滿意度、留職意願和客戶導向之間的關係，以參加碩士論文口試。

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南華大學管理學院企業管理學系管理科學碩士班

111 學年度第 2 學期碩士論文摘要

論文題目：內部溝通如何調節銷售人員對員工的企業社會責任感、工作滿意度、留職意願和客戶導向之間的關係

畢業日期：112 年 6 月

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論文摘要內容：

以員工為中心的企業社會責任（CSR）項目特別關注員工的需求和期望，制定政策以支持員工擴展技能和職業生涯，提供健康安全的就業環境、公平的薪酬和晉升機會。根據早期研究，溝通對於企業成功實施變革至關重要。為了確定員工是否意識到內部溝通在員工對 CSR 的觀點以及工作滿意度、意願留任和顧客導向之間的關係中的影響，需要進行一項研究。在越南的私營企業員工中，使用方便抽樣法進行問卷調查，以收集本研究的數據。根據 338 名受訪者的樣本數據進行層次迴歸分析，並使用統計軟體 SPSS 22.0 進行分析以及偏最小二乘結構方程模型（PLS-SEM）來評估每個個別假設。結果討論了內部溝通的調節效應，以及業務員對於同事的 CSR 認知、工作滿意度、留任意圖和顧客導向之間的關係。為了確保 CSR 對員工對工作滿意度、留任意圖和顧客導向產生積極影響，結論建議管理者應該強調內部溝通。因此，本研究為對 CSR 向員工和內部溝通感興趣的學者提供了信息。

關鍵詞：CSR 向員工、工作滿意度、意願留任、顧客導向、內部溝通、業務員

Title of Thesis: *How does Internal Communication Moderate the Relationships among Salesmen' Perceived CSR toward Employees, Job Satisfaction, Intention to Stay, and Customer Orientation*

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ABSTRACT

Employee-focused CSR projects offer special consideration to the needs and aspirations of employees, design policies to support employees in expanding skills and careers, provide a healthy and secure place of employment, a fair wage, and opportunities for promotion. According to earlier research, communication is crucial for successful change implementation in businesses. In order to ascertain if employees were aware of the impact of internal communication in the relationships between employee views of CSR as well as job satisfaction, willingness to stay, and customer orientation, a study was required. Employees of private firms in Vietnam were given questionnaires as part of convenience sampling in order to collect the data for this research. The hypotheses were tested using data from a sample of 338 respondents. Hierarchical regressions were carried out in the study using the Statistical Package for the Social Sciences (SPSS) 22.0 program and partial least squares structural equation modeling (PLS-SEM) to evaluate each individual hypothesis. The results are discussed, together with the moderating effects of internal communication, in connection to salesmen's perceptions of their CSR toward their coworkers, job happiness, intention to stay, and customer orientation. In order to ensure that CSR toward employees has a positive impact on their job happiness, intention to remain with their firm, and customer

orientation, the conclusion suggests that managers should place a strong emphasis on internal communication. As a result, the study offers information to academics with an interest in CSR toward employees and the tone of internal communication.

Keywords: CSR toward Employees, Job Satisfaction, Intention to Stay, Customer Orientation, Internal Communication, Salesmen



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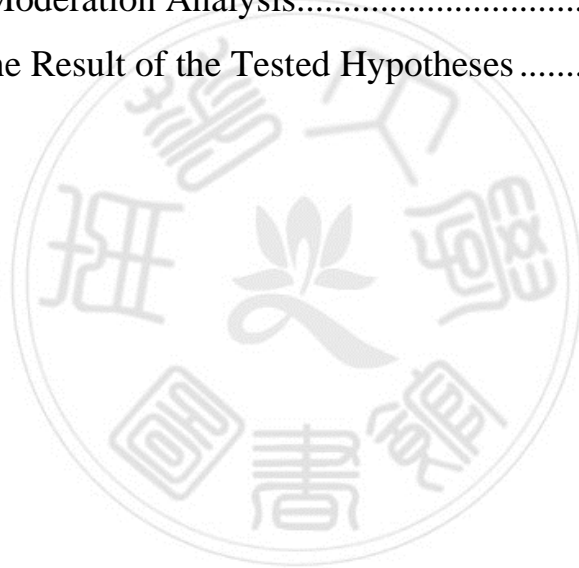
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CHAPTER ONE

INTRODUCTION

1.1 Research Background and Research Motivation

According to Yin *et al.* (2021), employee-oriented CSR, often known as CSR focused towards workers, is a significant kind of CSR. Employee-oriented CSR is characterized by Turker (2009a) as a set of organizational principles that engage organizations to provide employees with decent working conditions, career advancement chances, organizational fairness, as well as work-family harmony, which is similar to Shen and Zhang (2019). Only employee-oriented CSR is directly concerned with the benefits of staff. CSR can have a number of stakeholder directions. Employee-focused CSR initiatives pay particular attention to employees' needs and goals, build policies to help employees develop their skills and careers, and offer a healthy as well as safe working place, and also fair salary as well as promotion chances. This research concentrates on the employee's perspective regarding employee-oriented CSR, which has never been investigated before.

The level that an employee believes they are a legal inside component of a company is known as perceived inside status. Employees' concepts of self and attachment to the corporation are emphasized in the. According to Hur *et al.*, (2019), perceived inside status not only shows the degree of employee identification and desire to offer intellect and power to the business, but that also indicates the perception of personal area and acknowledgment in the workplace. Individuals discriminate among "insiders" as well as "outsiders" in the context of social identity theory. Employees are more likely to see themselves as valid internal members of a business if they connect deeply with it. Perceived inside status is stimulated by employee-centered CSR perspectives for the main causes (Aguinis and Glavas, 2012; Hameed *et al.*, 2016).

Employee-focused CSR, for starters, gives employees with competent education, job control, internal advancement, and career growth options. The signal sent by these activities fully illustrates the organization's treatment and help for employees, transmitting an organizational acknowledgment to employees, and giving employees the impression that the connection between the institution and employees is relying on cooperative trust and cooperation of "insiders" rather than self-interest (Aguilera *et al.*, 2007; El Akremi *et al.*, 2018). Workers are more willing to obtain a sense of insider position if they believe the business adopts employee-oriented CSR practices. Full-time staff is higher likely than part-time staff to consider themselves insiders since they often receive greater perks, training, and advancement possibilities from the company. We deduce that the advantages or preferential therapies provided by institutional employee-oriented CSR would therefore make the staff differentiate themselves from institution non-members as well as allow staff more conscious of one's insider condition because training, as well as promotion advantages, are indeed the basic information of employee-oriented CSR. Employee-focused CSR, on the other hand, offers workers a variety of rewards and priority treatment based on their preferences. Workers' sense of community to the business can be strengthened by the acquisition of important resources within the firm, which might suggest that they have achieved an insider position. Employees will view themselves as genuine internal members of the business if they believe that employee-oriented CSR promotes their interests (Hur *et al.*, 2019).

According to De Jong (2011), employees also are instrumentally as well as normatively important stakeholders (Bae and Lawler, 2000; Berman *et al.*, 1999). This places expectations on the firm's personnel relations administration in terms of fostering trust and reciprocal value creation. The extent to that employees are granted responsibility throughout the performance of their responsibilities reflects trust in them (Whitley, 1999). Both sides must realize

that the institution's output gains are reasonably allocated among its stakeholders (concept of distributive fair treatment) and also that employees are completely happy, engaged, and take part in the organization's operation (principle of procedural fairness) if mutual belief is to be established (Brammer *et al.*, 2007; Van Buren III, 2005). Tsui and colleagues (Tsui *et al.*, 1997) classified employee-relations contracts into four classifications: quasi-spot contracts, mutual investment contracts, under-investment contracts, and over-investment contracts. The employee obtains short-term, primarily economic benefits in exchange for well-defined efforts under a quasi-spot agreement. The corporation has total control over who it hires and fires. As a result, this employee-relations setup is based solely on economic transfer as well as can be seen to get for allocative fair treatment while procedural fairness is absent. The cooperative investment agreement is based on a paradigm of economic as well as social interaction. For both sides, social interaction entails undefined, extensive, and open-ended duties. Employees are provided job stability, investments in education to further their careers, and basic care for their well-being in addition to financial benefits. As a result, it may be claimed that the mutual investing structure ensures both distributive and process justice. As a consequence, employees will be motivated to reply in attitude as well as behavior (Brammer *et al.*, 2007). The other two structures are a hybrid of a quasi-spot agreement as well as a mutual investment agreement, and they are marked by an imbalance in the business's and workers' joint duties (Tsui *et al.*, 1997). On the one side, the over-investment system is marked by strong job stability and education investment, as well as on the alternative, relatively restrictive job definitions with no expectation of reciprocal conduct (Bae and Lawler, 2000; Tsui *et al.*, 1997). But, it does indicate that, such as the cooperative investment system, the over-investment system supports either distributive or procedure fairness. Finally, the under-investment setup is defined by the company's hopes of fully committed staff attitude in transfer for

short-term, indicated financial rewards, while the company, on the other side, intends to be possible to adjust the number of staffs to its needs, allowing for hiring and firing flexibility (Bae and Lawler, 2000; Tsui *et al.*, 1997). In this instance, it may be claimed that employees would be subjected to a lack of fair treatment, and also, most likely, distributes fair treatment. Employee-focused CSR initiatives are only suitable within mutual investment as well as over structures.

Even though Brammer *et al.* (2005) claimed that external CSR actions get a significant impact on staff, Richman, (2006) claimed that employee involvement is impacted more by management processes, the work surroundings, and climate than with the age, sexual identity, or personal traits of employees, as well as that it also assisted to enhance the feel of pride of individuals working for the organization. Nevertheless, there are still insufficient factors to propel employees forward. The researcher went on to say that excellent internal CSR initiatives will have a big influence on motivation, making them a good approach to inspiring employees to enrich themselves. In Vietnam, salespeople in private businesses have a high turnover rate, which is growing by the year.

According to the previous findings, some of the characteristics that influence salespeople's perceptions of CSR toward workers include job happiness, intention to stay, and customer orientation. To address the issue of low employee engagement in the workplace, a method for engaging a major portion of the workforce has been presented and tested. As a result, there has been little study on how employees perceive their companies' CSR programs, and it would be fascinating to learn how managers might best encourage employee involvement in CSR. The increased awareness of CSR has sparked concerns about how companies' responsible behavior may affect their employees' well-being. As a result, a study was needed to determine if workers were aware of the impact of internal communication in the correlations between

employee perceptions of CSR and job satisfaction, desire to remain, and customer orientation.

The role of internal communication in organizations has gained increasing attention due to its significant impact on various aspects of employee behavior and organizational outcomes. Effective internal communication practices are essential for fostering employee engagement, promoting a positive work environment, and aligning employees with organizational goals. Additionally, CSR initiatives have become a crucial aspect of organizational strategies, as companies aim to enhance their reputation, attract and retain customers, and contribute to society.

However, there is a need to further explore the relationship between internal communication, perceived CSR towards employees, and important outcomes such as job satisfaction, intention to stay, and customer orientation, particularly within the context of sales teams. Salesmen play a critical role in driving customer relationships and organizational success, making it essential to understand the factors that influence their job-related attitudes and behaviors. By examining the moderating role of internal communication, this thesis seeks to uncover how effective communication within organizations can influence the relationship between salesmen's perceptions of CSR towards employees and key outcomes, namely job satisfaction, intention to stay, and customer orientation. Understanding these dynamics is crucial for organizations aiming to enhance employee satisfaction, reduce turnover, and develop a customer-centric approach in their sales teams. Furthermore, this research aims to contribute to the existing literature on internal communication and CSR towards employees by specifically focusing on the role of internal communication as a moderator. By investigating how internal communication practices interact with salesmen's perceptions of CSR and impact their job-related attitudes and behaviors, this thesis seeks to provide valuable insights for both theory and practice.

1.2 Research Objectives

This study is related to Human Resource Management, a division of the Business Administration field. This study aims to:

1. To examine the effect of a salesman' perceived CSR toward employees on their job satisfaction, intention to stay, customer orientation
2. To identify the mediating role of job satisfaction and intention to stay in the relationship between perceived CSR award employees and customer orientation.
3. To investigate the moderating role of internal communication in the relationships between employees' perceived CSR toward employees and employee job satisfaction, intention to stay, and customer orientation.

1.3 Research Contribution

This study significantly contributes to research about the worker's Intention to leave, especially workers in private enterprises in Vietnam. One of the main factors that directly influence on worker's intention to stay is job dissatisfaction. In the study of private enterprises' workers in Vietnam, most studies focus on investigating employees' perceived CSR toward employees on their job satisfaction and intention to stay in Vietnam. There is not much research that focuses on the impacts of salesman' perceived CSR toward employees job satisfaction, the intention to stay, and customer orientation of private enterprises' workers and moderating role of internal communication. The results of this study help us better understand the worker's intention to stay and the real reason workers keep their jobs and moderating role of internal communication in the context of Vietnam. Base on the result of this study, future studies can research ways to improve the quality of work and job satisfaction for private enterprises' workers in Vietnam, enhancing their customer orientation. Moreover, this study further supports to the role of internal communication in ensuring the effectiveness of CSR toward employees

on their job satisfaction, intention to stay with their organization, and customer orientation.

1.4 Research Project and Scope of the Study

This research investigates salesman' perceived CSR toward employees on their job satisfaction, intention to stay, customer orientation in Vietnam. . Specifically, these variables include the following: (1) the interrelationships amongst perceived CSR toward employees, job satisfaction, intention to stay, and customer orientation (2) the moderating effects of internal communication and relationship among salesmen' perceived CSR toward employees, job satisfaction, intention to stay, and customer orientation.

