

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

Nguyễn Tấn Phước¹, Đào Duy Huân²

Abstract

This article is completed from research at enterprises operating in the field of plant protection products in the Mekong Delta - Vietnam, the purpose of the research is to examine the impact of corporate social responsibility awareness (PCSR) on employee performance (EWR), perceived task orientation (IRTP), organizational citizenship behavior at the individual level (OCB-I) and the organizational level (OCB-O), through the mediating role of organizational trust (OT), the moderating role of organizational reputation (OR). Through pilot testing of 100 samples and official quantitative survey of 385 samples to test Cronbach's Alpha coefficients, EFA, CFA and SEM structural model using SPSS, AMOS Version 4.2. The results show that: PCSR has a positive impact on EWR with OT as the intermediary. There is a moderating effect of OR on the relationship between PCSR and OT. The obtained coefficient values answered the hypotheses H1; H2a; H2b; H2c; H3; H4; H5; H6 respectively 0.687; 0.374; 0.606; 0.602; 0.229; 0.153; 0.159; 0.185. The results of the research model help business managers have more insight into the impact of corporate social responsibility awareness with the mediating role of organizational trust on employee work performance. Thereby, helping business leaders make appropriate adjustments to meet the desired goals of the business. The research is still limited in space and sample size.

Keywords: Organizational Trust, PCSR, OCB, OCBO, OCBI, EWR, OR

INTRODUCTION

There has been an explosion of research on corporate social responsibility (CSR) perceptions since the 2000s at many levels, from many perspectives such as management, strategic management, human resource management, marketing, finance, accounting, environmental management. Corporate social responsibility has become an important factor in the success and sustainable development of businesses, not only helping to enhance the image and reputation of the business but also positively affecting the community and the environment. Moreover, it also helps to bring high results in the operations and business results of the business. Therefore, many companies have made efforts in their actions and activities towards society. Therefore, scholars have paid increasing attention to many different fields (Shin, 2017). Previous studies have emphasized the impact of CSR on organizational performance at the macro level such as Aguinis and Glavas (2012); Kim et al (2017); Serra Cantallops et al. (2017). However, there is a great need for analytical studies on social responsibility at the micro level, especially employee-level outcomes including individual task orientations and behaviors (Y Liu et al, 2023; L Zhang, 2023).

Organizational citizenship behavior (OCB) and task orientation outcomes are the most important individual outcomes emphasized in this research stream (Lee et al., 2015). On the other hand, through a review of the literature and related literature, the author found that very few studies on organizational behavior (OB) or human resource management (HRM) addressed CSR perceptions (Aguinis et al., 2024). This lack of research may stem from the lack of systematic and comprehensive testing or refinement of theories underlying employees' CSR perceptions (Rupp et al., 2013), or from methodological and measurement issues (Morgeson et al., 2024). In Vietnam, there are studies that are interested in CSR or PCSR. However, the research areas are related to the banking sector, the seafood sector such as the studies of Tran Thi Ninh (2020) and Hoang Thi Phuong Thao and Huynh Long Ho (2015), Nguyen Thi Ngoc Phuong and colleagues (2019). In general, studies in Vietnam on the impact of PCSR perception on work outcomes in the Mekong Delta region in the field of

¹ Tay Do University, Vietnam. E-mail: NguyenTanPhuoc24647@Gmail.com

² Tay Do University, Vietnam

pesticide production are still very limited. Therefore, in this study, the author will focus on studying the impact of corporate social responsibility awareness on employee work outcomes through the mediating role of organizational trust.

THEORETICAL BASIS AND RESEARCH HYPOTHESES

Perceived social responsibility (PCSR) and organizational trust (OT).

Perceived corporate social responsibility (PCSR) according to Endsley (1995) is the perception created through the interaction between employees and the organization. According to Liang & Yoon, (2023), PCSR is the way stakeholders perceive and evaluate the CSR activities of the enterprise. Dahlsrud (2006) proposed the concept of PCSR as the way stakeholders understand and interpret information about the enterprise's CSR. It is the way stakeholders form and maintain beliefs about the enterprise's CSR (Crane & Matten, 2007). With the literature review, the author can understand that employees' perception of CSR can be understood as employees' perception of the enterprise's CSR activities. For organizational trust, a person's belief that the actions of another party will be beneficial, not detrimental to their own interests. Therefore, in a business organization, employees will perceive the ethical practices of the business organization in internal and external relationships. Therefore, in the view of corporate social responsibility (PCSR), Hansen et al. (2011) stated that through CSR activities, it will send important signals to employees in the business about the ethics and values of the business to stakeholders, to the government, to internal employees, to customers about the level of trust (Hansen et al., 2011). In addition, trust is a fundamental attribute of strong, healthy relationships, so strong relationships require positive exchanges between the parties involved in the relationship and Trust will determine the quality of this exchange process (Hansen et al., 2011; Mayer and Gavin, 2005). Researcher Blau has presented a view of the trust-based mechanism as a foundation for the model of corporate social responsibility (CSR) and is clearly perceived through social exchange theory (Blau, 1964). Social exchange theory has raised and explained the law of reciprocity, specifically, in an exchange relationship between two parties, when one party is kind to the other, the other party may respond to kindness in a similar way. (Homans, 1961; Blau, 1964 and Emerson, 1972). Social exchange theory states that. Corporate Social Responsibility (CSR) towards employees creates employee trust in the organization, which is the result of the reciprocal exchange mechanism of Corporate Social Responsibility towards external parties such as social, non-social stakeholders and customers, with internal parties such as their employees and all will inculcate organizational trust in the mind (Maqbool & Nazir, 2023; Aslam et al., 2024). Therefore, Bauman and Skitka (2012), stated that, Corporate Social Responsibility will influence the way individuals, especially employees in the business and future employees, perceive the business organization they participate in in a good or bad way. Therefore, in his statement, Bello (2012) stated that trust in the business organization will increase work commitment, employees' intention to stay long-term, and increase compliance with ethical citizenship behavior in the organization. With Krot and Lewicka (2012), organizational trust will reduce risks and costs incurred in operations and increase employee commitment and productivity. In short, when Corporate Social Responsibility (CSR) activities are implemented, it will send important signals to employees in the enterprise about the ethics and values of the company to stakeholders such as the government, internal employees, and customers. This will have an impact, create feelings, awareness and create a level of trust and confidence of employees towards the organization under the impact of implementing Corporate Social Responsibility (CSR) and organizational trust from both internal and external perspectives, both bring great value to the enterprise such as increasing the number of customers, increasing employee engagement, reducing recruitment and training costs due to personnel fluctuations in the enterprise, attracting resources to the enterprise. Therefore, the perception of corporate social responsibility (PCSR) viewed from corporate social responsibility (CSR) activities through interactions with stakeholders will affect employee trust (OT) in the organization, and stakeholder trust in the organization. The author proposes the following hypothesis H1:

H1: Perceived corporate social responsibility (PCSR) has an impact on Organizational Trust (OT).

Social Responsibility Perception (PCSR) and Employee Performance (EWR).

Perceived corporate social responsibility (PCSR) has the potential to create positive outcomes for employees at work and Perceived corporate social responsibility (PCSR) encourages employees to have a strong and lasting relationship with the organization based on a sense of belonging and a sense of unity with the organization (Bhattacharya et al., 2009; Ashforth et al., 1989). With Dutton et al. (1994); Bhattacharya et al. (2009) argue that employees in an organization will tend to be enthusiastic, emotionally and cognitively committed to their business organization, thus creating more positive attitudes towards work, affecting their own work outcomes. Performance outcomes are also part of the goals in business and Dweck and Leggett (1988) stated that, goals in business are directed towards a specific action, goals direct the individual's attention to actions related to the goal and create a framework to explain with related events and results. With Dweck (2013), goal orientation creates results in activities considered with quite stable personality traits, nurtured by theories about the self, about the nature and development of attributes such as personality, intelligence, abilities, skills that people have.

Vandewalle (1997) and Elliot and Church (1997) divided performance goal orientations into performance-approach orientations and performance-avoidance orientations, since performance-oriented individuals may be motivated to outperform others and prove their superiority, or to avoid failure and appear incompetent. And Elliot (2005) stated that individuals with mastery goals tend to believe their abilities are malleable and approach challenging tasks with the desire to develop new skills. With Barron and Harackiewicz (2000) argued that individuals with a performance-approach orientation tend to exert enough effort to accomplish their goals, resulting in their work outcomes being superior to others.

Therefore, the impact of the organization's social responsibility activities will have an impact on employees' perceptions and behaviors in performing work results and achieving work goals. As Chaudhary (2018); Mensah et al. (2017) and Helm (2013) have stated, companies with good social responsibility will attract better employees. However, Chaudhary (2018); Mensah et al. (2017); Helm (2013) stated that there are still different views on the level of influence of social responsibility on the effectiveness and work results in the activities of employees and organizations. Wagner et al. (2004); Knippenberg et al. (2000) also recognized that employees who have a strong perception, awareness, and identification with their organization will tend to show good, energetic, and constructive attitudes and behaviors toward the organization and their work to improve work results and improve performance in business operations. With the above presentation, the author proposes hypothesis H2:

H2a: Perception (PCSR) has an impact on task orientation outcome (IRTP).

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

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

Organizational Trust (OT) and Task Oriented Performance (IRTP)

Organizational trust is viewed from the relationship between employees and the business organization and society in general. Podsakoff et al. (1990) stated that organizational trust is the extent to which employees trust their superiors and colleagues. George et al. (2020) stated that organizational trust is a social exchange relationship. Sharing the same view, Podsakoff et al. (1990) pointed out that the level of organizational trust is the extent to which employees trust their superiors and colleagues. According to the author, the view of Yang and Tsai (2022) is consistent with Maslow's hierarchy of needs (1943): When employees perceive that they can benefit from the behavior of the business organization or leader, employees will positively reward the business organization or leader. Thus, trust in the organization will bring about operational efficiency and specifically the process of effective goal implementation. Therefore, organizational trust is the level of trust perceived by employees in the business organization and when considering organizational trust, employees have greater or lesser trust in the current and future status of the organization, the business and the work implementation process through their actions. As Akdere et al. (2012); Vineburgh (2010) stated, when trust in the business organization increases, job satisfaction also increases, work results, productivity and performance of work, and overall business performance increase. Rupp et al. (2013); Bridoux et al. (2016) also stated that employee behavior in the organization is greatly influenced by the organization, the impact of the organization plays an important role in shaping employee behavior towards the organization. Employee behavior plays an important

role in organizational performance (Nisar et al., 2014). It is reflected in work efficiency, the effectiveness of performing assigned tasks. As Akdere et al. (2012); Vineburgh (2010) stated, when trust in the organization increases, good employee behavior increases, job satisfaction also increases, work results, productivity and performance of work, and overall business performance increase. With the above presentations and through a literature review, the author finds that there is a correlation between organizational trust and the effectiveness of employees in performing tasks in the organization. However, the level of correlation will need to be tested. Therefore, the author proposes hypothesis H3:

H3: Organizational trust (OT) has an impact on task-oriented performance (IRTP).

Organizational Trust (OT) – Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) according to Nuryanto et al. (2023); Chaudhary (2020); Ahmad et al. (2020); Kunda et al. (2019); Tourigny et al. (2019); He et al. (2019); Nuryanto et al. (2023); Organ (1988). Organ (1988) himself mentioned that there are 5 parts, including altruism, politeness, conscience, civic virtue and sportsmanship. When looking at Chaudhary's (2020) scale of Organizational Citizenship Behavior, it is seen that Chaudhary's (2020) concerns aspects such as attending events that are not mandatory but beneficial to the organization's image, keeping up with developments in the organization, defending the organization when other employees criticize the organization, showing pride in representing the organization in public, offering ideas to improve the organization's performance, showing loyalty to the organization, taking action to protect the organization from potential problems, and showing concern for the organization's image. When looking at Williams and Anderson's (1991) scale of Organizational Citizenship Behavior, it is seen that concerns are clearly divided between Organizational Citizenship Behavior oriented at organizational-level interactions (OCB-O) and Organizational Citizenship Behavior oriented at individual-level interactions (OCB-I). However, Kunda et al. (2019) when examining the organizational citizenship behavior developed by the scale of Podsakoff et al. (1990), the 24-item scale includes five sub-scales: altruism, conscientiousness, sportsmanship, politeness, and civic virtue. Regarding Organizational Trust (OT) affecting Organizational Citizenship Behavior (OCB) in terms of two aspects (1) Individual Citizenship Behavior (OCB-I) and (2) Organizational Citizenship Behavior (OCB-O), the studies have been conducted by Ahmad et al. (2020); Tourigny et al. (2019); Top et al. (2015); Ahmad et al. (2020); Kunda et al. (2019); Tourigny et al. (2019); He et al. (2019); Top et al. (2015); Podsakoff et al. (1990); Organ (1988). However, when considering separately according to Individual Citizenship Behavior (OCB-I) with the attributes Helping absentees; Listening to the problems and concerns of co-workers; Caring about other employees; Helping new employees, and considering the aspect of Organizational Citizenship Behavior (OCB)-O with the attributes Giving advance notice when unable to come to work; Complaining about unworthy things at work; Complying with informal rules set to maintain order; Showing loyalty to the organization, these are still new issues. Therefore, the author proposes hypotheses H4; H5:

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

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

Organizational Reputation (OR)

The performance of the business in general, the reputation, prestige, of the organization increases, will create efficiency in the operation when the business. Reputation is created by compliance with social rules, ethical rules. Tilakasiri (2012) affirmed that if the business does not comply with ethics, it will face great penalties and bad consequences, causing damage to reputation, reducing productivity, and greatly affecting the loyalty of employees and customers. With the implementation of corporate social responsibility is met to stakeholders, Donaldson and Preston (1995) stated, when the requirements of stakeholders are met through the implementation of corporate social responsibility, the reputation of the business organization will increase. As Tilakasiri (2012) stated, when a business does not comply with ethics in its operations, it will face negative consequences, such as damage to reputation, leading to reduced productivity, reduced customer loyalty, and reduced efficiency in the organization's operations. As Gainess-Ross (2008) stated, when reputation is damaged, trust will also be damaged. The author also found and agreed with Pellet and Gaines (2008) that reputation is

increasingly recognized as an important asset, greatly affecting the operations of a business organization. With the above presentations, it can be seen that there is a relationship and impact of organizational reputation on the operations and trust in the business organization. When reputation is damaged, trust will also be damaged (Gainess-Ross, 2008). The author of the thesis proposes hypothesis H6:

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

Research hypothesis and proposed model

With the above presentations and hypotheses, the author presents the proposed model.

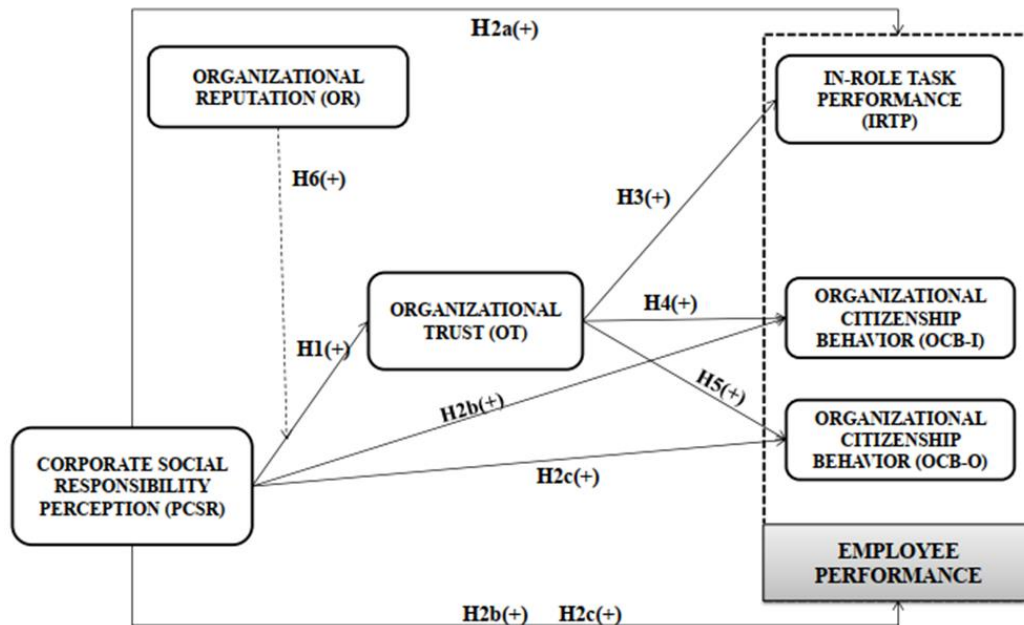


Figure 1: Proposes a research model

RESEARCH METHODOLOGY

In this study, the author used a combination of qualitative and quantitative research methods. With qualitative research, the author conducted in-depth interviews, expert group discussions, developed questionnaires and proposed research models. With quantitative research, the author conducted a pilot test with a sample size of $n=100$ and officially with a sample size of $n=385$. The subjects were employees who were and are working at enterprises in the Mekong Delta - Vietnam. With employees who have left their jobs, it will show their perception of the current situation of the enterprise during the period when they left their jobs. With employees who are working, they provide the current situation of the enterprise through their perceptions. From there, the author will have appropriate comparisons and assessments. The questionnaire was built with many new attributes and aspects suitable for enterprises operating in the field of plant protection drugs in the Mekong Delta - Vietnam from the inheritance and development with adjustments from the scale of Turker (2009); Pearce et al. (1994); Top et al. (2015); Williams, et al. (1991); Chaudhary (2020); Organ (1988); Podsakoff et al. (1990) with the consensus of experts. The scale used is 5-point Likert and the software used is Process Procedure for SPSS, AMOS Version 4.2. Initially, the author conducted a Pilot test with a sample size of $n=100$ to test the reliability of the scale. Next, the author completed the questionnaire and conducted an official survey. The official survey process was sent directly by the author, sending the Google Form link via Zalo, Viber, Wechat, Whatsapp apps. The results were 402 questionnaires, of which 385 were valid and encoded through SPSS software for analysis.

RESULTS AND ANALYSIS

Pilot test results.

Table 1: Summary results of preliminary testing of the scale in the model.

Scale name	Number of observed variables	Cronbach Alpha coefficient	Test results
Independent variable (PCSR)			
Responsibility to stakeholders	4	0,826	Accept
Responsibility to employees	4	0,882	Accept
Responsibility to customers	3	0,872	Accept
Responsibility to government	3	0,838	Accept
Intermediate Variable (OT)			
Trust in the organization	5	0,843	Accept
Dependent variable (EP)			
Mission-oriented results	10	0,942	Accept
Organizational Citizenship Behavior (OCB-I)	5	0,757	Accept
Organizational Citizenship Behavior (OCB-O)	5	0,889	Accept
Moderator Variable (OR)			
Organizational reputation	5	0,887	Accept

The results of the reliability analysis of the 9 scales in the research model show that the reliability coefficients of the Cronbach's Alpha scales are all greater than 0.7 and the observed variables have values from 0.757 to 0.942, and the total item correlation is greater than 0.3. This shows that the observed variables in each group measure the same concept consistently and demonstrate good reliability.

Preliminary exploratory factor analysis (EFA)

The result of factor analysis was conducted based on observed variables. After EFA analysis, the KMO value = 0.694 is greater than 0.5 and Bartlett's Test (Sig. = 0.000) meets the requirements. The total variance extracted value is 71.582%, greater than 50%, Eigenvalue >1. Therefore, we can see that, based on all the above statistical criteria, factor analysis is appropriate.

Official quantitative research results with 385 samples

Demographic information

After the direct survey or survey via Google Form link via Zalo, Viber, Wechat, Whatsapp apps, the results were 402 questionnaires, of which 385 were valid and encoded through SPSS software for analysis. Results obtained on Gender: Men account for the majority with 62.6%, women account for 35.8%. Age: The 22-30 age group accounts for the highest proportion (44.9%), the 31-40 age group (24.9%). This shows that the workforce in the industry is mainly young people, consistent with the characteristics of the workforce. The 41-50 age group accounts for 20% and the over 50 age group accounts for 10.1%, reflecting a significant number of workers in the industry, demonstrating experience and long-term commitment to the profession. Marital status: The proportion of married people (57.1%) is higher than that of single people (42.9%). Job position: As mentioned, the survey subjects are workers - employees, so the overwhelming proportion of employees (90.1%) is completely appropriate. The low management rate (9.9%) also reflects the common personnel structure in manufacturing companies. Education level: The proportion of people with less than university degrees accounts for the majority (53%), the proportion of people with university degrees (33%). Monthly income level: Income under 15 million/month accounts for nearly 70%), consistent with the actual salary of workers in the Mekong Delta region. The proportion of income from 15 million or more (30%) is relatively low.

Scale validation with Cronbach's Alpha coefficient

The results of Cronbach's Alpha reliability test showed that the 9 scales were reliable with Cronbach's Alpha values ranging from 0.78 - 0.923, all ≥ 0.6 .

Table 2: Summary of Cronbach's Alpha test results

Tên thang đo	Observation variable	Cronbach's Alpha	Result
PCSR - Stakeholders	4	0.806	Accept
PCSR - Staff	4	0.83	Accept
PCSR - Customer	3	0.79	Accept
PCSR - Government	3	0.781	Accept
OR - Reputation	5	0.9	Accept
OT - Trust	5	0.901	Accept
EP - Mission Oriented	9	0.923	Accept
EP - OCB-I	5	0.875	Accept
EP - OCB-O	5	0.885	Accept

Scale evaluation by exploratory factor analysis EFA

From the exploratory factor analysis EFA based on 43 observed variables. The result KMO = 0.913 > 0.5; Bartlett's Test: Chi square = 10180.489; df = 903; Sig. = 0.000 < 0.05; The total variance extracted is 60.357% > 50%, showing that the 9 newly extracted factors explain 60.357% of the variation in the data set and the Eigenvalue of the last extracted factor is 1.041 greater than 1, meeting the criteria for factor analysis.