1.5 The Structure of the Research

The scope of the research is established based on the aforementioned discussions and is stated in the table below:

Table 1.1: The Scope of The Research

Items	Scope of The Research
Types of research	<p>The research is quantitative.</p> <p>Examine the literature to lay the groundwork for hypotheses and frameworks.</p> <p>Questionnaires are used to gather data, while data analysis is used to test hypotheses and identify outcomes.</p>
Key Issue	<p>Examine the influence salesman's perceived CSR toward employees on their job satisfaction, intention to stay, customer orientation toward the environment in private enterprises in Vietnam.</p>
Dependent variables	Customer orientation

Independent variables	Perceived CSR toward Employees
Moderating variable	Internal Communication
Mediating variable	Job Satisfaction, Intention to Stay
Underlying theory	Social capital theory, Social Exchange Theory, Social Identity Theory
Testing location	Vietnam
Analyzed Unit	Individual
Research method	This study uses SPSS 22 and PLS-SEM (Smart PLS 3.2) to test hypotheses and examine the model

Source: This study

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Background

2.1.1 Social Capital Theory

Sen and Cowley (2013) state that social interactions, the reciprocities that result from them, and their economic value are all parts of what is meant by social capital in a broad sense. According to Putnam (2000), it has significant, even quantitative effects on a variety of aspects of our lives and is more than just nice, fuzzy feelings or a sense of collective pride. The concept of "social capital" has its roots in the early 20th century (Hanifan, 1916); However, the main body of research discussed in this context is based on the groundbreaking work of Coleman (1988) and Putnam (2000), which extensively explore the relationship between civic engagement and institutional effectiveness.

Two theoretical frameworks, one led by Bourdieu and the other by Putnam (2000), serve as the foundation for the concept of social capital. (Bourdieu and Richardson, 1986) were especially interested in how different forms of capital contributed to the reproduction of unequal power relations. (Coleman, 1988), on the other hand, used a more logical approach and defined social capital in terms of its function, which is to promote particular actions by persons inside the system. He claims that there are three different sorts of social capital: (i) obligations and aspirations based on the dependability of the social ecosystem; (ii) the capacity of information to spread across the social system and provide a basis for action; and (iii) the presence of norms. Putnam (2000) views social capital as a group trait, in contrast to Coleman and Bourdieu who saw it as an individual trait. It goes on to believe that social capital is derived from the bonds, norms, and credibility that form inside a group as well as that it provides all team members with the motivation to attain shared objectives.

2.1.2 Social Identity Theory

According to Paruzel *et al.* (2020) Companies that want to contribute to society while minimizing their harmful influence on the environment have adopted corporate social responsibility (CSR). Staff reactions to CSR have been widely studied in CSR research. Although social identity theory is frequently employed as a theoretical backdrop to explain the link between CSR as well as employee-related results, a thorough empirical assessment has yet to be conducted, and causation remains unknown. CSR can have an effect owing to three conceptually essential elements of CSR projects that boost identification, namely the out-distinctiveness, group's reputation, and salience.

The central ideas of social identity theory are (self-) categorisation procedures. Based on social factors like sexes, ages, jobs, or the caliber of CSR projects, people divide themselves and others into in-group and then out-group members. People feel like they belong because of these divisions. A sensation of belonging can be induced by even a simple (random) categorisation into a group, according to studies using the minimum group paradigm Tajfel (1971). Working for an ethical organization is appealing to people because it promotes positive association memberships, which increase self-esteem Mael, (1989). Corporate identification also increases, which has a positive effect on other outcomes, such as job satisfaction (Shin and Hur, 2016).

According to Ait Kerroum and Anasse (2021) People want to minimize disparities between their in-group (the psychologically relevant association to which they relate) and their out-group, according to social identity theory, which says that individuals want to minimize disparities between their in-group (the mentally and emotionally relevant association to which they relate) as well as their out-group (the psychologically relevant opposing group). In this technique, we want to deconstruct how individuals (woman characters) perceive larger differences between their in-group and the corresponding out-group than there are, and show a preference for participants.

2.1.3 Social Exchange Theory

Albasu and Nyameh (2017) claim that the major internal CSR practices mentioned here serve as the foundation of exchange that firms use to encourage positive social exchange interactions, which explains how the social exchange theory and the current study's findings are related. Health and safety, staff involvement, job balance, compensation, staff development policy, and employee welfare plans are among the internal CSR practices that are common in banks, according to the findings. Internal CSR practices highlighted in this section add to the discussion. According to earlier research (Aguilera *et al.*, 2006), these indicated internal CSR activities might be characterized as negotiating weapons organizations use to influence the answers they can elicit from their workers. However, the amount to which employers anticipate good answers from their employees is largely depending on how employees perceive those tactics as suitable negotiation strategies that can lead to positive behaviors. Staff thinks that the abovementioned internal CSR activities contribute to their job, according to the findings of this survey. Salary is the most common practice identified. The majority of employees who took part in the poll said that salary is the most potent negotiation weapon that employers use to promote favorable employee behavior. The rule of exchange, according to (Subba and Rao, 2016), is a fundamental concept of this theory. Two people trade benefits; one person provides the benefit, while the other replies by offering a benefit of their own (Gergen, 1969). This rule of exchange may apply to CSR. The reason for this is that if an organization goes above and above its economic and legal advantages to promote the welfare of its staff and other stakeholders, its users may feel obligated to offer some advantages in return. Restricted and generalized exchange are the two types of exchange. We hypothesized that CSR involves two sorts of interactions between a company and its employees. In a confined exchange, both sides directly trade advantages with one another.

Members of the organization receive benefits, and they feel obligated to return those advantages to the organization.

2.2 Definitions of Research Constructs

2.2.1 Perceived CSR toward employees

CSR is a broad term that refers towards context-specific corporate activities and regulations that include stakeholders' expectations as well as the triple bottom row of economic, social, as well as environmental efficiency Aguinis (2011). The stakeholder strategy also implies that organizations should be concerned about every group or person that may influence or is influenced by the fulfillment of an organization's mission (Freeman, 2010). Shareholders, the local community, consumers, suppliers, and staff are all participants in a company (Aguinis and Glavas, 2012; Hameed *et al.*, 2016). Internal, as well as external social responsibilities, are split into CSR operations toward various stakeholders (Aguilera *et al.*, 2007; El Akremi *et al.*, 2018). Internal CSR concentrates on organizational processes that promote the emotional as well as the physical well-being of its workers, as opposed to external CSR, which concentrates on an organization's activities aimed toward a community, an environment, or consumers (Hur *et al.*, 2019).

According to Subba and Rao (2016), employee CSR refers to any action performed for the staff's well-being, such as safety, work conditions, fairness, career prospects, organization relations, and family-friendly regulations. Much previous research (Campbell, 2007; Huang *et al.*, 2014; Luo and Bhattacharya, 2006) have looked at the favorable link between CSR and business performance. As multiple previous studies have shown, CSR improves a company's success through influencing employee behavior. Similarly, several recent research has looked at how employees react to corporate social responsibility (CSR) initiatives (Lee *et al.*, 2013; Singhapakdi *et al.*, 2015).

2.2.2 Job Satisfaction

Many scientists and managers are concerned about employee work happiness. Since the 1930s, a great deal of study has been done on this subject, which reflects a variety of viewpoints (Judge *et al.*, 2001). Most research, however, agrees that work satisfaction reflects employees' emotions, sentiments, and attitudes. Hoppock, (1935) job satisfaction is said to convey people's true feelings by integrating psychological, physiological, and environmental factors. Locke (1976) job satisfaction, according to this theory, is a positive emotional state caused by subjective job appraisal and the achievement or facilitation of job value. Cranny, Patricia Cain Smith, (1992) said that work satisfaction is an affective reaction to a job that arises from the incumbent's evaluation of real and desired outcomes.

According to research, the many characteristics of job satisfaction may be separated into two categories: intrinsic and extrinsic (Spector, 1997). Intrinsic job satisfaction refers to an individual's feelings about the nature of their job tasks (e.g., sense of independence, responsibility, autonomy, interesting tasks, and achievement), whereas extrinsic job satisfaction refers to feelings about work aspects that are not related to job duties or work (e.g., pay, workplace conditions, co-workers, supervisors, and policies) (Bajec, 2018; Spector, 1997). Many factors influence job satisfaction, including work features, management, workgroups, income, advancement chances, and working environment.

According to Khaskheli *et al.* (2020) employee impression of CSR increases the company's mental public reputation, according to employees. Employees have a good perception of their company and are glad to be a part of it, which leads to beneficial behavioral and attitude results and positive contributions to the firm (Zhao *et al.*, 2019). Thus, the researchers of this research suggest that when workers consider their business to be socially

responsible, people are more likely to feel satisfied, devoted, and eager to participate in an extra-role activity for it.

Employee work satisfaction has been linked to various aspects of attitudes, psychology, behavior, and job performance in several studies. Job satisfaction affects people's subjective well-being, organizational commitments, work engagement, and organizational citizenship behaviors. However, it is linked to melancholy, emotional weariness, anxiety, burnout, the intention to quit, actual turnover, absenteeism, and counter-productive work behaviors (Havens *et al.*, 2018; de Oliveira *et al.*, 2019).

2.2.3. Intention to Stay

According to Uraon (2018), the strength of a staff's intention to stay in their company soon is referred to as their intention to stay. This conduct is a result of the employees' previous experiences in their workplaces. Employees form this opinion based on their knowledge of the issue and the organization's processes. This experience, on the other hand, might be favorable or unpleasant, influencing employees' decisions to stay or quit the company. In India, for example, the software business is recognized for having a high staff turnover rate (Lacity *et al.*, 2009). As a result, there is a higher need to investigate intent to stay, intent to quit, and turnover intention in more depth (Krishnan and Singh, 2010). Task aspects, psychological, personal, organizational, and environmental aspects have all been extensively studied in the frame of reference of many industries (Lacity *et al.*, 2009).

However, only a few number of studies have been conducted in India to ascertain the impact of organizational involvement on software specialists' retention of staff members (SamGnanakkan, 2010). According to empirical study, organizational commitment contributes to the association between HRM practices and staff desire to leave service organizations in India. HRM strategies have been shown to lessen employee intentions to quit (Guchait and Cho, 2010). Similar to this, SamGnanakkan, (2010) looked into the relationship

between HR procedures and software professionals' intentions to leave their jobs as well as the role that organizational commitment played as a mediator between these two variables. The theory was supported by the results. Although empirical evidence of a connection between the HRD environment and turnover intention has been identified (Benjamin and David, 2012), such knowledge is sparse in Indian businesses, notably the software industry. In addition, there seems to be inconsistency within the influence of three elements of organizational engagement on employee desire to stay, the most notable of which is the inconsistency of continuous commitment. As a result, the influence of the three elements of organizational engagement on technology professionals' desire to stay must be validated.

According to Noor *et al.* (2020), employees who intend to stay with the organization's employer are said to have "intention to stay" (Naim and Lenka, 2017). It is a psychological technique for establishing a relationship with a company (Hunjra *et al.*, 2010). Employee retention has been a key topic of discussion in the area of management, and it necessitates immediate attention on how to best retain exceptional individuals as 70 Global Business Review 21 employees in a given firm. Intention to stay, according to Rissanen (2017), demonstrates people's commitment to their careers and organizations' desire to be employed for a long time (Rissanen, 2017). There are several available variables of desire to stay, including those that are personal, professional, organizational, and environment-related (Woon *et al.*, 2017). However, Woon *et al.* (2017) assert that there is a distinction between employee intention to remain with the organization and staff retention. Pull and push strategies are two different staff methods. (i.e., what does the business do to retain its staff) and a push strategy (In other words, what factors are most crucial for keeping staff motivated?) The main goals of every company are to deliver a service and make a profit, and this industry is no different. This goal will be impossible to achieve without the involvement and support of competent and intelligent

employees. Eketu and Ogbu Edeh (2015) discovered a link between social intelligence and employee retention intentions. Individual characteristics (such as age, work location, health, and family responsibilities) and organizational context (such as employee satisfaction, perceived supervisor assistance, job embeddedness, workplace environment, charge, career prospects, and job stability) impact intentions to stay, as according Radford *et al.*(2015). Organizations cannot deliver commercial outcomes, accomplish organizational goals, or reach financial goals without personnel (Eketu and Ogbu Edeh, 2015). As a result, a worker's intention to stay or continue in a company is critical to the business's advancement and success. Human resources have been one of the most essential qualities for organizations since the beginning of modern management of human resources. Managers must acknowledge their workers' worth by encouraging them to stay so that their resource skills may be utilized, as well as discouraging them from searching for greater chances elsewhere. As a consequence, the company would be able to benefit from the expertise of brilliant individuals. It is critical for a business to have a steady workforce to accomplish the aim of lowering employee turnover costs. As a result, an employee's purpose to stay has slowly become a fundamental aspect of a company's overall business. The majority of researchers have concentrated on turnover-related problems, with only a handful focusing on employees' intentions to stay. As a result, the purpose of this essay is to look at the fundamental elements of a fitness business that impact workers' desire to stay.

2.2.4 Customer orientation

According to Anaza and Rutherford (2012), customer identification, customer orientation, and organizational and employee-customer identification all influence employee engagement. Customer orientation describes employee actions that are geared toward addressing consumers' needs (Stock and Hoyer, 2005). According to empirical research, customer-focused employees frequently exhibit behaviors that indicate higher levels of engagement

(Babakus *et al.*, 2009; Bakker *et al.*, 2004). For example, addressed how efforts by businesses to improve customer orientation between frontline personnel typically result in increased commitment to job values and positive rejuvenation of job expectations. As a result, the influence of identity on consumer orientation should eventually have an impact on engagement. Nonetheless, none of the few research findings that have evaluated the position of consumer orientation or the influence of employee-customer recognition in a corporate framework (Blader and Tyler, 2009; Tyler and Blader, 2013) has considered the role of social identity in a corporate context to clarify how recognition adds to the engagement. This is unexpected because research on relational identification suggests that ties established from role interactions, such as those between employees and consumers, should promote the relationship's wellbeing and duty occupant pleasure (Sluss and Ashforth, 2008). Customer orientation is described as "an employee's inclination or predisposition to satisfy customer demands in an on-the-job situation" in the study literature (Brown *et al.*, 2002). These "predispositions" can be significant, as prior research has revealed a link between employee attitudes and customer happiness and loyalty ratings.

According to Hu *et al.* (2020), prior research in marketing theory has highlighted the notion of the client approach in 2 directions:

(1) One is personnel behavioral orientation, which describes how a marketing plan is implemented at the level of the single salesperson and customer (Saxe and Weitz, 1982).

(2) The other is staff psychological orientation, which depicts an employee's proclivity to meet client wants while on the work (Brown *et al.*, 2002).