Table 3 Rotated factor matrix in EFA analysis

Observation variable	Factor								
	IRTP	OR	OT	OCB-I	OCB-O	PCSR-B	PCSR-A	PCSR-D	PCSR-C
EP9	0.788								
EP3	0.780								
EP4	0.779								
EP5	0.774								
EP10	0.769								
EP6	0.745								
EP2	0.740								
EP7	0.711								
EP1	0.670								
OR2		0.872							
OR3		0.854							
OR5		0.851							
OR4		0.742							
OR1		0.676							
OT3			0.852						
OT1			0.827						
OT5			0.805						
OT4			0.776						
OT2			0.722						
EP15				0.826					
EP12				0.786					
EP14				0.768					
EP11				0.745					
EP13				0.551					
EP20					0.865				
EP17					0.820				
EP19					0.765				
EP16					0.681				
EP18					0.574				
PCSR6						0.758			
PCSR7						0.742			
PCSR5						0.725			
PCSR8						0.680			
PCSR2							0.866		

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

Observation variable	Factor								
	IRTP	OR	OT	OCB-I	OCB-O	PCSR-B	PCSR-A	PCSR-D	PCSR-C
PCSR1							0.693		
PCSR3							0.647		
PCSR4							0.612		
PCSR13								0.836	
PCSR12								0.744	
PCSR14								0.612	
PCSR9									0.656
PCSR10									0.592
PCSR11									0.587

Explain Total Variance

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	12.793	29.751	29.751	12.400	28.837	28.837	8.125
2	4.261	9.909	39.661	3.894	9.057	37.894	3.936
3	2.988	6.949	46.609	2.627	6.110	44.004	8.440
4	2.370	5.512	52.122	1.965	4.570	48.573	7.257
5	1.834	4.265	56.386	1.463	3.401	51.975	7.652
6	1.687	3.923	60.309	1.299	3.022	54.997	7.334
7	1.381	3.211	63.520	.974	2.266	57.263	6.197
8	1.144	2.660	66.181	.720	1.673	58.936	5.437
9	1.041	2.420	68.601	.611	1.421	60.357	6.309
10	.816	1.897	70.498				
11	.772	1.795	72.293				
12	.748	1.740	74.033				
13	.649	1.509	75.542				
14	.648	1.506	77.049				
15	.625	1.454	78.503				
16	.583	1.356	79.859				
17	.551	1.281	81.140				
18	.528	1.228	82.368				
19	.523	1.216	83.584				
20	.462	1.073	84.657				
21	.442	1.027	85.684				
22	.429	.997	86.681				
23	.403	.938	87.620				
24	.395	.918	88.538				
25	.370	.860	89.398				
26	.355	.826	90.224				
27	.346	.805	91.029				
28	.344	.800	91.829				
29	.328	.763	92.592				
30	.305	.709	93.301				
31	.304	.706	94.007				
32	.285	.662	94.669				
33	.272	.633	95.302				
34	.262	.610	95.913				
35	.239	.556	96.469				
36	.232	.539	97.008				
37	.225	.523	97.531				
38	.212	.493	98.024				
39	.196	.456	98.480				
40	.191	.445	98.924				
41	.174	.404	99.328				
42	.159	.370	99.698				
43	.130	.302	100.000				

Extraction Method: Principal Axis Factoring.

Scale Evaluation by Confirmatory Factor Analysis (CFA)

The CFA factor analysis results were performed for the scales and the standardized CFA results are as follows:

Standardized Regression Weights:(Group number 1- Default model)			Regression Weights: (Group number 1 - Default model)							Correlations: (Group number 1-Default model)				
		Estimate			Estimate	S.E.	C.R.	P	Label		Estimate			
EP9	<--	IRTP	0.759	EP9	<--	IRTP	1			IRTP	<-->	OR	0.285	
EP3	<--	IRTP	0.781	EP3	<--	IRTP	1.062	0.067	15.938	***	IRTP	<-->	OT	0.489
EP4	<--	IRTP	0.752	EP4	<--	IRTP	0.967	0.063	15.255	***	IRTP	<-->	OCB_I	0.337
EP5	<--	IRTP	0.81	EP5	<--	IRTP	1.055	0.063	16.643	***	IRTP	<-->	OCB_O	0.37
EP10	<--	IRTP	0.804	EP10	<--	IRTP	1.068	0.065	16.497	***	IRTP	<-->	PCSR_B	0.476
EP6	<--	IRTP	0.709	EP6	<--	IRTP	0.924	0.065	14.272	***	IRTP	<-->	PCSR_A	0.336
EP2	<--	IRTP	0.758	EP2	<--	IRTP	1.035	0.067	15.394	***	IRTP	<-->	PCSR_D	0.348
EP7	<--	IRTP	0.724	EP7	<--	IRTP	0.951	0.065	14.618	***	IRTP	<-->	PCSR_C	0.446
EP1	<--	IRTP	0.706	EP1	<--	IRTP	0.962	0.068	14.193	***	OR	<-->	OT	0.253
OR2	<--	OR	0.884	OR2	<--	OR	1				OR	<-->	OCB_I	0.088
OR3	<--	OR	0.854	OR3	<--	OR	0.907	0.041	22.079	***	OR	<-->	OCB_O	0.063
OR5	<--	OR	0.844	OR5	<--	OR	0.915	0.042	21.616	***	OR	<-->	PCSR_B	0.14
OR4	<--	OR	0.744	OR4	<--	OR	0.814	0.046	17.546	***	OR	<-->	PCSR_A	0.081
OR1	<--	OR	0.685	OR1	<--	OR	0.681	0.044	15.485	***	OR	<-->	PCSR_D	0.109
OT3	<--	OT	0.8	OT3	<--	OT	1				OR	<-->	PCSR_C	0.072
OT1	<--	OT	0.813	OT1	<--	OT	0.972	0.055	17.585	***	OT	<-->	OCB_I	0.564
OT5	<--	OT	0.802	OT5	<--	OT	1.03	0.06	17.288	***	OT	<-->	OCB_O	0.573
OT4	<--	OT	0.794	OT4	<--	OT	1.002	0.059	17.073	***	OT	<-->	PCSR_B	0.545
OT2	<--	OT	0.814	OT2	<--	OT	1.073	0.061	17.614	***	OT	<-->	PCSR_A	0.445
EP15	<--	OCB_I	0.755	EP15	<--	OCB_I	1				OT	<-->	PCSR_D	0.334
EP12	<--	OCB_I	0.823	EP12	<--	OCB_I	1.123	0.069	16.17	***	OT	<-->	PCSR_C	0.611

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

EP14	<--	OCB_I	0.779	EP14	<--	OCB_I	0.998	0.066	15.236	***	OCB_I	<-->	OCB_O	0.622
EP11	<--	OCB_I	0.8	EP11	<--	OCB_I	1.025	0.065	15.685	***	OCB_I	<-->	PCSR_B	0.466
EP13	<--	OCB_I	0.673	EP13	<--	OCB_I	0.91	0.07	13.004	***	OCB_I	<-->	PCSR_A	0.472
EP20	<--	OCB_O	0.827	EP20	<--	OCB_O	1				OCB_I	<-->	PCSR_D	0.403
EP17	<--	OCB_O	0.831	EP17	<--	OCB_O	1.016	0.054	18.723	***	OCB_I	<-->	PCSR_C	0.61
EP19	<--	OCB_O	0.778	EP19	<--	OCB_O	0.91	0.053	17.105	***	OCB_O	<-->	PCSR_B	0.41
EP16	<--	OCB_O	0.749	EP16	<--	OCB_O	0.903	0.056	16.254	***	OCB_O	<-->	PCSR_A	0.553
EP18	<--	OCB_O	0.714	EP18	<--	OCB_O	0.881	0.058	15.272	***	OCB_O	<-->	PCSR_D	0.386
PCSR6	<--	PCSR_B	0.788	PCSR6	<--	PCSR_B	1				OCB_O	<-->	PCSR_C	0.63
PCSR7	<--	PCSR_B	0.834	PCSR7	<--	PCSR_B	1.008	0.061	16.526	***	PCSR_B	<-->	PCSR_A	0.511
PCSR5	<--	PCSR_B	0.703	PCSR5	<--	PCSR_B	0.782	0.057	13.804	***	PCSR_B	<-->	PCSR_D	0.642
PCSR8	<--	PCSR_B	0.645	PCSR8	<--	PCSR_B	0.812	0.065	12.542	***	PCSR_B	<-->	PCSR_C	0.619
PCSR2	<--	PCSR_A	0.773	PCSR2	<--	PCSR_A	1				PCSR_A	<-->	PCSR_D	0.487
PCSR1	<--	PCSR_A	0.749	PCSR1	<--	PCSR_A	0.95	0.07	13.652	***	PCSR_A	<-->	PCSR_C	0.51
PCSR3	<--	PCSR_A	0.729	PCSR3	<--	PCSR_A	0.976	0.073	13.337	***	PCSR_D	<-->	PCSR_C	0.481
PCSR4	<--	PCSR_A	0.612	PCSR4	<--	PCSR_A	0.762	0.068	11.219	***				
PCSR1 3	<--	PCSR_D	0.76	PCSR1 3	<--	PCSR_D	1							
PCSR1 2	<--	PCSR_D	0.756	PCSR1 2	<--	PCSR_D	0.914	0.072	12.778	***				
PCSR1 4	<--	PCSR_D	0.702	PCSR1 4	<--	PCSR_D	0.929	0.077	12.139	***				
PCSR9	<--	PCSR_C	0.712	PCSR9	<--	PCSR_C	1							
PCSR1 0	<--	PCSR_C	0.816	PCSR1 0	<--	PCSR_C	1.128	0.083	13.62	***				

PCSR1 1	<--	PCSR_ C	0.713	PCSR1 1	<--	PCSR_C	0.99	0.08	12.343	***
------------	-----	------------	-------	------------	-----	--------	------	------	--------	-----

	CR	AVE	MSV	MaxR(H)	PCSR_D	IRTP	OR	OT	OCB_I	OCB_O	PCSR_B	PCSR_A	PCSR_C
PCSR_D	0.784	0.547	0.412	0.786	0.74								
IRTP	0.914	0.572	0.239	0.917	0.35	0.756							
OR	0.902	0.649	0.064	0.916	0.11	0.285							
OT	0.902	0.647	0.373	0.902	0.33	0.489	0.253						
OCB_I	0.877	0.589	0.387	0.883	0.4	0.337	0.088	0.564					
OCB_O	0.886	0.61	0.397	0.892	0.39	0.37	0.063	0.573	0.622				
PCSR_B	0.833	0.557	0.412	0.849	0.64	0.476	0.14	0.545	0.466	0.41			
PCSR_A	0.809	0.516	0.306	0.818	0.49	0.336	0.081	0.445	0.472	0.553	0.511		
PCSR_C	0.792	0.56	0.397	0.802	0.48	0.446	0.072	0.611	0.61	0.63	0.619	0.51	

With the results obtained in the EFA factor analysis process, we see the Convergent Value because the observed variables are grouped together with factor loading coefficients in the same column in the same scale as the initially proposed scale. The discriminant value has only one factor loading coefficient for other observed variables and is greater than 0.5, proving that the observed variables have practical significance and can be used for the next testing sections. With 9 factors including: Task-oriented results - IRTP; Organizational reputation - OR; Organizational trust - OT; Organizational citizenship behavior towards the individual OCB-I; Organizational citizenship behavior towards the organization OCB-O; PCSR-B; PCSR-A; PCSR-D; PCSR-C. With the results of the rotation matrix analysis, the observed variables are clearly distributed on 9 factors, demonstrating high convergence in each group of variables and good discrimination between different groups of variables.

SEM Linear Structural Model Testing

The SEM linear structural model analysis method shows the relationship between the factors in the model and the results as shown in Figure 4.2 and the unstandardized weight results of the SEM model in Table 4 and the standardized weights of the SEM model in Table 5.

Chi-square=1424.091 ; df=654 ; P=.000

Chi-square/df=2.178

CFI=.908; IFI=.909 ; TLI=.902

RMSEA=.055

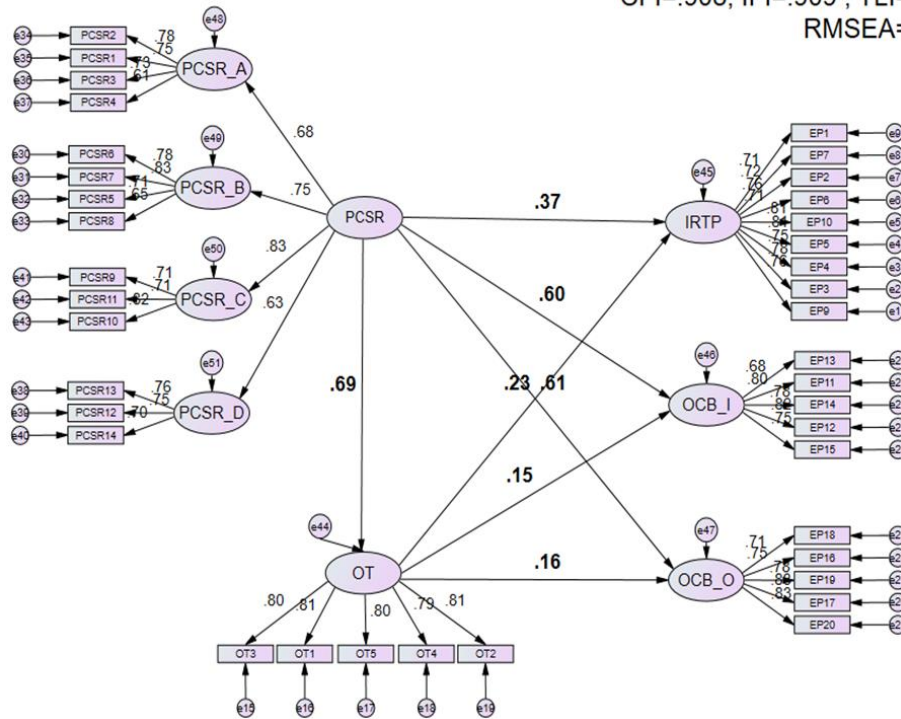


Figure 2. SEM results of the research model (standardized)

Table 4: Unstandardized weights of the SEM model

Relationship	Estimated value	SE	CR	P
PCSR → PCSR_A	1.000			
PCSR → PCSR_B	1.265	0.140	9.038	0.000
PCSR → PCSR_C	1.207	0.134	9.015	0.000
PCSR → PCSR_D	0.933	0.117	7.971	0.000
PCSR → OT	1.124	0.130	8.667	0.000
PCSR → IRTP	0.565	0.130	4.347	0.000
PCSR → OCB_O	0.945	0.144	6.582	0.000
PCSR → OCB_I	0.901	0.141	6.372	0.000
OT → IRTP	0.211	0.071	2.967	0.003
OT → OCB_I	0.140	0.068	2.068	0.039
OT → OCB_O	0.151	0.070	2.174	0.030

Table 5: Standardized weights of the SEM model

Relationship	Coefficient
PCSR → PCSR_A	0.678
PCSR → PCSR_B	0.747
PCSR → PCSR_C	0.832
PCSR → PCSR_D	0.634
PCSR → OT	0.687
PCSR → IRTP	0.374

Relationship		Coefficient	
PCSR	→	OCB_O	0.606
PCSR	→	OCB_I	0.602
OT	→	IRTP	0.229
OT	→	OCB_I	0.153
OT	→	OCB_O	0.159

The results of the linear structure analysis show that the model has 654 degrees of freedom with a Chi-square statistical value of 1424.091 (P-value= 0.000); Chi-square/df= 2.178<3; therefore, we consider additional fit measurement indicators such as CFI= 0.908; TLI = 0.902; IFI=0.909, all greater than 0.9 and RMSEA=0.055 (<0.08). According to the above criteria, the research model is consistent with the actual data collected. and the results of the unstandardized regression coefficient estimates are presented in Table 4. The results show that all relationships are statistically significant ($p < 5\%$).

Model Testing with Bootstrap Method

This test helps to assess the reliability of the estimates in the model. Usage level with a replicate sample of $N=1,000$. The estimated results from 1,000 observations are averaged along with the bias presented in Table 6. The difference (Bias) of the coefficients in the model with 1,000 observations is very small. This shows that the usage level model is still meaningful for large sample sizes, so the model estimate is reliable. Here the Mean column is the regression coefficient of the bootstrap estimate, the Bias column is the difference between the Mean regression coefficient column and the value of the regression coefficient Estimated value when running without Bootstrap. The SE-Bias column is the Standard errors of the Bias column. Here we need to calculate the critical value C.R (Critical Ratios) for it, this value is calculated by taking the Bias value divided by Se_Bias. Then compare this C.R value with 1.96 (because 1.96 is the value of the normal distribution at 0.9750, meaning 2.5% one-sided, 2-sided will be 5%). If the C.R value < 1.96 , it means $p\text{-value} > 5\%$, reject H_a , accept H_0 , conclude that the deviation is not statistically significant at the 95% confidence level, and thus we can conclude that the estimated model.

Table 6: Model estimation results with Bootstrap method

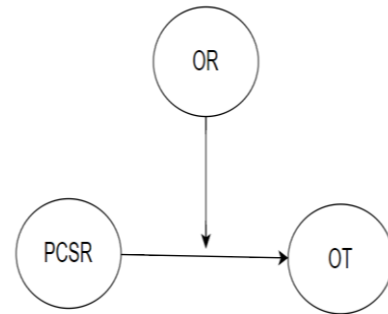
Parameter	SE	SE-SE	Mean	Bias	SE-Bias	CR
PCSR → PCSR_A	0.050	0.001	0.675	-0.002	0.002	-1.00
PCSR → PCSR_B	0.054	0.001	0.750	0.003	0.002	1.50
PCSR → PCSR_C	0.034	0.001	0.832	0.000	0.001	0.00
PCSR → PCSR_D	0.061	0.001	0.633	-0.001	0.002	-0.50
PCSR → OT	0.057	0.001	0.689	0.002	0.002	1.00
PCSR → IRTP	0.090	0.002	0.373	-0.001	0.003	-0.33
PCSR → OCB_O	0.135	0.003	0.604	-0.002	0.004	-0.50
PCSR → OCB_I	0.131	0.003	0.601	0.000	0.004	0.00
OT → IRTP	0.091	0.002	0.230	0.000	0.003	0.00
OT → OCB_I	0.133	0.003	0.152	-0.001	0.004	-0.25
OT → OCB_O	0.135	0.003	0.156	-0.002	0.004	-0.50

Testing the moderating role of organizational reputation

The analysis results using Process Procedure for SPSS Version 4.2 to assess the moderating effect of organizational reputation (OR) on the relationship between perceived social responsibility (PCSR) and organizational trust (OT). The results are shown in Table 7.

Table 7: Results of testing the moderating role

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

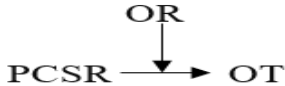


The results also showed that CSR awareness has a positive and statistically significant impact on organizational trust (coeff = 0.7697, $p = .0000$). This means that as employees' CSR awareness increases, their trust in the organization also increases. Organizational reputation has a positive and statistically significant impact on organizational trust (coeff = .1558, $p = .0003$). Employees working in organizations with good reputations tend to trust the organization more. Moderating effect: The PCSR * OR interaction is statistically significant (coeff = 0.1850; $p = .0166$), and the coefficient of the effect is (+), indicating that organizational reputation is a stronger moderator of the positive relationship between CSR awareness and organizational trust.

Research Hypothesis Testing Results

As the results of estimating the theoretical model and Bootstrap in the structural equation modeling (SEM) analysis mentioned above show that the hypothesized relationships in the theoretical model have a significance level of P-value ranging from 0.000 to 0.005, reaching statistical significance (at 95% confidence level). The results of hypothesis testing are shown in Table 8.

Table 8: Hypothesis testing results in the theoretical model

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

CONCLUSION & RECOMMENDATIONS

Conclude

The research process was carried out by combining qualitative research methods with in-depth interviews and expert group interviews, quantitative research methods were carried out through a preliminary survey phase (pilot test) with 100 observation samples, and an official survey with 385 samples. Testing was performed using SPSS software, Version 4.2 to determine the reliability of the scale through Cronbach's Alpha coefficient, EFA exploratory factor analysis, scale evaluation by CFA confirmatory factor analysis, and SEM linear structural model testing. The author's research results are also completely consistent with the views of previous studies on corporate social responsibility awareness such as Endsley (1995) which is knowledge created through the

interaction between employees and organizations, according to Woodcock et al. (2002) which is the PCSR awareness of stakeholders and assessment of corporate CSR activities. Dahlsrud (2006) views PCSR as the way stakeholders understand and interpret information about a company's CSR. Crane and Matten (2007) view PCSR as the way stakeholders form and maintain beliefs about a company's CSR. With the results of this study, the author also points out the aspects of PCSR that are of interest to stakeholders, employees, customers and the government. With employee performance, the author points out the aspects and attributes of each factor such as task orientation with 10 attributes, with organizational citizenship behavior (OCB-O) viewed in 5 attributes and with organizational citizenship behavior (OCB-I) viewed in 5 attributes. Through the verification process, the researcher also obtained the results of the impact level coefficient and the order of impact arranged from strongest to lowest as: First, Social Responsibility Awareness has the strongest impact on Organizational Trust (OT) with a regression coefficient of 0.687; Corporate Social Responsibility Awareness has the second impact on Organizational Citizenship Behavior at the individual level (OCB-I) (0.606); Corporate Social Responsibility Awareness has the third impact on Organizational Citizenship Behavior at the organizational level (OCB-O) with a regression coefficient of 0.602; Corporate Social Responsibility Awareness has the fourth impact on Task Orientation Results (IRTP) with a regression coefficient of 0.374; Organizational Trust has the fifth impact on Task Orientation Results (IRTP), with a regression coefficient of 0.229; Organizational reputation has the sixth moderating effect on the relationship between corporate social responsibility (PCSR) and organizational trust (OT) with a regression coefficient of 0.185; Organizational trust has the seventh moderating effect on Organizational Citizenship Behavior at the organizational level (OCB-O) with a regression coefficient of 0.159; Organizational trust (OT) has the eighth moderating effect on Organizational Citizenship Behavior at the individual level (OCB-I) with a regression coefficient of 0.153. With the results of linear structural analysis, the model has 654 degrees of freedom with a Chi-square statistical value of 1424.091 (P-value= 0.000); Chi-square/df= 2.178<3; the fit measurement indicators such as CFI= 0.908; TLI = 0.902; IFI=0.909 are all greater than 0.9 and RMSEA=0.055 (<0.08). The results of unstandardized regression coefficient estimates show that the relationships are all statistically significant ($p < 5\%$). With the perception of responsibility to stakeholders with a standardized regression coefficient ($\beta = 0.678$) lower than PCSR_C and PCSR_B, the PCSR_A variable group still shows a significant positive impact on organizational trust (OT). And employees also value responsibility for themselves because the group of employee responsibility variables also has a significant impact on organizational trust with ($\beta = 0.747$). For the perception of responsibility to customers as a strong driver of trust, the group of customer responsibility variables has the highest standardized regression coefficient (β) (0.832) in the relationship with organizational trust. With the perception of responsibility to the government (PCSR_D) building trust through compliance: and the perception of responsibility to the government PCSR_D has a positive impact on organizational trust (OT) with coefficient $\beta = 0.634$. In looking at the results of the impact of organizational trust and work results, it is found that organizational trust (OT) has the strongest impact on work results (IRTP) with coefficient $\beta = 0.229$, so when employees trust the organization, they tend to focus on tasks and strive to complete work effectively. Trust in the organization creates internal strength, arouses a sense of responsibility and a desire to contribute to the common success. In the test results between the impact of organizational trust (OT) on organizational citizenship behavior (OCB_O), the coefficient $\beta = 0.159$ is higher than that of organizational citizenship behavior (OCB_I) with coefficient $\beta = 0.153$: This difference shows that trust in the organization tends to promote citizenship behavior towards the benefit of the organization more than behavior towards personal benefit. And the corporate social responsibility awareness affects IRTP with a coefficient of $\beta = 0.374$ lower than OCB, but still shows that the corporate social responsibility awareness PCSR has the ability to improve the task orientation results of employees in the business organization. The research results and the above presentations show that corporate social responsibility (PCSR) awareness has a positive impact on employee performance and specifically through the factors of task orientation (IRTP), organizational citizenship behavior (OCB-I), organizational citizenship behavior (OCB-O) through the mediating role of organizational trust (OT). These findings support the theory of job performance, social exchange theory, and stakeholder theory that implementing social responsibility activities not only benefits society but can also create economic value for businesses. In addition, the study also extends previous research by examining the role of organizational reputation, which was found to be a moderator of the relationship between perceived social responsibility (PCSR) and Organizational Trust (OT) affecting the outcomes of task orientation (IRTP), Organizational