Customer orientation is viewed as a result of task states (i.e. task stress, work commitment) and worker job performance in behavioral research (Korschun *et al.*, 2014). Our research takes a behavioral approach to client

orientation, defining it as a worker's long-term activities aimed at meeting customer demands. (Korschun *et al.*, 2014) In this frame of reference, many marketing types of research have typically concentrated on client behaviors including such recognizing customer necessities and expectations, going to fit its service as well as offer, helping customers in reaching their goals, supporting consumers by delivering information, and communicating rapidly to customer demands (Donavan *et al.*, 2004; Palmatier *et al.*, 2007), which all focus on developing long-term client connections, engender client satisfaction, responsibility, and loyalty.

2.2.5. Internal Communication

According to Jacobs *et al.*(2016), organizational capacities, according to Kogut and Zander (1992, 1996), are derived from their character as social institutions. As a result, internal interaction is vital to an employee's performance (Borca and Baesu, 2014; Hume and Leonard, 2014; Vercic *et al.*, 2012; Welch, 2012), and companies must recognize that talking with workers is a key successful component (Borca and Baesu, 2014). Though internal communication may be described in a variety of ways (Kalla, 2005), our focus is on Argenti (2015)'s the definition of internal communication, which asserts that it comprises building an environment of appreciation for all workers inside the firm. As a result, we identify the internal connection in this research as the interchange of ideas and knowledge between employees. Workers or stakeholders of an institution (social actors) can establish trusting and friendly interactions while also fostering understanding (Bovéé, 2008; Vercic *et al.*, 2012). The fundamental goal of organizational interaction is to keep workers informed about the company's goals and procedures, as well as to assist them to comprehend their benefits (Borca and Baesu, 2014).

Internal communication focuses on the connection among social actors, such as the company and its staff (Kennan and Hazleton, 2006), and utilizes social systems that involve a variety of formal as well as informal interaction

mechanisms among individual workers, teams, task groups, and employees and level managers (Welch, 2012). Relationships are built and maintained when the interaction is transparent, includes comments and listening, or facilitates involvement in judgment (Mazzei, 2014). Internal interaction, organizational interaction, and staff satisfaction have all been linked in studies (Borca and Baesu, 2014). Despite its relevance, there are significant gaps in the study on internal interaction (Foreman and Argenti, 2005). Employees have traditionally been viewed as passive recipients of internal interaction, although they are often senders as well as active actors in a company's conversations (Durmusoglu *et al.*, 2014). Managers are becoming more conscious that to obtain managerial goals, workers of any kind level of a company need to be notified regarding key problems to add value more totally to the organization's growth (Tourish and Hargie, 1996). Internal interaction at a high standard is far more effective in terms of issue solving and goal fulfillment, as well as increasing employee happiness (Smith *et al.*, 1994; Tourish and Hargie, 1996). Previous studies (e.g., Borca and Baesu, 2014) have found that effective staff communication is linked to organizational outcomes including organizational engagement and employee pleasure. As a consequence, internal communication may be an incentive for staff, leading to increased customer commitment and personal pleasure (Vercic *et al.*, 2012). Supply networks should be linked and coordinated to compete successfully in an increasingly dynamic environment (Lee, 2004). To be effective, this necessitates internal cross-functional cooperation as well as external connection with vendors and/or customers (Zhao *et al.*, 2011). A firm's ability to strategically cooperate including its trading collaborators and collaboratively monitor intra- and inter processes to obtain efficient and productive flows of goods and services, data, money, and choices to offer maximum worth to clients at low expenses as well as high speed (Zhao *et al.*, 2008). Functional departments perform as one of a cooperative and

synchronized operation in the domestically integrated organization to satisfy customer requirements (Stock *et al.*, 1998; Zhao *et al.*, 2011).

2.3. Hypotheses Development

2.3.1 The Relationships among Perceived CSR toward Employees, Job Satisfaction, Intention to Stay, and Customer Orientation

CSR toward employees may impact employees' job satisfaction, intention to stay, and customer orientation. The organization demonstrated its CSR toward employees by ensuring their rights and benefits as well as providing support to employees at work. This CSR policy and practices can encourage employees to work for companies in the long run as the principle of social exchange theory (Blau, 2017). This theory suggests that when employees receive benefits, they are likely to reciprocate with positive behaviors and attitudes such as job satisfaction, employees' participation, employees' engagement, organizational commitment, and organizational citizenship behaviors (Hur *et al.*, 2018). Therefore, it is proposed that CSR toward employees promotes employees' intention to stay.

According to Song *et al.*(2015) CSR research has recently expanded beyond customers to workers. Because employees play such an important part in the service business (Lee *et al.*, 2012), because of the direct involvement of frontline employees touch with clients. For the sake of the long-term, to run a business, corporate management must comprehend employee dedication, job satisfaction, and customer service. When executing CSR, keep the customer orientation in mind (Lee *et al.*, 2013). It's critical to understand employee attitudes to design successful internal marketing plans as well as build long-term sustainable businesses.

According to Supeková *et al.*(n.d.), employee responsibility is concerned with the value of interactions between the corporation's management as well as its workers, as well as the development of all employees' capabilities. It has to

do with salary levels (or subcontractor remuneration), worksite respect for employees' rights and abilities, and concern for employees' professional growth and their circumstances in the event of redundancy procedures. Employer branding may benefit greatly from CSR. The competitive advantage can be gained by consciously developing the reputation of a desirable workplace. This phenomenon ensures that employees' work is of higher quality and that they are more satisfied. When employees are happy at work, they spread the word about the brand to others. Project Management is probably one of the most important subjects in most firms, and it is required for successful CSR campaign implementation. Project management is an extremely useful application platform. Projects nowadays are quite diversified, with a wide range of objectives, demands, and specifications. Projects are frequently used to help a business accomplish its strategic goals.

According to Khaskheli *et al.*(2020), the theory of social identity has been acknowledged by various academics as the basis for studying and interpreting the relationship between workers' CSR views as well as their behavior. Different characteristics, such as emotional commitment, or even work happiness, might influence behavioral results (Kunda *et al.*, 2019).

According to Eltaybani *et al.*(2018), several key elements associated with employees' intentions to stay or leave have been proven by empirical investigations, CSR, workplace environment, and performance improvement environment are examples of organizational features (Al-Hamdan *et al.*, 2017; Tourangeau *et al.*, 2017). Job stress, management, independence, growth and career prospects (Al-Hamdan *et al.*, 2017), and work engagement are some of the job qualities (Karantzas *et al.*, 2012). Job satisfaction has been linked to employees' intentions to continue in the profession (Al-Hamdan *et al.*, 2017).

According to Hu *et al.*(2020), we use social exchange theory to explain the impacts of perceived CSRs (inside vs. outside) on salespeople's customer orientation, as well as the mediating function of job engagement in how

perceived CSRs influence customer orientation. Social exchange, defined as the stream of information, social, or numerous different structures of assistance through associations, groups, and societies (Simpson *et al.*, 2018), has been connected to improved member performance (Farh *et al.*, 2017), colleague identification, as well as corporate citizenship behavior (Baker and Bulkley, 2014; Farmer *et al.*, 2015). According to social exchange theory, broad sweeping mutuality happens when a worker benefits from the corporation's internal CSR proposals (e.g., task instruction, employee education courses, professional growth, safe working spaces, and variety policies) (Brammer *et al.*, 2007; Turker, 2009b), which facilitates mutual standards among employees as well as employers and therefore forms perceived organizational assistance and trust (Gond *et al.*, 2017). As a result, workers "pay it forward" by servicing guests' wants and assisting the hotel in maintaining client connections.

According to Korschun *et al.*(2014), even though social identity theory suggests that there are various targets for identification (Ashforth *et al.*, 2008), marketing companies have disregarded consumers as a significant and vital goal for identification among salespeople. Our results that employee-customer identification is linked to work productivity so the customer orientation mediates that connection implies that social identification with consumers is a useful lens for examining when and why salespeople are driven to service customer requirements. Furthermore, the findings show that CSR offers identity-related data that frontline salespeople may utilize to build their sense of identity in connection to consumers. Second, whereas previous research on CSR has focused on how stakeholders perceive CSR based on program traits (e.g., the social problem addressed, size of charity), we expand the perspective to show that salespeople react to CSR to all the same large extent that they think important and job-relevant everyone else (e.g., owners and employee) help the firm's CSR actions. This research implies that salespeople are sometimes acutely aware of other stakeholders' support towards CSR, and also that they

utilize such conceptions to identify themselves in connection to the organization and its consumers. The inference is that businesses must not only raise customer and employee knowledge of their CSR actions individually but also differentially inspire CSR-based information exchange among these diverse participants so that salespeople are aware of whether or not clients assist the firm's CSR activities. Third, while the CSR literature suggests that non-salespeople and consumers respond positively to CSR, the majority of this research relies on self-reported dependent variable measurements. We present the first empirical evidence relating CSR to independently measure salesperson job performance (supervisor evaluations), even after adjusting for job satisfaction with salary, the big five-character factors (Brown *et al.*, 2002), tenure at the organization, and years of frontline experience. However, our findings that responses deteriorate as CSR value to the employee declines imply that when seeking to utilize CSR, managers must be aware of individual variances among frontline staff. Overall, we add to theory and practice by assisting in the resolution of an outstanding topic at the junction of the social identity, salesman, and CSR literature streams whether and also how CSR is connected to salesman work performance.

H1: Perceived CSR toward Employees will have a positive effect on employees' Job Satisfaction

H2: Perceived CSR toward Employees will have a positive effect on employees' Intention to Stay

H3: Perceived CSR toward Employees will have a positive effect on employees' Customer Orientation

2.3.2 Intention to stay and Customer Orientation

According to Hennig-Thurau (2004); Ikhsan *et al.*(2018), a German psychology professor, was the first to propose the social identity theory, which distinguished among individual knowledge, individual volition, and societal advantages as a common employee behavioral prerequisite. This hypothesis,

which has three dimensions, was eventually dubbed customer orientation: a) the employee's client-oriented abilities; b) the staff's motivation to satisfy the customer; and c) the staff's decision-making power.

According to Hennig-Thurau and Thurau (2003), an employee may only act in a customer-oriented manner in the broadest meaning if all of the characteristics are present, such as motivation, competence, and the ability to handle consumers according to their demands. In terms of the characteristics of service workers' client orientation abilities, Hennig-Thurau and Thurau (2003) advocated that in addition to motivation and authority, staff' technical and social abilities be regarded as independent elements of customer orientation. The motivation of employees should include three components to serve clients: the positive meaning of customer-oriented attitude and the outcomes affiliated with such attitude from the staff, staff self as consumer orientation (Vroom, 1964), and staff expectations in attaining desired results through such attitude. Furthermore, motivation is critical for transforming employees' technical and social abilities into customer-oriented attitudes and decision-making capacity, which is seen as the ultimate dimension of customer orientation. The last component of customer orientation, self-employed judgment authority, reflects the extent to that the service employee feels permitted to make decisions about the client's interests and demands. The idea of empowerment handled in the service (Bowen, n.d.) is focused on the capacity of making decisions. The goal of delegating authority to staff by the organization was referred to by Spreitzer (1995), whereas decision-making authority was considered as Subjective. Decision-making power is essential to transmit staff skills and intents to serve customers courteously and professionally in real behavior, it is the same with motivation.

H4: Intention to Stay will have a positive effect on employees' Customer Orientation

2.3.3 Job Satisfaction and Other variables

According to Al Zamel *et al.* (2020), commitment to the organization and work satisfaction were both statistically significant predictors of the desire to leave. 61% of nurses planned to leave due to dissatisfaction with contingent compensation, fringe perks, and wages. In addition, job satisfaction was influenced by workload, issue coping, colleague, family, as well as friend assistance, as well as compassion tiredness. Job satisfaction exhibited a clear correlation to stay: the happier employees were with their professions, the more likely they were to stay. In addition, career advancement and work satisfaction were found to be positively connected to retention.

According to Vlachos *et al.* (2013), to hypothesize links among CSR-induced attributions as well as work satisfaction, we use social capital theory (Ambrose, 2002) as well as many demands models of organizational justice (Rupp *et al.*, 2006). Employee attitudes are impacted by the amount to which workers believe their employer's activities (e.g., CSR efforts) are fair, according to social capital theory (Cropanzano *et al.*, 2001). Social capital views can be impacted by either self-centered or other factors, according to the hypothesis. Employees are likely to react favorably (negatively) to a fair (unfair) act (in our instance CSR initiatives), according to Rupp *et al.* (2006), even if they are not the subject of the act. As a result, how the company treats both workers and outside stakeholders is going to have an impact on employees' job attitudes.

Employees' concerns about the fair handling of social responsibility acts are based on functional, relational, as well as morality-based demands, according to the many needs framework of corporate justice (Rupp *et al.*, 2006). Instrumental-based wants are those that satisfy control demands, relational-based demands are those that satisfy belongingness needs, and morality-based demands are those that satisfy the desire for a meaningful life. Employees' higher-order requirements, including relationship and morality-based demands,

are likely to be satisfied by intrinsic CSR-induced incentives (Vlachos *et al.*, 2010). Employees who work for a values-driven firm, for example, are more likely to be perceived favorably by influential individuals, allowing them to improve their social identity missions and feel more pleased with their professions, as according to social identity theory (Ashforth and Mael, 1989).

H5: Job Satisfaction will have a positive effect on employees' Intention to Stay

H6: Job Satisfaction will mediate the relationship between Perceived CSR toward Employees and employees' Intention to Stay

According to Kim *et al.* (2018), internal marketing elements impacting work satisfaction were discovered to include management support, teaching, and training, the remuneration structure, as well as internal communication. Customers' orientation was impacted by a variety of factors was its compensation system and managerial support. The findings revealed employee work satisfaction influenced customer orientation in a major way. Shops that sell cosmetics Job satisfaction's mediation influence on the link between internal marketing, as well as client orientation, have both been seen to be influenced by the management assistance, delegation of power, training, and education are all characteristics of management assistance. Internal communication as well as the compensation system The paper's writers are researchers were possible to discover that work satisfaction is still a key mediating factor in the link among internal marketing as well as client focus among internal marketers job pleasure is a factor for beauty store employees, according to this survey. Customer orientation is a mediating variable that can be used to promote customer orientation. Employee job pleasure is a mediating component that impacts client orientation in beauty professionals, while internal marketing elements influence this sense of professional accomplishment. The findings of this analysis will assist to illustrate the reasons internal marketing activities must go initially to improve workers' customer orientation.