Citizenship Behavior (OCB) in general and OCB-O, OCB-I in particular, which is consistent with social identity theory, which suggests that employees tend to identify with the organization and exhibit more positive behavior when they perceive the organization to be operating responsibly towards society. In particular, perceived responsibility to customers (PCSR_C) has the strongest impact on organizational trust (OT), indicating that transparency, fairness and respect for customers' rights are key factors in strengthening employee trust. Above all, employees also expect businesses to fulfill their responsibilities towards themselves (PCSR_B), as shown by the significant impact of PCSR_B on OT. Organizational trust (OT) plays an important role in promoting both types of work outcomes, with the strongest impact on IRTP, reflecting the motivation from trust that helps employees complete assigned tasks well. OT also has a positive impact on OCB, with a higher impact on OCB_O (oriented to organizational benefits) than OCB_I (oriented to personal benefits). This shows that when trusting in the organization, employees tend to prioritize contributing to common development, showing loyalty and commitment. In addition, the study also confirmed that organizational reputation (OR) plays a positive moderating role, amplifying the impact of PCSR on OT. This study also suggests that future research should consider other socioeconomic factors, organizational and workplace factors and organizational behavioral characteristics, other individual behavioral characteristics of employees and factors that may moderate PCSR social responsibility perceptions leading to employee work outcomes and positive citizen behavior in organizations in general, and in pesticide production and trading organizations in particular.

Contribution of the Study

The results of this study play an important role in developing and enhancing awareness of corporate social responsibility (PCSR) in business organizations. The combination of organizational trust (OT) and work performance (EWR) not only creates a positive working environment but also promotes organizational citizenship behavior (OCB). The test coefficients of OCB-O and OCB-I have shown that the connection between individuals and organizations not only benefits the organization but also brings great benefits to the employees themselves. Increasing awareness of corporate social responsibility and organizational trust will lead to positive results at work, thereby improving work performance and employee satisfaction. Moreover, organizational citizenship behavior not only reflects the cultural values of the organization but also contributes to building a sustainable working environment. Future research should continue to explore and develop the links between these factors to create organizations that are not only economically successful but also socially responsible. Commitment from both leaders and employees to implementing the values of corporate social responsibility will be the key to building a strong and sustainable organization in the future. The results of this study also contribute to the theory of organizational social responsibility perception, from the CSR activities of business organizations. This study also confirmed that the organizational social responsibility perception PCSR is a very important variable for improving work performance (EWR), task orientation (IRTP), organizational citizenship behavior (OCB) in general and organizational behavior in terms of organization (OCB-O), in terms of individual (OCB-I) through the mediating role of organizational trust (OT). This study also provides support that the practice of corporate social responsibility CSR, the awareness of corporate social responsibility PCSR, not only brings benefits to society but also to the organization, to the employees themselves in general, also provides shared values, contributing to the good of society in general, to the business itself in particular. Implementing corporate social responsibility (CSR), creating good corporate social responsibility awareness (PCSR), organizational trust (OT), organizational reputation (OR), mission-oriented results (IRTP), organizational citizenship behavior (OCB), organizational citizenship behavior toward individuals (OCB-I), and organizational citizenship behavior toward organizations (OCB-O) will create organizations that are not only economically successful but also socially responsible to the community. The commitment of the collective, organization, and enterprise from leaders and employees in implementing these values will be the key to building a strong and sustainable organization and enterprise in the future.

Limitations and Future Research Directions

This study is limited to testing with a sample size of n=385 samples, the survey area is only limited to the Mekong Delta - Vietnam. Therefore, the research results cannot cover the entire pesticide industry in general,

in the Mekong Delta - Vietnam in particular, meaning that there are still limitations in terms of geographical space and space. Therefore, the number of survey samples needs to be larger and surveyed in many enterprises in the same industry or different industries, in many other localities, provinces and cities. Thereby, it is possible to assess more fully the awareness of corporate social responsibility (PCSR), determine the level of deeper influence on organizational trust (OT), impact on employee task orientation (IRTP), impact on organizational citizenship behavior (OCB) in general, organizational citizenship behavior towards individuals (OCB-I), and organizational citizenship behavior towards organizations (OCB-O) in particular. Future research can use the questionnaire of this study and expand, increase the number of questions, observed variables, expand more aspects and attributes to increase the generality of the study, the coverage of the study with the entire pesticide industry.

In this study, the variable organizational reputation (OR) plays a moderating role in the relationship between corporate social responsibility perception (PCSR) and organizational trust (OT). However, future studies may consider other moderating factors such as corporate vision, corporate mission, corporate social responsibility outcomes, corporate legal obligation performance, and corporate leadership awareness as moderating variables.

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

REFERENCES

- Abbas, J. (2020b) 'Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility', *Journal of Cleaner Production*, 242, p. 118458. doi:<https://doi.org/10.1016/j.jclepro.2019.118458>.
- Abdullah, M. H., & Rashid, N. R. N. A. (2012). The implementation of corporate social responsibility (CSR) programs and its impact on employee organizational citizenship behavior. *International Journal of Business and Commerce*, 2(1), 67-75.
- Adeosun, L. P. K., & Ganiyu, R. A. (2013). Corporate reputation as a strategic asset. *International Journal of Business and Social Science*, 4(2).
- Agarwal, J., Stackhouse, M., & Osiyevskyy, O. (2018). I love that company: Look how ethical, prominent, and efficacious it is— A triadic organizational reputation (TOR) Scale. *Journal of Business Ethics*, 153, 889-910.
- Aslam, E., Ashraf, M. S., Iqbal, A., & Shabbir, M. S. (2024). Leadership and employee behaviour: the mediating and moderating role of cognitive trust and organizational culture. *Journal of Islamic Accounting and Business Research*.
- Ahmad, Rashid; Ahmad, Saima; Islam, Talat; Kaleem, Ahmad (2020). The nexus of corporate social responsibility (CSR), affective commitment and organisational citizenship behaviour in academia. *Employee Relations: The International Journal*, 42(1), 232–247. doi:10.1108/ER-04-2018-0105
- Ahsan, M.U., Nasir, M. and Abbas, J. (2020) 'Examining the Causes of Plastic Bags Usages and Public Perception about its Effects on the Natural Environment', *International Journal of Academic Research in Business and Social Sciences*, 10(10), pp. 80–96. doi:<http://dx.doi.org/10.6007/IJARBS/v10-i10/7919>.
- Aguinis, H., Rupp, D. E., & Glavas, A. (2024). Corporate social responsibility and individual behaviour. *Nature Human Behaviour*, 8(2), 219-227.
- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of management*, 38(4), 932-968.
- Akdere, M., Gider, Ö., & Top, M. (2012). Examining the role of employee focus in the Turkish healthcare industry. *Total Quality Management & Business Excellence*, 23(11-12), 1241-1256.
- Al-bdour, A. A., Nasruddin, E., & Lin, S. K. (2010). The relationship between internal corporate social responsibility and organizational commitment within the ban
- Aldiabat, K. M., & Le Navenec, C. L. (2018). Data saturation: The mysterious step in grounded theory methodology. *The qualitative report*, 23(1), 245-261. <http://nsuworks.nova.edu/tqr/vol23/iss1/18>
- Analysis for Little Respondents: Comparing of Lisrel, Tetrad, GSCA, Amos, SmartPLS, WarpPLS, and
- Analysis for Social and Management Research: A Literature Review. *Journal of Industrial Engineering & Management Research*, 2(4), 114-123.
- Aryee, S., Budhwar, P. and Chen, Z. (2002), "Trust as a mediator of the relationship between organizational justice and work outcomes: test of a social exchange model", *Journal of Organizational Behavior*, Vol. 23 No. 3, pp. 267-285.
- Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(3), 267-285.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, 14(1), 20-39.

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

- Bagozzi, R. P. (2011). Measurement and meaning in information systems and organizational research: Methodological and philosophical foundations. *MIS Quarterly*, 35(2), 261–292.
- Bagozzi, RP (2011). Đo lường và ý nghĩa trong hệ thống thông tin và nghiên cứu tổ chức: Cơ sở phương pháp luận và triết học. *MIS hàng quý*, 35(2), 261–292.
- Barnard, Chester. 1938. *The Functions of the Executive*. Cambridge, MA: Harvard University Press
- Barnett, M. L., Jermier, J. M., & Lafferty, B. A. (2006). Corporate reputation: The definitional landscape. *Corporate Reputation Review*, 9(1), 26–38
- Bauman, C. W., & Skitka, L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in Organizational Behavior*, 32, 63-86.
- Bello, S. M. (2012). Impact of ethical leadership on employee job performance. *International Journal of Business and Social Science*, 3(11), 228-236.
- Bland, J. M. (1997). Altman DG Cronbach's alpha. *BMJ*, 314(7080), 572. doi: <https://doi.org/10.1136/bmj.314.7080.572>
- Bhattacharya, C. B., Korschun, D., & Sen, S. (2009). Strengthening stakeholder–company relationships through mutually beneficial corporate social responsibility initiatives. *Journal of Business ethics*, 85, 257-272.
- Bouckenoghe, D., Raja, U., & Butt, A. N. (2013). Combined Effects of Positive and Negative Affectivity and Job Satisfaction on Job Performance and Turnover Intentions. *The Journal of Psychology*, 147(2), 105-123. doi:10.1080/00223980.2012.678411
- Bowen, Z. (1953). *Bowen. HR,(1953), Social Responsibilities of the Businessman*: New York: Harper & Row.
- Blau, P. (1964). *Exchange and power in social life*. John Wiley & Sons
- Bridoux, F., Stofberg, N., & Den Hartog, D. (2016). Stakeholders' responses to CSR tradeoffs: When other-orientation and trust trump material self-interest. *Frontiers in Psychology*, 6, 1992.
- Brooks, M. E., Highhouse, S., Russell, S. S., & Mohr, D. C. (2003). Familiarity, ambivalence, and firm reputation: Is corporate fame a double-edged sword? *Journal of Applied Psychology*, 88, 904–914.
- Brown, T. J., Dacin, P. A., Pratt, M. G., & Whetten, D. A. (2006). Identity, intended image, construed image, and reputation: An interdisciplinary framework and suggested terminology. *Journal of the Academy of Marketing Science*, 34, 99–106
- Button, S.B., Mathieu, J.E. and Zajac, D.M. (1996), "Goal orientation in organizational research: a conceptual and empirical foundation", *Organizational Behavior and Human Decision Processes*, Vol. 67 No. 1, pp. 26-48
- Belle, G. (2002). 4.11 Do not dichotomize unless absolutely necessary. *Statistical rules of thumb*.
- Bouckenoghe, D., Raja, U., & Butt, A. N. (2013). Combined effects of positive and negative affectivity and job satisfaction on job performance and turnover intentions. *The Journal of psychology*, 147(2), 105-123.
- Barnett, J. M. (2002). Focus groups tips for beginners. Texas Centre for adult literacy & learning. <http://www-tcall.tamu.edu/orp/orp1.htm>
- Cable, D. M., & Graham, M. E. (2000). The determinants of job seekers' reputation perceptions. *Journal of Organizational Behavior*, 21, 929–947.
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business horizons*, 34(4), 39-48.
- Carroll, A. B.: 1979, 'A Three Dimensional Conceptual Model of Corporate Social Performance', *Academy of Management Review* 4(4), 497–505. doi:10.2307/257 850
- Carroll, A. B.: 1999, 'Corporate Social Responsibility: Evolution of a Definitional Construct', *Business & Society* 38(3), 268–295. doi:10.1177/0007650399038 00303
- Chaudhary, R. (2020). Corporate social responsibility and employee performance: a study among indian business executives. *The International Journal of Human Resource Management*, 31(21), 2761-2784. doi:10.1080/09585192.2018.1469159
- Carroll, A. B. (2015). Corporate social responsibility. *Organizational dynamics*, 44(2), 87-96.
- Chen, s., he, q., & ma, j. (2015). The influence of third-party punishment on cooperation: An explanation of social norm activation. *Acta Psychologica Sinica*, 47(3), 389.
- Cortina, J. M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of applied psychology*, 78(1), 98.
- Clarkson, M. E. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of management review*, 20(1), 92-117.
- Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. *Business ethics: A European review*, 16(1), 19-33.
- Commitment to Job Satisfaction. *International Journal of Social and Management Studies*, 2(1), 86-92.
- Cornelius, N., Todres, M., Janjuha-Jivraj, S., Woods, A., & Wallace, J. (2008). Corporate social responsibility and the social enterprise. *Journal of business ethics*, 81, 355-370.
- Cochran, S., & Banner, D. (1977). Spall studies in uranium. *Journal of Applied Physics*, 48(7), 2729-2737. <https://doi.org/10.1063/1.324125>
- Cummings, LL, & Bromiley, P. (1996). Kiểm kê niềm tin tổ chức (OTT). Niềm tin vào tổ chức: Biên giới của lý thuyết và nghiên cứu, 302 (330), 39-52.

- Charmaz, K. (2006). *Constructing grounded theory: A practical guide through qualitative analysis*. sage. https://books.google.com/books/about/Constructing_Grounded_Theory.html?hl=vi&id=2ThdBAAAQBAJ
- Creswell, J. W. (2013). *Qualitative Inquiry & Research Design: Choosing among Five Approaches* (3rd ed.). Thousand Oaks, CA: SAGE.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Collins, J. W., & O'Brien, N. P. (2011). *The Greenwood dictionary of education*. ABC-CLIO. <https://www.researchgate.net/file.PostFileLoader.html?id=55ffddfd5f7f71517a8b45ae&assetKey=AS:276071023116289@1442831869307>
- Collins, J. W., & O'Brien, N. P. (2003). *The greenwood dictionary of education*. Westport, Connecticut. London: https://books.google.com/books/about/The_Greenwood_Dictionary_of_Education.html?hl=vi&id=zb9BhR2ulfEC
- Crane, Andrew, & Matten, Dirk. (2007). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization*. Oxford: Oxford University Press
- Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- Gundumogula, M. (2020). Importance of focus groups in qualitative research. *The International Journal of Humanities & Social Studies*, 8(11). <https://doi.org/10.24940/theijhss/2020/v8/i11/HS2011-082>
- Connelly, L. M. (2008). Pilot studies. *Medsurg nursing*, 17(6), 411. <https://www.proquest.com/openview/553d762f3224a627486acfbf1a7320e0/1?pq-origsite=gscholar&cbl=30764>
- Danish, r., shahid, a., humayon, a., & nawaz, m. (2015). Association of affective commitment with organizational citizenship behaviour and task performance of employees in banking sector. *Yaşar Üniversitesi E-Dergisi*, 10(39), 56-67.
- Devers, C. E., Dewett, T., Mishina, Y., & Belsito, C. A. (2009). A general theory of organizational stigma. *Organization Science*, 20, 154–171.
- Douglas, S., Merritt, D., Roberts, R., & Watkins, D. (2022). Systemic leadership development: impact on organizational effectiveness. *International Journal of Organizational Analysis*, 30(2), 568-588.
- Du, S., Bhattacharya, C. B., & Sen, S. (2011). Corporate social responsibility and competitive advantage: Overcoming the trust barrier. *Management Science*, 57(9), 1528-1545.
- Duyên, C. T. L. (2018). *Trách nhiệm xã hội của doanh nghiệp: mối quan hệ với hiệu quả hoạt động—trường hợp doanh nghiệp Đồng bằng Sông Cửu Long—Việt Nam* (Doctoral dissertation, Trường Đại học Kinh tế Tp. Hồ Chí Minh).
- Dweck, C. S. (2013). *Self-theories: Their role in motivation, personality, and development*. Psychology press.
- Dewa, A. (2023). The Influence of Work Ability, Work Discipline and Work Environment on Employee Performance. *Economic and Business Horizon*, 2(3), 1-10.
- Dewi, S. P. (2012). Pengaruh pengendalian internal dan gaya kepemimpinan terhadap kinerja karyawan SPBU Yogyakarta (studi kasus pada spbu anak cabang perusahaan RB. Group). *Nominal Barometer Riset Akuntansi dan Manajemen*, 1(1).
- Dweck, C. S., & Leggett, E. L. 1988. A social cognitive approach to motivation and personality. *Psychological Review*, 95: 256–273.
- DeVellis, R. F., & Thorpe, C. T. (2021). *Scale development: Theory and applications*. Sage publications.
- Dahlsrud, A. (2006). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, 15, 1–13. <https://doi.org/10.1002/csr.132>
- DeVellis, R. F., & Thorpe, C. T. (2021). *Scale development: Theory and applications*. Sage publications. ISBN: 9781544379333
- El Akremi, A., Gond, J. P., Swaen, V., De Roeck, K., & Igalens, J. (2018). How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of management*, 44(2), 619-657.
- Elliot, A. J., & Church, M. A. 1997. A hierarchical model of approach and avoidance achievement motivation. *Journal of Personality and Social Psychology*, 73: 218–232.
- Elliot, A.J. (2005), “A conceptual history of the achievement goal construct”, in Elliot, A.J. and Dweck, C.S. (Eds), *Handbook of Competence and Motivation*, Guilford Press, New York, NY, pp. 52-72.
- Emerson, R. M. (1972). Exchange theory, part I: A psychological basis for social exchange. *Sociological theories in progress*, 2, 38-57.
- Endsley, M. R. (1995). Measurement of situation awareness in dynamic systems. *Human factors*, 37(1), 65-84.
- Farh, j. L., Dobbins, g. H., & Cheng, b. S. (1991). Cultural relativity in action: A comparison of self-ratings made by Chinese and US workers. *Personnel psychology*, 44(1), 129-147.
- Farr, J.L., Hofmann, D.A. and Rigenbach, K.L. (1993), “Goal orientation and action control theory: implications for industrial and organizational psychology”, *International Review of Industrial and Organizational Psychology*, Vol. 8, pp. 193-232.
- Fischer, E., & Reuber, R. (2007). The good, the bad, and the unfamiliar: The challenges of reputation formation facing new firms. *Entrepreneurship Theory and Practice*, 31(1), 53–75
- Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge university press.
- Freeman, I., & Hasnaoui, A. (2011). The meaning of corporate social responsibility: The vision of four nations. *Journal of business Ethics*, 100, 419-443.
- Freeman, R. B., & Medoff, J. L. (1984). What do unions do. *Indus. & Lab. Rel. Rev.*, 38, 244.

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

- Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. L., & De Colle, S. (2010). Stakeholder theory: The state of the art.
- Gaines-Ross, L. (2008). Corporate reputation: 12 steps to safeguarding and recovering reputation. John Wiley & Sons.
- Garbarino, E., & Johnson, M. S. (1999). The different roles of satisfaction, trust, and commitment in customer relationships. *Journal of marketing*, 63(2), 70-87.
- George, N. A., Aboobaker, N., & Edward, M. (2020). Corporate social responsibility and organizational commitment: effects of CSR attitude, organizational trust and identification. *Society and Business Review*, 15(3), 255-272.
- Giao, H. N. K., & Nhu, N. N. (2020). Hệ thống đánh giá kết quả thực hiện công việc của nhân viên Vietinbank Bình Dương.
- Glaveli, N. (2020). Corporate social responsibility toward stakeholders and customer loyalty: Investigating the roles of trust and customer identification with the company. *Social Responsibility Journal*, 17(3), 367-383.
- Gomes, F. C. (2010). Manajemen Sumber Daya Manusia. Yogyakarta: Penerbit Andi.
- Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. *Journal of vocational behavior*, 55(2), 254-275.
- Gond, J. P., El-Akremi, A., Igalens, J., & Swaen, V. (2010). Corporate social responsibility influence on employees. *International Center for Corporate Social Responsibility*, 54, 1-47.
- Goodman, S. A., & Svyantek, D. J. (1999). Person-Organization Fit and Contextual Performance: Do Shared Values Matter. *Journal of Vocational Behavior*, 55(2), 254-275. doi:https://doi.org/10.1006/jvbe.1998.1682
- Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. *Journal of vocational behavior*, 55(2), 254-275.https://doi.org/10.1006/jvbe.1998.1682
- Green F. 2008. "Leeway for the loyal: A model of employee discretion" *British Journal of Industrial Relationship* 46(1): 1-32.
- Hadj, T. B. (2020). Effects of corporate social responsibility towards stakeholders and environmental management on responsible innovation and competitiveness. *Journal of Cleaner Production*, 250, 119490.
- Hansen, S. D., Dunford, B. B., Boss, A. D., Boss, R. W., & Angermeier, I. (2011). Corporate social responsibility and the benefits of employee trust: A cross-disciplinary perspective. *Journal of business ethics*, 102, 29-45.
- Hansen, S.D., Dunford, B.B., Boss, A.D., Boss, R.W. and Angermeier, I. (2011), "Corporate social responsibility and the benefits of employee trust: a cross-disciplinary perspective", *Journal of Business Ethics*, Vol. 102 No. 1, pp. 29-45.
- Hao, X., Fu, W., & Albitar, K. (2023). Innovation with ecological sustainability: does corporate environmental responsibility matter in green innovation?. *Journal of Economic Analysis*, 2(3), 21-42.
- Harris, F & de Chernatony, L., (2000). Developing corporate brands through considering internal and external stakeholders. *Corporate Reputation Review*, 3, 268-274.
- Harris, L. C., & Ogbonna, E. (2006). Service sabotage: A study of antecedents and consequences. *Journal of the Academy of Marketing Science*, 34, 543-558.
- He, J., Zhang, H., & Morrison, A. M. (2019). The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality: A sequential mediation model. *International Journal of Contemporary Hospitality Management*, 31(6), 2582-2598.
- Helm, S. (2013), "A matter of reputation and pride: associations between perceived external reputation, pride in membership, job satisfaction and turnover intentions", *British Journal of Management*, Vol. 24 No. 4, pp. 542-556, doi: 10.1111/j.1467-8551.2012.00827.
- Highhouse, S., Broadfoot, A., Yugo, J. E., & Devendorf, S. A. (2009). Examining corporate reputation judgments with generalizability theory. *Journal of Applied Psychology*, 94(3), 782. doi:10.1037/a0013934
- Highhouse, S., Lievens, F., & Sinar, E. F. (2003). Measuring Attraction to Organizations. *Educational and Psychological Measurement*, 63(6), 986-1001. doi:10.1177/0013164403258403
- Hiriyappa, B. (2009). *Organizational behavior*. New Age International.
- Hoffman, B. J., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion domain? A quantitative review of the OCB literature. *Journal of Applied psychology*, 92(2), 555.
- Homans, G. C. (1961). The humanities and the social sciences. *American Behavioral Scientist*, 4(8), 3-6.
- Hakim, A. A. (2020). The influence of work ability and workload on the effectiveness of employee in the East Cempaka Putih village central Jakarta. *International Journal of Business and Applied Social Science*, 30-39.
- Hosmani, A. P., & Shambhushankar, B. R. (2014). Study on impact of quality of work life on job performance amongst employees of Secunderabad Division of South Central Railway. *Research Journal of Management Sciences*, 3(11), 8-11.
- Hill, R. (1998). What sample size is "enough" in internet survey research. *Interpersonal Computing and Technology: An electronic journal for the 21st century*, 6(3-4), 1-12. ISSN: 1064-4326
- Hair jr, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis (Fifth Eds. ed.)*. Englewood Cliffs, N.: Prentice Hall.
- Hair Jr, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2009). *Modelagem de Equações Estruturais: uma introdução. Análise multivariada de dados*, 6.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis (Vol. 6)*.
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3), 368-384.