According to Song *et al.* (2015), if employees believe they are the interaction among employees, participants of a better firm than others such acknowledgment will benefit both a person and a corporation enhance self-esteem as well as have a beneficial impact regarding the company's image among employees what they are members of (Smith *et al.*, 2001). CSR, according to Bowen, (1953), can have a positive impact play a part in making a firm more appealing. The casino might benefit from Bowen's advice. CSR of casino firms is a growing sector that is expected to have an impact on casino attitudes employees' customer orientation since CSR has the authority to make decisions. Employees in casinos believe they are underpaid. members of a reputable firm. According to Meyer and Allen, (1997), customer orientation is critical for maintaining a tight relationship among a company and its employees since this is a psychological identification that reflects an employee's connection with the organization. This suggests that CSR efforts serve not just societal needs, but also the desires or demands of employees to belong to a desirable group. According to Vakola and Nikolaou (2005), the degree of customer orientation rises when a firm meets the demands of its workers. As a result, this is expected that companies' CSR activities will raise staff customer orientation though since employees believe that CSR operations contribute to a socially acceptable company or organization. As a result, four aspects of CSR (Carroll, 1979) are favorably connected with employees' customer orientation, according to this study.

H7: Job Satisfaction will have a positive effect on employees' Customer Orientation

H8: Job Satisfaction will mediate the relationship between Perceived CSR toward Employees and Customer Orientation

2.3.4 The Moderating role of Internal Communication

According to Karanges et al.(2015), internal communication has been identified as an underlying influence on employees' intention to stay in industry

study. Employee engagement is defined as a pleasant, fulfilling, work-related state of mind with benefits such as enhanced productivity, less attrition, improved reputation and image, and better financial returns (Schaufeli *et al.*, 2002). While these advantages have led to a greater focus on and funding of employees' intention to stay by managers, industry surveys show that the number of engaged employees is rapidly declining.

According to Zainun *et al.* (2020), it is important to keep in mind that companies may suffer from effective commercial operations due to incorrect information. Employers must therefore give employees enough and unambiguous information about the organizational transition that will take place. Internal communication may serve as the primary driver of employee comprehension, attention, and persistent movement toward the intended change. According to earlier research (e.g., DiFonzo and Bordia, 1998; Lewis and Seibold, 1998), communication is crucial to the successful implementation of change in companies. Internal communication aids in the resolution of disagreements amongst organizational members in addition to spreading information about the change. Effective internal communication, according to a Dolphin study from 2005 (Dolphin, 2005), might make employees feel less pressured, which may increase their commitment to change. Organizations may motivate staff to study new technology and make them feel supported if their learning is lagging through good internal communication (García-Morales *et al.*, 2011). Social Exchange Theory, according to Cropanzano and Mitchell (2005), is a sequence of exchanges including numerous factors such as interdependence, social relationships, and duties. Within the realm of Social Exchange Theory, several variables in the organizational setting have been investigated (Cropanzano and Mitchell, 2005). Employers should appreciate the value of reciprocity in enhancing social relationships between employers and workers, it has been concluded. According to De Nobile *et al.* (2013), if excellent internal communication is put into practice, workers would be better

able to manage their stress levels at work and prefer to be helpful, committed, and willing to adapt to change. Effective internal communication practices help employees become more committed to change by reducing the technological stress associated with embracing new technology. Therefore, even though employees must endure technostress during the transition process, internal communication may aid in increasing their commitment to change. When employees are well informed regarding the change, they are going to be more dedicated to embracing it, and internal communication plays a moderating role in this social exchange element.

H9: Internal Communication will have a positive effect on employees' Intention to Stay

H10: Internal Communication will moderate the relationship between Perceived CSR toward Employees and employees' Intention to Stay

H11: Internal Communication will moderate the relationship between Job Satisfaction and employees' Intention to Stay

Organizations use a variety of employee-focused incentives, including socializing, team decision-making, education, reward systems, career advancement, and empowerment, according to a prior study by Ferdous *et al.*(2021) and (Berry, 1981). Internal communication was found to be very effective in enabling employees to return the benefit of their organization's internal marketing programs (Karanges *et al.*, 2015; Malhotra and Ackfeldt, 2016), which has led internal marketing scholars and professionals to start focusing on it. Malhotra and Ackfeldt (2016) assert that this may result in contented clients.

According to De Vries *et al.* (2020), employee engagement hinges on effective communication. As a result, higher performance and staff retention are enhanced. As well as health and happiness. If there is an unrestricted communication culture, workers are more inclined to engage and participate (Chartered Institute of Personnel and Development [CIPD], 2020). According

to Xu *et al.* (2017), turning a pleased consumer into loyal consumer is tied to how an organization communicates with its customers. Employees deal with their emotions while also cultivating a strong working relationship. A consumer and an employee have face-to-face interaction. Professional, social, and conversational skills, as well as personality, are very important in the service business. The factors upon whom front-line service staff is based guests rate their service experience as well as the impression made by the staff of the business (Muralidhar *et al.*, 2017).

Successful internal communication, according to Jacobs *et al.* (2016) and the Social Capital Theory, creates social assets that lead to organizational benefits including trust, knowledge sharing, as well as relational norms, all of which are essential for corporate success (Tourish and Hargie, 1996). Internal communication is a vital aspect of management that has been shown to have a significant impact on an organization's success, especially when strategically managed (Hume and Leonard, 2014). External integration allows firms to create social systems including such strategic buyer-supplier relationships that generate social resources through the combined growth of strategies to take advantage of the opportunities on real economic opportunities, resulting in the optimization of shareholders' wealth (Frohlich and Westbrook, 2001; Zhao *et al.*, 2011).

H12: Internal Communication will have a positive effect on employees' Customer Orientation

H13: Internal Communication will moderate the relationship between Perceived CSR toward Employees and employees' Customer Orientation

H14: Internal Communication will moderate the relationship between Job Satisfaction and employees' Customer Orientation

CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter, the purpose is to introduce the research framework model and hypotheses, along with measuring four research constructs. In addition, it also refers to the design of research methods to test hypotheses; presenting sampling plans, designing questionnaires, collecting and analyzing data.

3.1 Sampling Plan and Methodology

Based on social capital theory, social exchange theory, social identity theory; the literature review on the topic of perceived CSR toward employees, job satisfaction, intention to stay, customer orientation, internal communication; and hypotheses development in Chapter 2, this study develops a research framework model, as shown in Figure 3-1 below. This study examines the effect of a salesman' perceived CSR toward employees on their job satisfaction, intention to stay, customer orientation. It also tests the mediating role of job satisfaction and intention to stay in the relationship between perceived CSR award employees and customer orientation. Additionally, it investigates the moderating role of internal communication in the relationships between employees' perceived CSR toward employees and employee job satisfaction, intention to stay, and customer orientation.

According to the research model, the hypotheses for this study are:

Hypothesis 1 – H1: Perceived CSR toward Employees will have a positive effect on employees' Job Satisfaction

Hypothesis 2 – H2: Perceived CSR toward Employees will have a positive effect on employees' Intention to Stay

Hypothesis 3 – H3: Perceived CSR toward Employees will have a positive effect on employees' Customer Orientation

Hypothesis 4 – H4: Intention to Stay will have a positive effect on employees' Customer Orientation

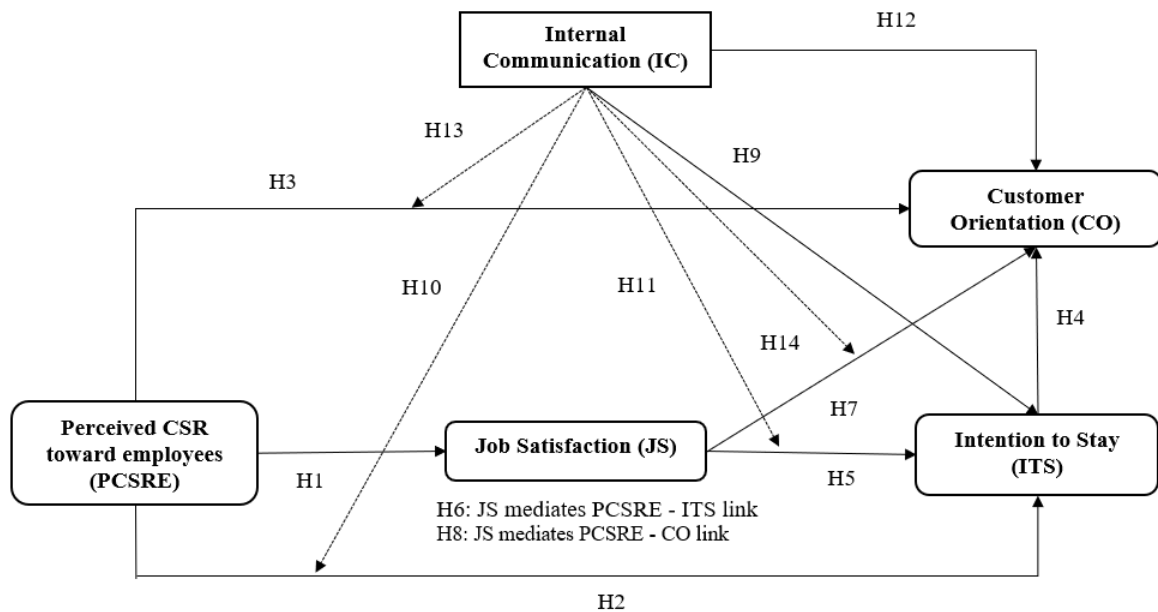


Figure 3.1: The framework model

Source: This study

Hypothesis 5 – H5: Job Satisfaction will have a positive effect on employees’ Intention to Stay

Hypothesis 6 – H6: Job Satisfaction will mediate the relationship between Perceived CSR toward Employees and employees’ Intention to Stay

Hypothesis 7 – H7: Job Satisfaction will have a positive effect on employees’ Customer Orientation

Hypothesis 8 – H8: Job Satisfaction will mediate the relationship between Perceived CSR toward Employees and Customer Orientation

Hypothesis 9 – H9: Internal Communication will have a positive effect on employees’ Intention to Stay

Hypothesis 10 – H10: Internal Communication will moderate the relationship between Perceived CSR toward Employees and employees’ Intention to Stay

Hypothesis 11 – H11: Internal Communication will moderate the relationship between Job Satisfaction and employees’ Intention to Stay

Hypothesis 12 – H12: Internal Communication will have a positive effect on employees’ Customer Orientation

Hypothesis 13 – H13: Internal Communication will moderate the relationship between Perceived CSR toward Employees and employees' Customer Orientation

Hypothesis 14 – H14: Internal Communication will moderate the relationship between Job Satisfaction and employees' Customer Orientation

3.2 Research Design

This study uses quantitative research to test hypotheses. This quantitative research method is mainly related to the forms of surveys in collecting, analyzing, and interpreting data that researchers were proposed. The survey conducted in this study focused on employees working in private enterprises in Vietnam, excluding those in government enterprises. According to Su and Bui (2017), Vietnam's private sector plays a crucial role in the country's future economic prosperity. With over 85% of the total workforce employed in this sector, its rapid growth and significant contributions to the economy make it the key driving force for Vietnam's success. This recognition stems from the sector's remarkable growth rate and its substantial contributions to the overall economy. By conducting a sample survey of each respondent, information about employees' CSR perceptions and other constructs will be displayed to test hypotheses and achieve the purpose of the investigation. Staff answered questions using a seven-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). Respondents were asked to rate the survey.

3.3 Construct Measurement

Under the purposes of this study, five major constructs are operated: (1) Perceived CSR toward employees, (2) Job Satisfaction, (3) Intention to stay, (4) Customer Orientation, and (5) Internal Communication. Demographics is also proposed to moderate job dissatisfaction and the intention to leave workers. A survey questionnaire is designed for this study as well.

3.3.1 Perceived CSR toward employees - PCSRE

CSR toward employees refers to employee-oriented CSR activities such as fostering employment stability, a positive working environment, training and development, fair treatment, fair payment, occupational health, and safety (Duthler and Dhanesh, 2018).

To measure Perceived CSR toward employees, five items were designed based on Duthler and Dhanesh (2018). In this question section, respondents were asked to express their opinions using a seven-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree and 7 = strongly agree). The list of questionnaire items for constructing Perceived CSR toward employees was mentioned below:

Table 3.1: Measurement Items of Perceived CSR toward employees

Perceived CSR toward employees	PCSRE 1	My company pays fair salaries for each work.
	PCSRE 2	My company offers safety at work to its employees
	PCSRE 3	My company treats its employees fairly (without discrimination or abuse)
	PCSRE 4	My company offers training and career opportunities to its employees
	PCSRE 5	My company provides a pleasant work environment (e.g., flexible hours, conciliation)

Source: This Study

3.3.2 Job Satisfaction - JS

(Locke, 1976) argued that job satisfaction is a pleasant emotional state due to subjective job evaluation, resulting from achieving or facilitating job value attainment

To measure Job Satisfaction, six items were designed based on Kim and Kim (2020); Vlachos *et al.*, (2013). In this question section, respondents were

asked to express their opinions using a seven-point Likert scale. The list of questionnaire items for Job Satisfaction was mentioned below:

Table 3.2: Measurement Items of Job Satisfaction

Source: This Study

Job Satisfaction	JS1	I am satisfied with what I am doing at work
	JS2	I am satisfied with relationships at work
	JS3	My work gives me a sense of accomplishment.
	JS4	My job is exciting.
	JS5	I'm doing something worthwhile in my job
	JS6	Generally, I am satisfied with my work

3.3.3 Intention to Stay - ITS

Intention to stay is viewed as the opposite of intention to quit and is defined as a person's desire to work for their current employer indefinitely (Milliman *et al.*, 2018).

To measure Intention to Stay, four items were designed based on (Hu *et al.*, 2020b; Milliman *et al.*, 2018). In this question section, respondents were asked to express their opinions using a seven-point Likert scale. The list of questionnaire items for construct Intention to Stay was mentioned below:

Table 3.3: Measurement Items of Intention to Stay

Intention to Stay	ITS1	I plan to work at my present job for as long as possible
	ITS 2	I will not look for a new job shortly
	ITS 3	Even there are higher salaries or/and better jobs provided by other organizations, I would like to stay in this job
	ITS 4	I am not thinking about quitting my job

Source: This Study

3.3.4 Customer Orientation - CO

Customer orientation is defined as in the workplace, an employee's proclivity or aptitude to satisfy customer demands (Brown *et al.*, 2002; Hu *et al.*, 2020a)

We utilized a four-item assessment from Korschun *et al.*,(2014)to assess customer orientation. The scale and items were chosen and modified from (Brown *et al.*, 2002; Saxe and Weitz, 1982). In this question section, respondents were asked to their Customer orientation using a seven-point Likert scale. The list of questionnaire items for construct Customer orientation was mentioned below:

Table 3.4: Measurement Items of Customer orientation

Customer Orientation	CO1	I make every customer feel like he/she is the unique consumer
	CO2	I respond quickly to customer requests
	CO3	I always keep the customer's best interest in my mind
	CO4	The priority of my work is always customer loyalty

Source: This Study

3.3.5 Internal Communication- IC

Internal communication involves the sharing of information and ideas between team members or other social actors within an organization in order to foster open and honest interactions and foster comprehension (Ferdous *et al.*, 2021).

To measure Internal Communication, four items were designed based on (Tortosa *et al.*, 2009). In this question section, respondents were asked to express their opinions using a seven-point Likert scale. The list of questionnaire items for construct Internal Communication was mentioned below:

Table 3.5: Measurement Items of Internal Communication

Internal Communication	IC1	In our company, management normally meets with the employees to inform them of matters relating to the organization (objectives strategies, etc.)
	IC 2	In our company, management normally inform their employees about aspects affecting their work environment
	IC 3	In our company, management inform all the employees
	IC 4	The company's management inform the employees about work problems

Source: This Study

3.3.6 Demographics

The demographic characteristics had designed to investigate the dissimilar features among every respondent, who took part in this survey. According to other studies in the past, the individual demographic features could be measured by the following indicators: gender, age, educational level, work experience, current employment position, and monthly income.

Gender of the respondent allows for exploring potential differences in perceptions and behaviors related to internal communication, perceived corporate social responsibility (CSR) towards employees, job satisfaction, intention to stay, and customer orientation between male and female salesmen (Brown *et al.*, 2002; Farh *et al.*, 2017). Gender-based variations in these factors may influence the relationships being studied.

Different age groups may have distinct communication preferences, attitudes towards CSR, levels of job satisfaction, intentions to stay in their positions, and customer orientation (Brown *et al.*, 2002; Farh *et al.*, 2017). Examining these relationships across various age cohorts can provide insights into how age influences the dynamics between internal communication and the variables of interest (Simpson *et al.*, 2018).

Education level is an important demographic factor as it can impact individuals' perceptions, understanding, and interpretation of internal communication practices, perceived CSR, job satisfaction, intention to stay, and customer orientation. Different levels of education may influence how salesmen engage with internal communication efforts and perceive the organization's CSR initiatives (Vlachos *et al.*, 2010; Song *et al.*, 2015).

Measuring the amount of work experience helps explore the influence of professional background on the relationships being examined. Salesmen with varying levels of experience may have different perspectives on internal communication practices, perceived CSR, job satisfaction, intention to stay, and customer orientation (Simpson *et al.*, 2018). Work experience can shape individuals' perceptions and behaviors in the workplace, which makes it relevant to consider in the thesis.

Considering the respondents' current employment positions allows for assessing the potential impact of hierarchy and responsibilities on the relationships under investigation. Different positions within the sales department may have distinct communication needs, perceptions of CSR, levels of job satisfaction, intentions to stay, and customer orientation (Vlachos *et al.*, 2010; Song *et al.*, 2015). By examining these factors across different employment positions, the thesis can provide a comprehensive understanding of their interplay.

Including monthly income as a demographic factor enables exploration of the potential influence of financial factors on the relationships being studied. Income level may shape individuals' perceptions of internal communication, CSR efforts, job satisfaction, intention to stay, and customer orientation (Simpson *et al.*, 2018). By considering income as a factor, the thesis can examine any potential associations between financial considerations and the variables of interest.

3.4 Translation

To collect data for research, the respondent is a Vietnamese salesman in private enterprises in Vietnam. Therefore, the Vietnamese language plays an important role in data collection. In typically, the survey was designed in English, after that, the second language - Vietnamese was used to translate all question items into Vietnamese. It is easier for respondents to answer quickly. To ensure linguistic accuracy and equivalence, the questionnaire was prepared using the back-translation process (Brislin, 1970). Initially, the measuring scales were translated from English into Vietnamese, and then they were translated back into English to ensure consistency and maintain the intended meaning. This rigorous process was employed to minimize potential language-related biases and to ensure the accuracy of the questionnaire across both languages.

3.5 Sample Plan and Data Collection

The data in this study was gathered by collecting the questionnaire. A sampling plan is developed to make sure that appropriate types of respondents are included in this study. The survey is conducted on a Vietnamese salesman who is currently working in small and medium-sized enterprises (SMEs) in Vietnam.

Data collection consisted of five steps. The first step was to identify related research variables through literature review and advice from the thesis advisor. The second step was to involve the drafting of the survey questionnaire. The third step was to translate the research questionnaire into Vietnamese and then translate it into English one more time to make sure the meaning of the items remained the same. The fourth step was a pilot test of the Vietnamese questionnaire. The pilot was conducted on the internet and sent 50 respondents to check the execution time, layout, words and question quality, reliability, validity, and reduce unrelated questions, especially not answering official

surveys. Collected 35 effective responses from employees who submitted surveys. Respondents from different companies include different monthly income, ages, education levels, and work experience, to ensure feedback evaluation.

This trial data is analyzed in a reliability test to get the internal consistency of each item and factor. An acceptable level of internal consistency would be reflected in the α value of no less than 0.70 in this study. The results of the Cronbach's α showed that the questionnaire of each variable had a relatively high coefficient α higher than 0.7. The final step was to send the Vietnamese questionnaire directly and indirectly to respondents. Then, the complete data was returned and used for analysis in the following step.

Sending out 400 questionnaire items to salesmen working for private enterprises in Vietnam allowed for the collection of the data presented in this thesis. The planning of the sample was done in such a way that it would guarantee that the specific characteristics of the respondents would be included in this study. The completion of the survey took about a couple of months' worth of time. The salesman was given a total of 400 survey questionnaires, and 338 of those surveys were subsequently returned and utilized.

3.6 Data Analysis Procedure

The nature of the questionnaire is quantitative and the collected data is analyzed by using a statistic program named SPSS version 22. To test the hypotheses as developed from this study, the following analytical techniques will be adopted:

- Descriptive Statistic Analysis
- Factor analysis and Reliability test
- Independent Sample t-test
- One-way analysis of variance (ANOVA)

- Evaluating the measurement model, the structural measurement model, and hypotheses testing

3.6.1 Descriptive Statistic Analysis

Descriptive Statistic Analysis is used to understand the characteristics of each variable, it illustrates the means and standard deviations of each research variable.

3.6.2 Factor Analysis and Reliability Tests

In this investigation, component analysis will be used to both detect the dimensionality and purify the measurement scales. The validity of each study element will next be confirmed using internal consistency assessment and item-to-total correlation.

To investigate the variance structure of a set of correlation coefficients, factor analysis is used. Factor analysis is used for exploratory or confirmatory goals in addition to summarizing or condensing data. According to factory analysis, the correlation between a high number of observed variables is caused by a relatively small number of unseen factors. Measurement items will be chosen as members of a certain factor if their factor loadings are larger than 0.6.

The correlation between each item and the total of all the other items inside a factor was termed as item-to-total correlation. Low correlation items (in this study, less than 0.5) will not be included in further analysis. For the internal consistency analysis, each factor's internal consistency will be evaluated using Cronbach's alpha. Alpha more than 0.7 indicates excellent reliability, whereas alpha less than 0.3 indicates low reliability, according to Hair et al. (1998).

3.6.3 Independent Sample t-test

A distinct sample to examine the means of one variable for two sets of instances, use the t-test. In this study, it was applied to compare the differences between male and female workers in the five constructs: Internal

communication, Intention to stay, Perceived CSR toward Employees and Job satisfaction, Customer orientation

3.6.4 One Way Analysis of Variance (ANOVA)

This study used a one-way Analysis of variance as a statistical technique to compare the means of three or more samples. The respondents are divided into groups based on demographic variables (e.g. age, income, and education level) of the respondent's personal information.

3.6.5. Evaluating the Measurement Model, the Structural Measurement Model, and Hypotheses Testing Techniques

The evaluation of the measurement model in this study is essential for ensuring the validity, reliability, and overall quality of the measurement instruments used in the study. It allows for an assessment of how accurately the chosen indicators measure the constructs of interest, such as perceived corporate social responsibility, job satisfaction, intention to stay, and customer orientation. By evaluating the measurement model, researchers can examine the distinctiveness of the constructs, assess the reliability of the indicators, and determine the overall fit of the proposed model to the collected data. This evaluation provides a solid foundation for data analysis and enhances the credibility and accuracy of the study's findings.

The reason for employing a structural measurement model in this thesis is to investigate the relationships and interactions among the constructs of interest, namely salesmen's perceived corporate social responsibility towards employees, job satisfaction, intention to stay, and customer orientation. By employing a structural measurement model, the study aims to examine how these constructs are interconnected and how internal communication acts as a moderator in these relationships.

The hypotheses testing techniques are used to evaluate the proposed hypotheses in the thesis. These techniques provide a systematic approach to assess the statistical significance of the relationships between variables and

determine whether the hypothesized relationships are supported by the data. By conducting hypotheses testing, the study can test the proposed relationships between salesmen's perceived CSR, job satisfaction, intention to stay, and customer orientation, and determine if there is sufficient evidence to support these relationships.

In this study, the Partial Least Squares (PLS) pathway modeling approach was utilized for both the measurement and structural models. PLS-SEM is important for measurement models with predictor variables because it can help explain complex interactions, such as moderating and mediating effects, as stated by Ringle et al. (2020). This method, which has recently seen a resurgence in HRM studies, is a structural modeling technique with the added benefit of yielding a series of tests for assessing model accuracy and consistency (Ringle et al., 2020).

Composite reliability (CR) should be greater than 0.7 for acceptable reliability dependability, but no greater than 0.95 to prevent indicator redundancy, which could undermine content validity, as stated by Hair et al. (2017). Dijkstra and Henseler (2015) proposed rho_A as an alternate metric of internal consistency for indicators; rho_A should be more than 0.7.

According to Hair et al. (2017), the statistic used to evaluate convergent validity is the AVE for all items on each construct. The AVE is calculated by averaging the squared loadings of all indicators on a given construct. If the value is at least 0.50, then the idea can account for at least half of the variation among its components.

For discriminant validity, the maximum correlation between two or more concepts must be less than the square root of the AVE of each concept (Fornell and Larcker, 1981). The heterotrait-monotrait (HTMT) value of the relationships to discriminant reliability was also proposed by (Henseler et al., 2015). For essentially comparable structures, Henseler et al. (2015) suggest a

cutoff of 0.90, while for conceptually distinct constructions, they suggest a cutoff of 0.85.

According to Hair et al. (2019), the most crucial parameter to assess the PLS model is the coefficients of determination R^2 , which reflected the degree of explanatory variables of each latent variable that was endogenous. (Chin, 1998) defines "substantial," "moderate," and "weak" as R^2 values of 0.67, 0.33, and 0.19, accordingly.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Descriptive Analysis

In this section, an appropriate statistical analysis was performed to illustrate the mean and standard deviation for all of the studied variables as well as the percentage for the demographic information that was gathered.

4.1.1 The Characteristics of Respondents

In this study, there are a total of six demographic variables, each of which represents a feature of the survey participants: factors such as age, gender, educational level, amount of work experience, current employment position, and monthly income were taken into consideration.

Table 4.1 following would illustrate these aspects, in total 338 effective respondents, female respondents are 57.4% while man respondents are 42.3%.

In this study areas on this age category: 38.5% (n=130) of the participants ranged between 26 to 35 years old; and 37% (n=125) of responders are 25 years old and under; whereas 24.6% (n=83) of the participants ranged above 36 years old.

Of the total number of people who participated in the study, 49.7% (n=168) have at least a bachelor's degree from an accredited university; 17.5% (n=59) have earned a master's or doctorate; 17.8% (n=60) have earned an associate's degree; and 15.1% (n=51) have only completed high school. This demonstrates how modern Vietnamese recruiters value education and experience in their sales staff.

Concerning the professional experience, the percentage of the participants has 1 year and less is 16.9% and 32.8% of respondents has from above 1 to 5 years of employment experience. The proportion of those polled with less than 10 years of work experience is 28.1%, while the percentage with more than 10 years of experience is 22.2%.

Table 4.1: Characters of Participants (n=338)

Items	Description	Frequency	Percentage (%)
Gender	Male	143	42.3
	Female	195	57.7
Age	≤25	125	37.0
	26–35	130	38.5
	≥36	83	24.6
Education	High school	51	15.1
	College	59	17.5
	University	168	49.7
	Master and Higher	60	17.8
Working experience	≤ 1 year	57	16.9
	Above 1–5 years	111	32.8
	6 – under 10 years	95	28.1
	10 years and above	75	22.2
Current position	Employee	264	78.1
	First-line manager	46	13.6
	Senior manager	28	8.3
Monthly income	<10 million VND	50	14.8
	10–20 million VND	73	21.6
	21–30 million VND	127	37.6
	31–40 million VND	49	14.5
	>40 million VND	39	11.5

Most of the participants are employees (78.1%), 13.6% of them are first-line managers, and 8.3% of the respondents are senior managers.

Lastly, the highest share of participants (37.6%) earn between 21 and 30 million VND per month, followed by salespeople (21.6%), who earn between 10 and 20 million VND per month. There are 14.8% of salespeople whose monthly income is less than 10 VND, 14.5% whose income is between 31 and 40 million VND, and 11.5% whose income is more than 40 million VND.

4.1.2 Descriptive Statistics of Questionnaire Items

The descriptive statistical analysis of studied variables for 338 respondents are displayed in Table 4.2. In this study, there are 23 survey items, and the mean value and standard deviation for every item indicates the respondents' preference for a certain construct. There are five elements for Perceived CSR towards Employees, four for Internal Communication, six for Work Satisfaction, four for Intention to Remain, and four for Customer Orientation. In the framework's study components, the majority of item mean values are above 4.0, indicating that the majority of the participants are in agreement.