- Ji, H., & Miao, Z. (2020). Corporate social responsibility and collaborative innovation: The role of government support. *Journal of Cleaner Production*, 260, 121028.
- Ji, H., & Miao, Z. (2020). Corporate social responsibility and collaborative innovation: The role of government support. *Journal of Cleaner Production*, 260, 121028.
- Johnson, D. E. & LePine, J. A., Erez, A., (2002). The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *Journal of applied psychology*, 87(1), 52.
- Jones, G. R. 2001. *Organizational theory: Text and cases*. Reading, MA: Addison-Wesley.
- Kanter, R. 1988. When a thousand flowers bloom: Structural, collective, and social conditions for innovation in organizations. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, vol. 10: 169–211. Greenwich, CT: JAI Press.
- Katz, D. 1964. The motivational basis of organizational behavior. *Behavioral Science*, 9: 131– 133.
- Katz, Daniel. 1964. The Motivational Basis of Organisational Behaviour. *Behavioural Science* 9(2): 131–46.
- Krueger, R. A. & Casey, M. A., (1994). *Focus group interviewing*. In *Measurement of food preferences* (pp. 77-96). Boston, MA: Springer US.
- Krueger, R. A. (2014). *Focus groups: A practical guide for applied research*. Sage publications.
- Khan, M. R., Jam, F. A., & Ramay, M. 2010. “The Impacts of Organizational Commitment on Employee Job Performance” *European Journal of Social Sciences*, 15(3): 292-298.
- Knudsen, J. S., & Moon, J. (2022). Corporate social responsibility and government: The role of discretion for engagement with public policy. *Business Ethics Quarterly*, 32(2), 243-271.
- Kraatz, M & Love, E. G. (2009). Character, conformity, or the bottom line? How and why downsizing affected corporate reputation. *Academy of Management Journal*, 52(2), 314–335.
- Krot, K., & Lewicka, D. (2012). The Importance Of Trust In Manager-Employee Relationships. *International Journal of Electronic Business Management*, 10(3).
- Kucharska, W. (2020). Employee commitment matters for CSR practice, reputation and corporate brand performance—European model. *Sustainability*, 12(3), 940.
- Kumari, K., Abbas, J., & Rashid, S. (2021). Role of corporate social responsibility in corporate reputation via organizational trust and commitment. *Reviews of Management Sciences*, 3(2), 42-63.
- Kumari, K., Abbas, J., & Rashid, S. (2021). Vai trò của trách nhiệm xã hội của doanh nghiệp đối với danh tiếng của doanh nghiệp thông qua sự tin tưởng và cam kết của tổ chức. *Tạp chí Khoa học Quản lý*, 3 (2), 42-63.
- Kim, H., Lee, J. H., & Na, S. H. (2017, September). Predictor-estimator using multilevel task learning with stack propagation for neural quality estimation. In *Proceedings of the second conference on machine translation* (pp. 562-568).
- Kunda, M. M., Ataman, G., & Kartaltepe Behram, N. (2019). Corporate social responsibility and organizational citizenship behavior: The mediating role of job satisfaction. *Journal of Global Responsibility*, 10(1), 47-68.
- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 22 140, 55. https://legacy.voteview.com/pdf/Likert_1932.pdf
- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of psychology*.
- Leadership Style toward Food Safety Management System ISO 22000: 2018 Performance of Food Industry in Pati Central Java. *Inovbiz: Jurnal Inovasi Bisnis*, 7(2), 180-185.
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *Journal of applied psychology*, 87(1), 52.
- Lewis, S. (2001). Measuring corporate reputation. *Corporate Communications: An International Journal*, 6(1), 31-35.
- Lee, D. C., Shi, L., Wang, J., & Sun, G. (2023). Usual source of care and access to care in the US: 2005 vs. 2015. *PloS one*, 18(1), e0278015.
- Liang, T. Y., & Yoon, S. J. (2023). The Effect of Perceived Corporate Social Responsibility (PCSR) on Subjective Well-Being. *Sustainability*, 15(9), 7497.
- Li, Y., Liu, Z., Qin, K., Cui, J., Zeng, X., Ji, M., et al. (2021). Organizational trust and safety operation behavior in airline pilots: the mediating effects of organizational identification and organizational commitment. *J. Air Transp. Manag.* 92:102018. doi: 10.1016/j.jairtraman.2021.102018.
- Liu, Y., Cherian, J., Ahmad, N., Han, H., de Vicente-Lama, M., & Ariza-Montes, A. (2023). Internal corporate social responsibility and employee burnout: an employee management perspective from the healthcare sector. *Psychology Research and Behavior Management*, 283-302.
- Lichtenstein, D.R., Drumwright, M.E., and Braig, B.M. (2004). The effect of corporate social responsibility on customer donations to corporate-supported nonprofits. *Journal of Marketing*, 68(4), 16-32.
- Lindgreen, A. and Swaen, V. (2009), “Corporate social responsibility”, *International Journal of Management Reviews*, Vol. 12, No. 1, pp. 1-7. (ISSN 1460-8545).
- Lourenc, o, I. C., Callen, J. L., Branco, M. C., & Curto, J. D. (2014). The value relevance of reputation for sustainability leadership. *Journal of Business Ethics*, 119(1), 17–28.
- Love, E. G., & Kraatz, M. (2009). Character, conformity, or the bottom line? How and why downsizing affected corporate reputation. *Academy of Management Journal*, 52(2), 314–335.
- Love, E. G., & Kraatz, M. (2009). Character, conformity, or the bottom line? How and why downsizing affected corporate reputation. *Academy of Management Journal*, 52(2), 314–335.

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

- Maignan, I., Ferrell, O. C., & Ferrell, L. (2005). A stakeholder model for implementing social responsibility in marketing. *European journal of marketing*, 39(9/10), 956-977.
- Mangkunegara, A. A. P. (2009). *Perencanaan dan pengembangan sumber daya manusia*.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological review*, 50(4), 370.
- Maqbool, S., & Nazir, N. A. (2023). Effect of employees' CSR perceptions on affective commitment: exploring multiple mediation mechanisms. *Journal of Economic and Administrative Sciences*.
- Morgeson III, F. V., Sharma, U., Schultz, X. W., Pansari, A., Ruvio, A., & Hult, G. T. M. (2024). Weathering the crash: Do customer-company relationships pay off during economic crises?. *Journal of the Academy of Marketing Science*, 52(2), 489-511.
- Mathis, R. L & Jackson, J. H. (2009). *Manajemen Sumber Daya Manusia*, Jilid 3, Jakarta: Salemba Empat.
- Nhân, N. V., & Lực, N. V. (2023). Service Quality Factors Impact on Customer Satisfaction: Research at Loc Lam Furniture Trading Service Co. Ltd. *Malaysian Journal of Business, Economics and Management*, 54-62.
- Mayer, R. C., & Gavin, M. B. (2005). Trust in management and performance: Who minds the shop while the employees watch the boss?. *Academy of management journal*, 48(5), 874-888.
- Mensah, H.K., Agyapong, A. and Nuerthey, D. (2017), "The effect of corporate social responsibility on organizational commitment of employees of rural and community banks in Ghana", *Cogent Business & Management*, Vol. 4 No. 1, pp. 1-19, doi: 10.1080/23311975.2017.1280895.
- Nhân, N. V., & Lực, N. V. (2023). Service Quality Factors Impact on Customer Satisfaction: Research at Loc Lam Furniture Trading Service Co. Ltd. *Malaysian Journal of Business, Economics and Management*, 54-62.
- Nisar, Q. A., Marwa, A., Ahmad, U., & Ahmad, S. (2014). Impact of perceived organizational support on organizational citizenship behavior: Empirical evidence from Pakistan. *International Journal of Research*, 1(5), 231-240.
- Nunnally (1978), *Psychometric Theory*, 2d ed., New York: McGraw-Hill <http://hdl.handle.net/123456789/11061>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. New York: McGraw.
- Nhân Văn, N., Thúy Vân, T. T., & Văn Lực, N. (2023, April). Building a scale to measure customer satisfaction about service quality at Loc Lam Furniture Trading Service Co., Ltd. *Industry and Trade Magazine*. <https://tapchicongthuong.vn> (10), 277-287.
- Morse, J. M. (1995). The significance of saturation. *Qualitative health research*, 5(2), 147-149. <https://journals.sagepub.com/doi/pdf/10.1177/104973239500500201>
- Morse, J. M. (2000). Determining sample size. *Qualitative health research*, 10(1), 3-5. <https://journals.sagepub.com/doi/pdf/10.1177/104973200129118183>
- Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. *Lexington books/DC health and com*.
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157-164. <https://doi.org/10.1037/0021-9010.74.1.157>.
- Organ, Dennis W. 1988. *Organisational Citizenship Behaviour: The Good Soldier Syndrome*. Lexington, KY: Lexington Books. *Organizational Citizenship Behaviour, Innovative Work Behaviour, Quality Work Life, Digital*.
- Park, S. M., Miao, Q., & Kim, M. Y. (2015). The role of leadership behaviors for enhancing organizational effectiveness in the Chinese public sector. *International Review of Public Administration*, 20(2), 153-176.
- Pearce, J. L., Branyiczki, I., & Bakacsi, G. (1994). Person-based reward systems: A theory of organizational reward practices in reform-communist organizations. *Journal of Organizational Behavior*, 15(3), 261-282. DOI 10.1002/job.4030150307.
- Pellet, J., & Gaines-Ross, L. (2008). Do Intangibles Matter?. *Chief Executive*, 56-62.
- Pérez, A., & Rodríguez del Bosque, I. (2014). Customer CSR expectations in the banking industry. *International Journal of Bank Marketing*, 32(3), 223-244.
- Peterson, D. K. (2004). The relationship between perceptions of corporate citizenship and organizational commitment. *Business & society*, 43(3), 296-319.
- Phạm, V. T., & Nghiêm, T. T. (2015). Đánh giá giảng viên theo năng lực làm việc và kết quả thực hiện nhiệm vụ phù hợp với vị trí việc làm trong các trường đại học công lập Việt Nam. *VNU Journal of Science: Education Research*, 31(2).
- Phillips, R. A., Berman, S. L., Elms, H., & Johnson-Cramer, M. E. (2010). Strategy, stakeholders and managerial discretion. *Strategic organization*, 8(2), 176-183.
- Phương, N. T. N., Dũng, V. H., & Hương, N. T. (2019). Phân tích tác động của trách nhiệm xã hội đến giá trị thương hiệu và sự gắn kết tổ chức thông qua cảm nhận của người lao động tại các doanh nghiệp thủy sản vùng Đồng bằng sông Cửu Long. *Tạp chí Khoa học Đại học Cần Thơ*, 55(6), 89-100.
- Pinkston, T.S. and Carroll, A.B. (1994). Corporate citizenship perspectives and foreign direct investment in the U.S. *Journal of Business Ethics*, 13(3), 157-169
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142. doi: 10.1016/1048-9843(90)90009-7.