Table 4.2: Results of Mean and Standard Deviation of Items

Items	Descriptions	Mean
PCSRE1	My company pays fair salaries for each work.	4.46
PCSRE2	My company offers safety at work to its employees	4.55
PCSRE3	My company treats its employees fairly (without discrimination or abuse)	4.56
PCSRE4	My company offers training and career opportunities to its employees	4.28
PCSRE5	My company provides a pleasant work environment (e.g., flexible hours, conciliation)	4.38
IC1	In our company, management normally meets with the employees to inform them of matters relating to the organization (objectives strategies, etc.)	4.82

Items	Descriptions	Mean
IC2	In our company, management normally inform their employees about aspects affecting their work environment	4.77
IC3	In our company, management inform all the employees	4.79
IC4	The company's management inform the employees about work problems	4.74
JS1	I am satisfied with what I am doing at work	4.28
JS2	I am satisfied with relationships at work	4.44
JS3	My work gives me a sense of accomplishment.	4.39
JS4	My job is exciting.	4.78
JS5	I'm doing something worthwhile in my job	4.95
JS6	Generally, I am satisfied with my work	4.94
ITS1	I plan to work at my present job for as long as possible	4.35
ITS2	I will not look for a new job shortly	4.19
ITS3	Even there are higher salaries or/and better jobs provided by other organizations, I would like to stay in this job	4.13
ITS4	I am not thinking about quitting my job	4.63
CO1	I make every customer feel like he/she is the unique consumer	5.14
CO2	I respond quickly to customer requests	4.82
CO3	I always keep the customer's best interest in my mind	4.70
CO4	The priority of my work is always customer loyalty	4.44

4.2 Factor Analysis and Reliability Tests

The purification method for the measured variables is carried out as needed to determine the dimensionalities and validity of the study constructs. Factor

analysis, correlation analysis, and Cronbach's alpha analysis were all part of the cleaning process. The item-total correlation and Cronbach's alpha are determined following component analysis to determine the internal consistency and reliability of the construct assessment.

KMO > 0.5, factor loadings > 0.6, factor loading dissimilarity > 0.3, total explained variance > 0.6, item-to-total correlation > 0.5, and Cronbach's alpha > 0.7 were all used in the final version of the instrument. Cronbach's alpha for this study was greater than 0.7, and all factor loading were greater than 0.60. From Table 4.3 through Table 4.6, we displayed the full outcomes of the factor analysis and reliability test.

4.2.1 Perceived CSR toward employees

The outcomes of the factor loading analysis for the assessment of PCSRE are detailed in Table 4.3. There are a total of five different factors that need to be considered. The findings indicated that they had a factor loading score that is much higher than 0.6, with every item having a factor loading value that is higher than 0.6.

PCSRE3 has the largest factor loading with 0.841, while PCSRE1 has the lowest value with 0.693. This construct's KMO value is 0.831, and this construct explained 61.46% of the variation, the eigenvalue is 3.073. All variables inside this component have an item-to-total correlation coefficient larger than 0.5 (0.544 - 0.717), with Cronbach's $\alpha = 0.837$. On the basis of all criteria, this factor's reliability and internal consistency are deemed satisfactory.

Table 4.1: Results of Factor Analysis and Reliability Tests of PCSRE

Items	Factor loading	Eigenvalue	Cumulative Explained Variance	Item-to-total correlation	Cronbach's alpha
PCSRE1	0.707	3.073	61.457	0.544	0.837
PCSRE2	0.770			0.632	
PCSRE3	0.826			0.717	
PCSRE4	0.792			0.642	
PCSRE5	0.817			0.688	

4.2.2 Internal Communication

The outcomes of the factor loading analysis for the assessment of IC are detailed in Table 4.4. There are a total of four different factors that need to be considered. The findings indicated that they had a factor loading score that is much higher than 0.6, with every item having a factor loading value that is higher than 0.6.

IC3 has the largest factor loading with 0.915, while IC1 has the lowest value with 0.693. This construct's KMO value is 0.751, and this construct explained 67.69% of the variation, the eigenvalue is 2.708. All variables inside this component have an item-to-total correlation coefficient larger than 0.5 (0.541 - 0.81), with Cronbach's $\alpha = 0.835$. On the basis of all criteria, this factor's reliability and internal consistency are deemed satisfactory.

Table 4.4: Results of Factor Analysis and Reliability Tests of IC

Items	Factor loading	Eigenvalue	Cumulative Explained Variance	Item-to-total correlation	Cronbach's alpha
IC1	0.724	2.708	67.693	0.541	0.835
IC2	0.871			0.730	
IC3	0.912			0.810	
IC4	0.771			0.602	

4.2.3 Job Satisfaction

The outcomes of the factor loading analysis for the assessment of JS are detailed in Table 4.5. There are a total of six different factors that need to be considered.

There is one deleted item for this construct because the item-to-total correlation of JS2 (=0.48) is lower than 0.5. The factor loading scores of remaining items of this factor are higher than 0.6.

Table 4.5: Results of Factor Analysis and Reliability Tests of JS

Items	Factor loading	Eigenvalue	Cumulative Explained Variance	Item-to-total correlation	Cronbach's alpha
JS1	0.706	3.120	62.393	0.581	0.847
JS2	<i>Deleted</i>			<i>Deleted</i>	
JS3	0.706			0.591	
JS4	0.815			0.681	
JS5	0.856			0.713	
JS6	0.849			0.718	

JS63 has the largest factor loading with 0.84, while JS1 has the lowest value with 0.693. This construct's KMO value is 0.804, and this construct explained 62.39% of the variation, the eigenvalue is 3.120. All remain variables inside this component have an item-to-total correlation coefficient larger than 0.5 (0.591 - 0.718), with Cronbach's $\alpha = 0.847$. On the basis of all criteria, this factor's reliability and internal consistency are deemed satisfactory.

4.2.4 Intention to Stay

The outcomes of the factor loading analysis for the assessment of ITS are detailed in Table 4.6. There are a total of four different factors that need to be considered. The findings indicated that they had a factor loading score that is much higher than 0.6, with every item having a factor loading value that is higher than 0.6.

ITS 2 has the largest factor loading with 0.896, while ITS4 has the lowest value with 0.770. This construct's KMO value is 0.807, and this construct explained 70.43% of the variation, the eigenvalue is 2.817. All variables inside this component have an item-to-total correlation coefficient larger than 0.5 (0.612 - 0.793), with Cronbach's $\alpha = 0.858$. On the basis of all criteria, this factor's reliability and internal consistency are deemed satisfactory.

Table 4.6: Results of Factor Analysis and Reliability Tests of ITS

Items	Factor loading	Eigenvalue	Cumulative Explained Variance	Item-to-total correlation	Cronbach's alpha
ITS1	0.857	2.817	70.425	0.732	0.858
ITS2	0.886			0.793	
ITS3	0.798			0.685	
ITS4	0.808			0.612	

4.2.5 Customer Orientation

The outcomes of the factor loading analysis for the assessment of CO are detailed in Table 4.7. There are a total of four different factors that need to be considered. The findings indicated that they had a factor loading score that is much higher than 0.6, with every item having a factor loading value that is higher than 0.6.

CO3 has the largest factor loading with 0.908, while CO1 has the lowest value with 0.837. This construct's KMO value is 0.811, and this construct explained 74.77% of the variation, the eigenvalue is 2.991. All variables inside this component have an item-to-total correlation coefficient larger than 0.5 (0.668 - 0.821), with Cronbach's $\alpha = 0.884$. On the basis of all criteria, this factor's reliability and internal consistency are deemed satisfactory.

Table 4.7: Results of Factor Analysis and Reliability Tests of CO

Items	Factor loading	Eigenvalue	Cumulative Explained Variance	Item-to-total correlation	Cronbach's alpha
CO1	0.826	2.991	74.770	0.704	0.884
CO2	0.900			0.810	
CO3	0.910			0.821	
CO4	0.818			0.668	

4.3 Independent Sample T-test

To identify the differences between males and females of four constructs. The independent sample t-test was used to compare means for group male and group female employees on PCSRE, IC, JS, ITS, CO in this study. The difference is considered as significance whether $p\text{-value} < 0.05$

The independent t-test results were present in Table 4.8. It showed that there is no significant difference in the agreement level of respondents of

different genders in four constructs PCSRE, IC, ITS, CO. Except for the JS construct, t-test results indicated that there are differences between males and females in this construct (Male respondents higher than female respondents with mean = 4.7825 and 4.5077 respectively).

Table 4.8: Independent T-test Results

Constructs	Male Employees	Female Employees	t-value	p-value
	N=143	N=195		
PCSRE	4.3091	4.5474	1.445	0.150
IC	4.6748	4.8531	1.509	0.132
JS	4.5077	4.7825	2.232	0.026*
ITS	4.2692	4.3698	0.841	0.401
CO	4.7395	4.8028	0.517	0.605

Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$

Source: This study

Note: PCSRE: Perceived CSR toward employees; IC: Internal Communication; JS: Job Satisfaction; ITS: Intention to Stay; CO: Customer Orientation

4.4 One-way Analysis of Variance (ANOVA)

4.4.1. Age

There is no significant difference in the two outcome constructs among different age levels. Both two outcome constructs checked with ANOVA have p-value larger than 0.05.

Table 4.9: Different Level of Age among the two outcome constructs

Constructs	≤ 25	26 – 35	≥ 36	F-value	p-value	Differences between group
	N = 125 (1)	N = 130 (2)	N = 83 (3)			
ITS	4.2980	4.2154	4.5422	2.392	0.093	N.S
CO	4.8440	4.6769	4.8193	0.816	0.443	N.S

Note: ITS: Intention to Stay; CO: Customer Orientation; N.S: not significant

4.4.2. Educational Level

There is no significant difference in the two outcome constructs among different educational levels. Both two outcome constructs checked with ANOVA have p-value larger than 0.05.

Table 4.10: Different Level of Education among the two outcome constructs

Constructs	High school N = 51 (1)	College N = 59 (2)	University N = 168 (3)	Master and Higher N = 60 (4)	F-value	p-value	Differences between group
ITS	4.3088	4.1610	4.3199	4.5208	1.111	0.345	N.S
CO	4.6814	4.7881	4.7589	4.8792	0.310	0.818	N.S

Note: ITS: Intention to Stay; CO: Customer Orientation; N.S: not significant

4.4.3 Working Experience

There is significant difference in the Intention to Stay construct among different working experience. ANOVA of this construct has p-value smaller than 0.05 (see Table 4.11). To further investigate the specific group differences identified in the ANOVA, a Scheffe post hoc test was conducted.

Table 4.11: Different Level of Working Experience among the two outcome constructs

Constructs	≤ 1 year N = 57 (1)	Above 1 – 5 years N = 111 (2)	6 – under 10 years N = 95 (3)	10 years and above N = 75 (4)	F-value	p-value	Differences between group
ITS	4.1974	4.1464	4.3868	4.6133	3.206	.023*	S
CO	4.6579	4.7320	4.8237	4.8600	0.473	0.701	N.S

Note: ITS: Intention to Stay; CO: Customer Orientation; N.S: not significant;

S: Significant

The Scheffe test results reveal that a significant difference exists between employees with working experience of 1-5 years and those with 10 years and above (p-value = 0.039, which is less than the 0.05 significance level). However, no significant differences were found among the other groups of working experience.

There is no significant difference in the Customer Orientation construct among different working experience. ANOVA of this construct has p-value larger than 0.05 (see Table 4.11).

4.4.4 Working Position

Table 4.12: Different Level of Working Position among the two outcome constructs

Constructs	Employee N = 264 (1)	First- line manager N = 46 (2)	Senior manager N = 28 (3)	F-value	p-value	Differences between group
ITS	4.2358	4.6033	4.7232	3.206	0.640	N.S
CO	4.7282	4.9728	4.8750	1.082	0.340	N.S

Note: ITS: Intention to Stay; CO: Customer Orientation; N.S: not significant

4.4.5 Monthly Income

There is no significant difference in the two outcome constructs among different monthly income. Both two outcome constructs checked with ANOVA have p-value larger than 0.05.

Table 4.13: Different Level of monthly income among the two outcome constructs

Constructs	<10	10–20	21–30	31–40	>40	F-value	p-value	Differences between group
	million N = 50 (1)	million N = 73 (2)	million N = 127 (3)	million N = 49 (4)	million N = 39 (5)			
ITS	4.2950	4.5205	4.3307	4.1224	4.2436	1.090	0.361	N.S
CO	4.7100	4.9315	4.8406	4.4388	4.7628	1.658	0.159	N.S

Note: ITS: Intention to Stay; CO: Customer Orientation; N.S: not significant

4.5. Evaluating the Measurement Model

Prior to testing the hypotheses, a series of confirmatory factor analyses (CFA) was conducted to examine convergent, composite reliability, and discriminant validity. Table 4.14 showed that all items loaded as theoretically expected, and the Cronbach's alpha coefficients (α) of the scales for all measures, ranging from 0.843 to 0.891, were greater than 0.7, supporting the reliability of the measures. The Average Variance Extracted (AVE) values of the constructs, ranging from 0.614 to 0.747, were equal to or higher than the 0.50 benchmark, supporting the convergent validity of the measures (Hair et al., 2009). Moreover, the Composite Reliability (CR) values of the main constructs were from 0.888 to 0.922, showing that the measurements were reliable.

Table 4.14: Convergent Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
PCSRE	0.837	0.843	0.888	0.614
CO	0.884	0.891	0.922	0.747
IC	0.835	0.847	0.893	0.677
ITS	0.858	0.868	0.904	0.702
JS	0.847	0.865	0.891	0.623

As can be seen in Table 4.15, the discriminant validity has been assessed using the cross-loading analysis and AVE. The values of the square root of AVE in the diagonal form satisfy the criteria given by Fornell and Larcker (1981). According to them, the value of AVE should be higher than the correlation of the variables.

Table 4.15: Fornell–Larcker criterion

	CO	PCSRE	IC	ITS	JS
CO	0.865				
PCSRE	0.464	0.784			
IC	0.58	0.489	0.823		
ITS	0.607	0.476	0.52	0.838	
JS	0.524	0.51	0.437	0.581	0.789

The Heterotrait–Monotrait ratio of correlations (HTMT) is also shown in Table 4.16, the values of which are less than 0.85, which confirms the validity, as Henseler et al. (2015) proposed criteria for HTMT validity

Table 4.16: Heterotrait–Monotrait Ratio (HTMT)

	CO	PCSRE	IC	ITS	JS
CO					
PCSRE	0.535				
IC	0.673	0.584			
ITS	0.680	0.549	0.601		
JS	0.588	0.597	0.51	0.672	

Furthermore, due to the cross-sectional nature of the data, we checked for common method bias using a variant of Harman's single-factor test that was created by Podsakoff et al. (2003). Since the first element explained just 38.54% of the fluctuation (50%), the common method bias problem could be considered solved.

4.6 Evaluating the Measurement Structural Model and Hypotheses Testing

Coefficients of determination (R^2), which represented the proportion of explained variance of each latent variable that is endogenously generated, were proposed as the most relevant criterion for assessing the PLS model by Hair et al. (2019). Chin (1998) defines "substantial," "moderate," and "poor" R^2 as exceeding 0.67, 0.33, and 0.19, respectively. All variables in this investigation had R^2 values greater than 0.19 (R^2 for CO = 0.52, R^2 for ITS = 0.46, and R^2 for JS = 0.26).

The structural framework was examined by looking at the standardized routes to obtain the results (see Figure 4.1). In the outer model of each construct, which demonstrates how observed variables represent the latent variables being measured, the factor loadings and corresponding t-values are provided in each row.

Each path relates to the theory that this study is testing in the inner model which shows the estimation strength among latent variables. The path coefficients and t-values are presented in each path in this inner model (see Figure 4.1).

The detailed findings of the path analysis are presented in Table 4.17, Table 4.18, and Table 4.19. These tables offer a comprehensive overview of the results obtained from the path analysis, including the coefficients, significance levels, and remarks. The path analysis findings provide valuable evidence for evaluating the proposed relationships and further contribute to the understanding of the research topic.

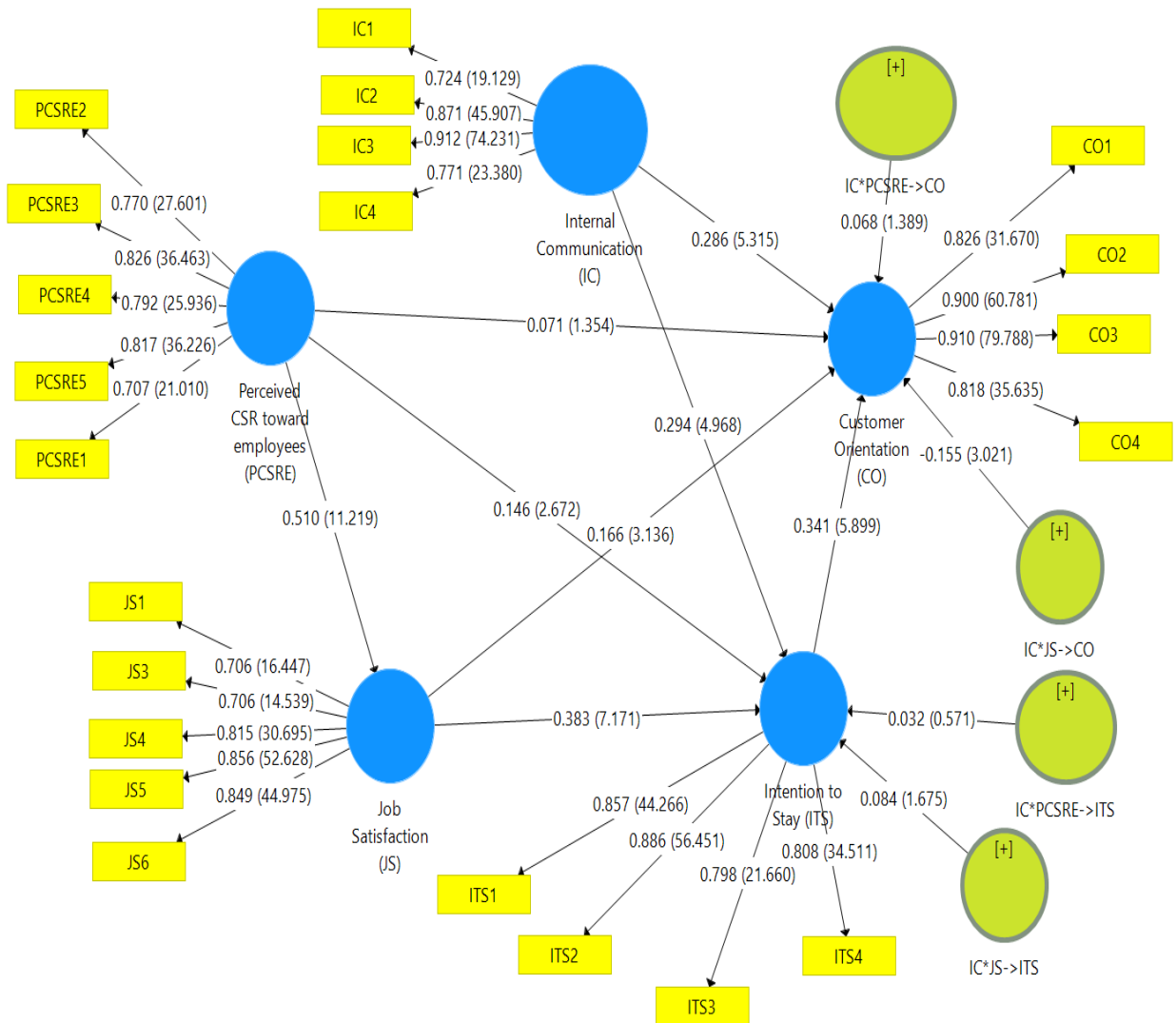


Figure 4.1: The tested research model

The outcomes of the path analysis are displayed in Table 4.17. There are ten of the total 14 hypotheses, and three of them are related to the mediation analysis shown in Table 4.18. According to H1, perceived CSR toward employees will increase workers' job satisfaction, and the analysis provided support for this hypothesis ($\beta=0.51$, $p < 0.001$). The analysis also supported H2, which hypothesized that Perceived CSR toward Employees has a positive effect on employees' Intention to Stay ($\beta=0.15$, $p < 0.01$).

Table 4.17: Direct Effect Analysis

Hypotheses	Regression path	Path coefficient	P Values	Remark
H1	PCSRE -> JS	0.51	0.000	Support
H2	PCSRE -> ITS	0.15	0.007	Support
H3	PCSRE -> CO	0.071	0.182	<i>Not Support</i>
H4	ITS -> CO	0.341	0.000	Support
H5	JS -> ITS	0.383	0.000	Support
H7	JS -> CO	0.166	0.002	Support
H9	IC -> ITS	0.294	0.000	Support
H12	IC -> CO	0.286	0.000	Support

H3 predicted that Perceived CSR toward Employees will have a positive effect on employees' Customer Orientation. In contrast to our theoretical predictions, the path coefficient from Perceived CSR toward Employees to employees' Customer Orientation. ($\beta=0.07$, $p > 0.05$) was not significant; thus, H3 was not supported. However, the result of examination of H8 shows that through job satisfaction, Perceived CSR toward Employees has a positive effect on employees' Customer Orientation. H8 examined the indirect effect of Perceived CSR toward Employees on employees' Customer Orientation via job satisfaction (see Table 4.18). This effect was significant ($\beta=0.04$, $t\text{-value} = 2.41$, $p < 0.05$), indicating the full mediating role of job satisfaction in the relationship between Perceived CSR toward Employees and employees' Customer Orientation.

Table 4.18: Mediation Analysis

Hypotheses	Regression path	Path coefficient	P Values	Remark
H6	PCSRE -> JS -> ITS	0.195	0.000	Support
H8	PCSRE -> JS -> CO	0.085	0.005	Support

H4 predicted that Intention to Stay will have a positive effect on employees' Customer Orientation and the analysis provided support for this hypothesis ($\beta=0.34$, $p < 0.01$). H5 predicted that Job Satisfaction will have a positive effect on employees' Intention to Stay, and the analysis provided support for this hypothesis ($\beta=0.38$, $p < 0.01$). The analysis also supported H7, which hypothesized that Job Satisfaction will have a positive effect on employees' Customer Orientation ($\beta=0.17$, $p < 0.01$). In order to test H6, this study examined the indirect effect of Perceived CSR toward Employees on Intention to Stay via Job Satisfaction (see Table 4.18). This effect was significant ($\beta=0.195$, $p < 0.05$), indicating the full mediating role of Job Satisfaction in the relationship between Perceived CSR toward Employees and Intention to Stay.

H9 predicted that Internal Communication will have a positive effect on employees' Intention to Stay, and the analysis provided support for this hypothesis ($\beta=0.29$, $p < 0.01$). The analysis also supported H12, which hypothesized that Internal Communication will have a positive effect on employees' Customer Orientation ($\beta=0.29$, $p < 0.01$).

Table 4.19: Moderation Analysis

Hypotheses	Regression path	Path coefficient	P Values	Remark
H10	IC*PCSRE -> ITS	0.032	0.575	<i>Not Support</i>
H11	IC*JS -> ITS	0.084	0.095	<i>Not Support</i>
H13	IC*PCSRE -> CO	0.068	0.171	<i>Not Support</i>
H14	IC*JS -> CO	-0.155	0.003	Support

In order to test H10, this study examined the moderating role of Internal Communication in the relationship between Perceived CSR toward Employees and employees' Intention to Stay. The result showed that the interaction term of Perceived CSR toward Employees x Internal Communication did not have a significant effect on employees' Intention to Stay ($\beta=0.032$, $p > 0.05$); thus,

H10 was not supported (see Table 4.19). In order to test H11, this study examined the moderating role of Internal Communication in the relationship between Job Satisfaction and employees' Intention to Stay. The result showed that the interaction term of Job Satisfaction x Internal Communication did not have a significant effect on employees' Intention to Stay ($\beta=0.084$, $p > 0.05$); thus, H11 was not supported (see Table 4.19).

In order to test H13, this study examined the moderating role of Internal Communication in the relationship between Perceived CSR toward Employees and employees' Customer Orientation. The result showed that the interaction term of Perceived CSR toward Employees x Internal Communication did not have a significant effect on employees' Customer Orientation ($\beta=0.068$, $p > 0.05$); thus, H13 was not supported (see Table 4.19). In order to test H14, this study examined the moderating role of Internal Communication in the relationship between Job Satisfaction and employees' Customer Orientation. The result showed that the interaction term of Job Satisfaction x Internal Communication has a negative significant effect on employees' employees' Customer Orientation ($\beta= -0.155$, $p < 0.05$); thus, H14 was supported (see Table 4.19).

CHAPTER FIVE
CONCLUSIONS AND IMPLICATIONS

5.1 Research Conclusion

The research findings of the in this study's investigated hypotheses are displayed in Table 5.1. It contains an overall of 14 hypotheses, of which three are related to the provided mediation analysis. The analysis validated the premise that perceived CSR toward employees had a beneficial impact on workers' job satisfaction, which was supported by the study's research findings.

Table 5.1: The Result of the Tested Hypotheses

No.	Name of Hypothesis	Conclusion
Hypothesis 1 – H1	Perceived CSR toward Employees will have a positive effect on employees' Job Satisfaction	Support
Hypothesis 2 – H2	Perceived CSR toward Employees will have a positive effect on employees' Intention to Stay	Support
Hypothesis 3 – H3	Perceived CSR toward Employees will have a positive effect on employees' Customer Orientation	<i>Not Support</i>
Hypothesis 4 – H4	Intention to Stay will have a positive effect on employees' Customer Orientation	Support
Hypothesis 5 – H5	Job Satisfaction will have a positive effect on employees' Intention to Stay	Support
Hypothesis 6 – H6	Job Satisfaction will mediate the relationship between Perceived CSR toward Employees and employees' Intention to Stay	Support

Hypothesis 7 – H7	Job Satisfaction will have a positive effect on employees' Customer Orientation	Support
Hypothesis 8 – H8	Job Satisfaction will mediate the relationship between Perceived CSR toward Employees and Customer Orientation	Support
Hypothesis 9 – H9	Internal Communication will have a positive effect on employees' Intention to Stay	Support
Hypothesis 10 – H10	Internal Communication will moderate the relationship between Perceived CSR toward Employees and employees' Intention to Stay	<i>Not Support</i>
Hypothesis 11 – H11	Internal Communication will moderate the relationship between Job Satisfaction and employees' Intention to Stay	<i>Not Support</i>
Hypothesis 12 – H12	Internal Communication will have a positive effect on employees' Customer Orientation	<i>Not Support</i>
Hypothesis 13 – H13	Internal Communication will moderate the relationship between Perceived CSR toward Employees and employees' Customer Orientation	<i>Not Support</i>
Hypothesis 14 – H14	Internal Communication will moderate the relationship between Job Satisfaction and employees' Customer Orientation	Support

The research results of this study also supported H2, which hypothesized that Perceived CSR toward Employees has a positive effect on employees' Intention to Stay. According to Eltaybani *et al.*(2018), several key elements associated with employees' intentions to stay or leave have been proven by

empirical investigations, CSR, workplace environment, and performance improvement environment are examples of organizational features (Al-Hamdan *et al.*, 2017; Tourangeau *et al.*, 2017). Job stress, management, independence, growth and career prospects (Al-Hamdan *et al.*, 2017), and work engagement are some of the job qualities (Karantzas *et al.*, 2012). Job satisfaction has been linked to employees' intentions to continue in the profession (Al-Hamdan *et al.*, 2017). These results imply that salespeople are sometimes acutely aware of other stakeholders' support towards CSR, and also that they utilize such conceptions to identify themselves in connection to the organization and its consumers. The inference is that businesses must not only raise customer and employee knowledge of their CSR actions individually but also differentially inspire CSR-based information exchange among these diverse participants so that salespeople are aware of whether or not clients assist the firm's CSR activities.

The study's findings refuted the hypothesis that employees' perceived CSR for others will have a beneficial impact on their customer orientation. This result is not congruent with many previous studies (Gond *et al.*, 2017; Korschun *et al.*, 2014). However, the research result of examination of H8 demonstrated that via job satisfaction, Perceived CSR toward Employees has a positive effect on employees' Customer Orientation.