- Podsakoff, P., MacKenzie, S., Moorman, R. and Fetter, R. (1990), "Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors", *Leadership Quarterly*, Vol. 1 No. 2, pp. 107-142.
- Purwanto, A., & Sudargini, Y. (2021). Partial Least Squares Structural Equation Modeling (PLS-SEM).
- Purwanto, A., Asbari, M., & budi Santoso, P. (2019). Influence of Transformational and Transactional.
- Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Analisis Data Penelitian Marketing: Perbandingan Hasil antara Amos, SmartPLS, WarpPLS, dan SPSS Untuk Jumlah Sampel Besar. *Journal of Industrial Engineering & Management Research*, 2(4), 216-227.
- Purwanto, A., Asbari, M., Santoso, T. I., Sunarsi, D., & Ilham, D. (2021). *Education Research Quantitative*.
- Purwanto, A., Hidayat, D., & Asbari, M. (2021). *Work-Family Conflict Disaster: From Organizational*.
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). *The Role of Transformational Leadership*,
- Purwanto, A., Wijayanti, L. M., Hyun, C. C., & Asbari, M. (2019). *the Effect of Transformational*,
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12).
- Rindova, V. P., Williamson, I. O., Petkova, A. P., & Sever, J. M. (2005). Being good or being known: An empirical examination of the dimensions, antecedents, and consequences of organizational reputation. *Academy of Management Journal*, 48(6), 1033–1049.
- Rindova, V. P., Williamson, I. O., Petkova, A. P., & Sever, J. M. (2005). Being good or being known: An empirical examination of the dimensions, antecedents, and consequences of organizational reputation. *Academy of Management Journal*, 48(6), 1033–1049.
- Rivera-Camino, J. (2007). Re-evaluating green marketing strategy: a stakeholder perspective. *European journal of marketing*, 41(11/12), 1328-1358.
- Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative science quarterly*, 574-599.
- Rodríguez-Fernández, M., Gaspar-González, A. I., & Sánchez-Teba, E. M. (2020). Sustainable social responsibility through stakeholders engagement. *Corporate Social Responsibility and Environmental Management*, 27(6), 2425-2436.
- Rupp, D. E., & Spencer, S. (2006). When customers lash out: the effects of customer interactional injustice on emotional labor and the mediating role of discrete emotions. *Journal of applied psychology*, 91(4), 971.
- Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee reactions to corporate social responsibility: An organizational justice framework. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(4), 537-543.
- Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee reactions to corporate social responsibility: An organizational justice framework. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(4), 537-543.
- Rupp, D. E., Shao, R., Thornton, M. A., & Skarlicki, D. P. (2013). Applicants' and employees' reactions to corporate social responsibility: The moderating effects of first-party justice perceptions and moral identity. *Personnel Psychology*, 66(4), 895-933.
- Rupp, D. E., Shao, R., Thornton, M. A., & Skarlicki, D. P. (2013). Applicants' and employees' reactions to corporate social responsibility: The moderating effects of first-party justice perceptions and moral identity. *Personnel Psychology*, 66(4), 895-933.
- Saeidi, S. P., Sofian, S., Saeidi, P., Saeidi, S. P., & Saeidi, S. A. (2015). How does corporate social responsibility contribute to firm financial performance? The mediating role of competitive advantage, reputation, and customer satisfaction. *Journal of Business Research*, 68(2), 341–350.
- Simamora, H. (2014). *Membuat Karyawan Lebih Produktif Dalam Jangka panjang (Manajemen SDM)*. Yogyakarta: STIE YKPN.
- Sonnentag, S., & Frese, M. (2002). Performance concepts and performance theory. *Psychological management of individual performance*, 23(1), 3-25.SPSS. *Jurnal Studi Guru Dan Pembelajaran*, 4(2).
- Sumarsi, S., & Rizal, A. (2022). The effect of competence and quality of work life on organizational citizenship behavior (OCB) with organizational commitment mediation. *International Journal of Social and Management Studies (IJOsmas)* Volume, 2.
- Sutrisno, E. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Prenada Media Group.
- Shin, E. J. (2017). Can the growth of mega-journals affect authors' choice of journal?. *Serials review*, 43(2), 137-146.
- Sutrisno, E. (2010). *Budaya Organisasi*, Kencana Prenada Media Group, Jakarta.
- Story, J. S., & Castanheira, F. (2019). Corporate social responsibility and employee performance: Mediation role of job satisfaction and affective commitment. *Corporate Social Responsibility and Environmental Management*, 26(6), 1361-1370.
- Syantek, D. J., Goodman, S. A., Benz, L. L., & Gard, J. A. (1999). The relationship between organizational characteristics and team building success. *Journal of Business and Psychology*, 14, 265-283.
- Soetopo, H., & Kamsyach, A. (2012). *Perilaku organisasi: teori dan praktik di bidang pendidikan*.
- Serra-Cantalops, A., & Ramon-Cardona, J. (2017). Host community resignation to nightclub tourism. *Current Issues in Tourism*, 20(6), 566-579.
- Tajfel, H., & Turner, J. C. (2004). *The social identity theory of intergroup behavior*. In *Political psychology* (pp. 276-293). Psychology Press.

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

- Thúy Vân Trần Thị, Văn Nhân Nguyễn, Văn Lực Nguyễn. (2023). Job Stress and Turnover Intention through Employees Job Attitude: Finding Out at District Hospital, Ho Chi Minh City. *International Journal of Science, Engineering and Technology*. <https://www.ijset.in/job-stress-turnover-intention-employees-job-attitude-finding-district-hospital-ho-chi-minh-city>.
- Top, M., Akdere, M., & Tarcan, M. (2015). Examining transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals: public servants versus private sector employees. *The International Journal of Human Resource Management*, 26(9), 1259-1282. doi:10.1080/09585192.2014.939987.
- Tourigny, L., Han, J., Baba, V. V., & Pan, P. (2019). Ethical leadership and corporate social responsibility in China: A multilevel study of their effects on trust and organizational citizenship behavior. *Journal of Business Ethics*, 158, 427-440.
- Transactional, Authentic and Authoritarian Leadership Style Toward Lecture Performance of Private Transformation and Leader Member Exchange on Universities Performance. *Linguistica Antverpiensia*, 2908-2932.
- Turker, D. (2009). Measuring Corporate Social Responsibility: A Scale Development Study. *Journal of Business Ethics*, 85(4), 411-427. doi:10.1007/s10551-008-9780-6.
- Turker, D. (2009). Measuring corporate social responsibility: A scale development study. *Journal of business ethics*, 85, 411-427.
- Twinn, D. S. (1998). An analysis of the effectiveness of focus groups as a method of qualitative data collection with Chinese populations in nursing research. *Journal of advanced nursing*, 28(3), 654-661.
- University in Tangerang. *Dinasti International Journal of Digital Business Management*, 1(1), 29-42.
- Van Knippenberg, D., & Van Schie, E. C. (2000). Foci and correlates of organizational identification. *Journal of occupational and organizational psychology*, 73(2), 137-147.
- VandeWalle, D. 1997. Development and validation of a work domain goal orientation instrument. *Educational & Psychological Measurement*, 57: 995– 1015.
- Veithzal, R., & Basri, A. F. M. (2005). *Performance Appraisal*. Jakarta: PT. Raja Grafindo Persada.
- Vân, T. T.T., Văn Nhân, N., & Văn Lực, N. (2023, October 6). Job stress and turnover intention through employees job attitude: Finding out at district hospital, ho chi Minh city. doi:10.61463/ijset.vol.9.issue5.102
- Vineburgh, J. H. (2010). A study of organizational trust and related variables among faculty members at HBCUs (Doctoral dissertation, University of Iowa).
- Vlachos, P. A., Theotokis, A., & Panagopoulos, N. G. (2010). Sales force reactions to corporate social responsibility: Attributions, outcomes, and the mediating role of organizational trust. *Industrial Marketing Management*, 39(7), 1207-1218.
- Văn Nhân, N., & Hồng Thu Trang, T. (3/2024). Intention to stay work, factors to participate in work at some beauty SPA in HO chi Minh city. Retrieved March 27, 2024, from Ijset.in website:
- Võ, K. S. (2023). Phân công và cơ chế trách nhiệm trong phân công thực thi nhiệm vụ, quyền hạn. *Quản lý Nhà nước*, (325), 34-39.
- Zhang, L. (2023). Advancements of Corporate Social Responsibility Practice in China: The Case of the Impact of Financial and Organizational Management Routine on CSR.
- Wagner, U., Van Dick, R., Christ, O., Stellmacher, J., Ahlswede, O., Grubba, C., ... & Tissington, P. A. (2004). Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction. *British journal of management*, 15(4), 351-360.
- West, M. A., & Farr, J. L. 1989. Innovation at work: Psychological perspectives. *Social Behavior*, 4: 15– 30.
- Wikipedia (2014) Corporate Social Responsibility. Wikipedia, the Free Encyclopedia. http://en.wikipedia.org/wiki/Corporate_social_responsibility
- Williams, L. J. & Anderson, S. E. 1991. "Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors" *Journal of Management* 17(3): 601-617.
- Winters, D., & Latham, G. P. (1996). The effect of learning versus outcome goals on a simple versus a complex task. *Group & Organization Management*, 21(2), 236-250.
- Yadav, A., Pandita, D., & Singh, S. (2022). Work-life integration, job contentment, employee engagement and its impact on organizational effectiveness: a systematic literature review. *Industrial and Commercial Training*, 54(3), 509-527.
- Yan, X., Espinosa-Cristia, J. F., Kumari, K., & Cioca, L. I. (2022). Relationship between corporate social responsibility, organizational trust, and corporate reputation for sustainable performance. *Sustainability*, 14(14), 8737.
- Yandi, A., & Havidz, H. B. H. (2022). Employee performance model: Work engagement through job satisfaction and organizational commitment (A study of human resource management literature study). *Dinasti International Journal of Management Science*, 3(3), 547-565.
- Yang, J. S., & Tsai, L. C. (2023). The moderating effects of trustor characteristics and the cost of being trusted on the relationship between felt trust and OCB intention. *Review of Managerial Science*, 17(7), 2417-2441. doi: 10.1007/s11846-022-00584-y.
- Yamane Taro. (1967). *Statistics, an introductory analysis, Determining sample size*. New York: University of Florida.