The research results of this study supported H4 that Intention to Stay will have a positive effect on employees' Customer Orientation and the. In terms of the characteristics of service workers' client orientation abilities, Hennig-Thurau and Thurau (2003) also advocated that in addition to motivation and authority, staff' technical and social abilities be regarded as independent elements of customer orientation. The research results of this study also supported H5 that Job Satisfaction have a positive effect on employees' Intention to Stay. The analysis also supported H7, which hypothesized that Job Satisfaction will have a positive effect on employees' Customer Orientation.

The research results of this study also supported H6 on the full mediating role of Job Satisfaction in the relationship between Perceived CSR toward Employees and Intention to Stay.

The research results of this study also supported H9 that Internal Communication have a positive effect on employees' Intention to Stay. The study's findings also corroborated H12, which predicted that employees' internal communication would increase their focus on customers. These findings support earlier research (e.g. DiFonzo and Bordia, 1998; Lewis and Seibold, 1998) that communication is essential to the successful implementation of change in organizations.

The study's findings did not support H10 on the moderating effect of internal communication in the connection among perceived employee care and employees' intention to stay. It also did not support H11 on the moderating role of Internal Communication in the relationship between Job Satisfaction and employees' Intention to Stay. The research results of this study did not support H13 on the moderating role of Internal Communication in the relationship between Perceived CSR toward Employees and employees' Customer Orientation.

The study's findings corroborated the hypothesis (H14), according to which internal communication mediates the link between job satisfaction as well as workers' customer orientation. But at low levels of internal communication as opposed to high levels, job satisfaction has a higher impact on customer orientation. Successful internal communication, according to Jacobs *et al.* (2016) and the Social Capital Theory, creates social assets that lead to organizational benefits including trust, knowledge sharing, and relational norms, all of which are essential for corporate success (Tourish and Hargie, 1996). Internal communication should therefore serve to motivate individuals who are less content with their jobs than those who have high levels of job satisfaction.

5.2 Research Implications

This study considerably advances the understanding of workers' intentions to remain and customer orientation, particularly among those employed in Vietnam's private sector. Job unhappiness is one of the primary variables that directly affects an employee's inclination to stay. Most research on the employees of private businesses in Vietnam concentrates on the job satisfaction, retention intentions, and client orientation of salespeople. Research regarding job satisfaction and employees' intentions to continue working for private companies is scarce. The study's findings give us a deeper understanding of employees' intentions to stay as well as the actual factors that influence their decision to do so.

Based on the findings of this study, managers might look into measures to raise customer orientation as well as job quality among Vietnamese salespeople. In order to guarantee that CSR toward workers has a positive impact on their job happiness, intention to remain with their firm, and orientation toward customers, the conclusion suggests that managers should place a strong emphasis on internal communication. As a result, the manager should regularly meet with every employee to discuss issues pertaining to the company (goals, plans, etc.). Additionally, they should typically notify all of their employees about issues that could affect their working conditions.

By employing CSR practices toward Staff members, managers can promote the job satisfaction, intention to stay, as well as customer orientation of salespeople. Managers must pay fair wages for all jobs performed, provide employees with a secure place to work, treat them equally (without discrimination or as abuse), and provide them with opportunity for training and advancement. They must also give internal communication some consideration. They should regularly meet with the staff to tell them of organizational topics (goals, strategies, etc.); to inform the staff about factors affecting their working environment; to notify the staff about issues at work.

Workers in sales department should be helped by managers to appreciate the importance of treating every customer with respect and always keeping their best interests in mind. Additionally, salespeople may respond to customer inquiries promptly and foster client loyalty.

To encourage salespeople's customer orientation, managers ought to integrate the internal communication acts style with a plan for raising job happiness. Instead of concentrating on organizing internal communications for staff members who have high levels of job satisfaction, they should do so for those who have lower levels of job satisfaction.

5.3 Research Limitation and Future Research Suggestion

There are several restrictions that should be applied to the study's findings. The study's cross-sectional design and convenience sample are related to the first. The antecedent-consequent relationship between internal interaction, satisfaction with work, intention to stay, as well as client orientation and workers' perceived CSR toward employees may still be overlooked by this type of data. Future studies should therefore do a longitudinal analysis using a three-stage survey for the variable that is independent, mediating and moderating variables, as well as dependent variable. Second, the sample used in this study was exclusively applied to Vietnamese salespeople who interact directly with clients. To learn more about the differences between other jobs, more research can be done. Furthermore, because this study was carried out in Vietnam, a developing nation, it may have some cross-national limitations. Therefore, more research should be done in different nations to learn more about the connections between internal communication, satisfaction with work, intention to stay, as well as customer orientation, as well as perceived CSR toward workers.

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APPENDIX I: QUESTIONNAIRE - ENGLISH VERSION

南華大學

NANHUA UNIVERSITY

COLLEGE OF MANAGEMENT

Master Program in Management Science

Dear Respondents,

My name is Pham Thi Oanh, a master's student of business administration at Nanhua University, Taiwan. I am researching “How does Internal Communication Moderate the Relationship among Salesmen' Perceived CSR toward Employees, Job Satisfaction, Intention to Stay, and Customer Orientation” as a thesis to fulfill the requirement of the study completion.

I sincerely invite you to spend 10 minutes to complete the questionnaire below. No personal information will be made public. Please be assured that your answers will be kept in strict confidence. Please take your time to fill out the questionnaire as accurately as possible. Your help is crucial to this research. The survey data will be used as the purpose of this study only.

Thank you very much for participating in this survey! Have a nice day!

Yours faithfully,

Part I: Personal information

Please tick on the box which best describes your situation:

1. Gender: Male Female
2. Age: ≤ 25 26-35 ≥ 36
3. Education: High school College University
 Master and Higher
4. Working experience: ≤ 1 year Above 1–5 years 6- under 10 years 10 years and above
5. Current position: Employee First-line Manager Senior Manager
6. Monthly income (VND): <10 million 10-20 million 21-30 million
 31-40 million >40 million

Part II: You will be asked to what extent you judge the issue in the following question. Answers can range from strongly agree (1) **STRONGLY DISAGREE** (2) **DISAGREE**

(3) **SOMEWHAT DISAGREE** (4) **NEUTRAL** (5) **SOMEWHAT AGREE** (6) **AGREE**
 (7) **STRONGLY AGREE**.

Please CIRCLE the level of your agreement on each of the following question in your opinion	Levels of Agreement						
	Strongly disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Perceived CSR toward employees (PCSRE)							
1. My company pays fair salaries for each work	1	2	3	4	5	6	7
2. My company offers safety at work to its employees My company offers safety at work to its employees	1	2	3	4	5	6	7
3. My company treats its employees fairly (without discrimination or abuse)	1	2	3	4	5	6	7
4. My company offers training and career opportunities to its employees	1	2	3	4	5	6	7
5. My company provides a pleasant work environment (e.g., flexible hours, conciliation)	1	2	3	4	5	6	7
Job Satisfaction (JS)							
1. I am satisfied with what I am doing at work	1	2	3	4	5	6	7
2. I am satisfied with relationships at work	1	2	3	4	5	6	7
3. My work gives me a sense of accomplishment.	1	2	3	4	5	6	7
4. My job is exciting.	1	2	3	4	5	6	7
5. I'm really doing something worthwhile in my job	1	2	3	4	5	6	7
6. Generally, I am satisfied with my work	1	2	3	4	5	6	7

Intention to Stay (ITS)							
1. I plan to work at my present job for as long as possible.	1	2	3	4	5	6	7
2. I will not look for a new job in the near future	1	2	3	4	5	6	7
3. Even there are higher salaries or/and better jobs provided by other organizations, I would like to stay in this job	1	2	3	4	5	6	7
4. I am not thinking about quitting my job	1	2	3	4	5	6	7
Customer Orientation (CO)							
1. I make every customer feel like he/she is the unique consumer	1	2	3	4	5	6	7
2. I respond quickly to customer requests	1	2	3	4	5	6	7
3. I always keep the customer's best interest in my mind	1	2	3	4	5	6	7
4. The priority of my work is always customer loyalty	1	2	3	4	5	6	7
Internal Communication (IC)							
1. In our company, management normally meets with the employees to inform them of matters relating to the organization (objectives strategies, etc.)	1	2	3	4	5	6	7
2. In our company, management normally inform their employees about aspects affecting their work environment	1	2	3	4	5	6	7
3. In our company, management inform all the employees	1	2	3	4	5	6	7
4. The company's management inform the employees about work problems	1	2	3	4	5	6	7

APPENDIX II: QUESTIONNAIRE - VIETNAMESE VERSION

Kính gửi anh/chị,

Tôi tên là Phạm Thị Oanh, là sinh viên thạc sĩ quản trị kinh doanh tại trường Đại học Nam Hoa, Đà Loan. Tôi đang thực hiện nghiên cứu về đề tài “Làm thế nào để Truyền thông nội bộ Kiểm duyệt mối quan hệ giữa CSR được nhận thức của người bán hàng đối với Nhân viên, Sự hài lòng trong công việc, Ý định ở lại và Định hướng khách hàng”.

Tôi xin chân thành mời anh/chị dành 10 phút để hoàn thành bảng câu hỏi dưới đây. Không có bất kỳ thông tin cá nhân nào sẽ được công khai. Hãy yên tâm rằng câu trả lời của anh/chị đều được bảo mật. Xin anh/chị vui lòng dành thời gian của mình để điền vào bảng câu hỏi một cách chính xác nhất có thể. Sự giúp đỡ của anh/chị là rất quan trọng cho nghiên cứu này của tôi. Dữ liệu khảo sát sẽ chỉ được sử dụng làm mục đích của nghiên cứu này.

Cảm ơn anh/chị rất nhiều vì đã tham gia cuộc khảo sát này! Chúc một ngày tốt lành!

Trân trọng,

Phần I: Thông tin cá nhân

Xin anh/chị vui lòng cho biết các thông tin sau:

1. Giới tính: Nam Nữ
7. Độ tuổi: ≤ 25 26-35 ≥ 36
2. Trình độ học vấn: Trung học phổ thông Trung cấp/ Cao đẳng Đại học
 Thạc sĩ hoặc cao hơn
3. Kinh nghiệm làm việc: ≤1 năm 1-5 năm 6- dưới 10 năm 10 năm và trên
4. Vị trí hiện tại: Nhân viên Quản lý cấp cơ sở Quản lý cấp trên cơ sở
5. Thu nhập hằng tháng (VND): <10 triệu 10-20 triệu 21-30 triệu
 31-40 triệu >40 triệu

Phần II: Các câu trả lời dưới đây được đo lường với mức độ đồng ý từ (1) **RẤT KHÔNG ĐỒNG Ý** (2) **KHÔNG ĐỒNG Ý** (3) **PHẦN NÀO KHÔNG ĐỒNG Ý** (4) **BÌNH THƯỜNG** (5) **PHẦN NÀO ĐỒNG Ý** (6) **ĐỒNG Ý** (7) **RẤT ĐỒNG Ý**.

	Mức độ đồng ý
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Vui lòng KHOANH TRÒN vào lựa chọn phù hợp với ý kiến của Anh/Chị	Rất không đồng ý	Không đồng ý	Phần nào không đồng ý	Bình thường	Phần nào đồng ý	Đồng ý	Rất đồng ý
Nhận thức được Trách nhiệm xã hội của Doanh nghiệp đối với nhân viên							
1. Công ty tôi trả lương công bằng cho mỗi công việc.	1	2	3	4	5	6	7
2. Công ty của tôi đảm bảo an toàn nơi làm việc cho nhân viên.	1	2	3	4	5	6	7
3. Công ty của tôi đối xử công bằng với nhân viên của mình (không phân biệt đối xử hoặc lạm dụng)	1	2	3	4	5	6	7
4. Công ty của tôi cung cấp cơ hội nghề nghiệp và đào tạo cho nhân viên.	1	2	3	4	5	6	7
5. Công ty của tôi cung cấp một môi trường làm việc dễ chịu (ví dụ: giờ giấc linh hoạt, hòa giải)	1	2	3	4	5	6	7
Mức độ hài lòng công việc							
1. Tôi hài lòng với những gì tôi đang làm trong công việc	1	2	3	4	5	6	7
2. Tôi hài lòng với các mối quan hệ trong công việc	1	2	3	4	5	6	7
3. Công việc của tôi mang lại cho tôi cảm giác thành công	1	2	3	4	5	6	7
4. Công việc của tôi rất thú vị	1	2	3	4	5	6	7
5. Tôi thực sự đang làm những việc đáng giá trong công việc của tôi	1	2	3	4	5	6	7
6. Nói chung tôi hài lòng với công việc của mình	1	2	3	4	5	6	7
Ý định ở lại							
1. Tôi dự định làm việc ở công việc hiện tại càng lâu càng tốt.	1	2	3	4	5	6	7

2. Tôi sẽ không tìm một công việc mới trong tương lai gần	1	2	3	4	5	6	7
3. Ngay cả khi có mức lương cao hơn hoặc / và công việc tốt hơn do các tổ chức khác cung cấp, tôi vẫn muốn tiếp tục công việc này	1	2	3	4	5	6	7
4. Tôi không nghĩ đến việc bỏ việc	1	2	3	4	5	6	7
Định hướng khách hàng							
1. Tôi khiến mọi khách hàng cảm thấy mình là người tiêu dùng duy nhất	1	2	3	4	5	6	7
2. Tôi đáp ứng nhanh chóng các yêu cầu của khách hàng	1	2	3	4	5	6	7
3. Tôi luôn giữ lợi ích tốt nhất của khách hàng trong tâm trí của tôi	1	2	3	4	5	6	7
4. Ưu tiên công việc của tôi luôn là sự trung thành của khách hàng	1	2	3	4	5	6	7
Truyền thông nội bộ							
1. Trong công ty của chúng tôi, ban lãnh đạo thường gặp gỡ nhân viên để thông báo cho họ về các vấn đề liên quan đến tổ chức (chiến lược mục tiêu, v.v.)	1	2	3	4	5	6	7
2. Trong công ty của chúng tôi, ban lãnh đạo thường thông báo cho nhân viên của họ về các khía cạnh ảnh hưởng đến môi trường làm việc của họ	1	2	3	4	5	6	7
3. Trong công ty của chúng tôi, ban lãnh đạo thông báo cho tất cả các nhân viên	1	2	3	4	5	6	7
4. Ban lãnh đạo công ty thông báo cho nhân viên về các vấn đề trong công việc	1	2	3	4	5	6	7