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IMPACT OF SOCIAL RESPONSIBILITY IMPLEMENTATION ON EMPLOYEE ENGAGEMENT AT VIETNAMESE GARMENT ENTERPRISES

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ABSTRACT

To study the impact of implementing social responsibility on the engagement of workers in garment enterprises in Vietnam, the research team collected opinions through a survey of 414 people who are current workers working at garment enterprises in Vietnam, of which the number of valid votes included in the analysis are 409 votes. Data was cleaned and processed using SMARTPLS software. Research results have shown that among the 4 factors considered at a 5% significance level, the factor "Moral Responsibility" (TNDD) has the strongest impact on employee engagement in Vietnamese garment enterprises with an impact level of 0.265; next is the factor "Legal Responsibility" (TNPL) with an impact level of 0.230; the factor "Charity/Humanistic Responsibility" (TNNT) has an impact level of 0.202 and the factor "Economic Responsibility" (TNNT) has an impact level of 0.094. Based on the analysis results, the research team has some discussions to propose measures to help Vietnamese garment enterprises retain skilled workers and improve satisfaction and engagement with the workers' businesses.

KEYWORDS: Corporate social responsibility, CSR, garment enterprises, engagement, employees, Vietnam

1. Identify the problem:

Faced with increasing competitive pressure in the process of opening up and international economic integration, businesses should not only focus on improving the quality of products and services or enhancing human resource capacity to increase their competitive capacity and develop sustainably but also should orient the branding of the enterprise based on corporate culture and business ethics. Therefore, a new trend is gradually forming and has become a mandatory requirement for businesses: implementing corporate social responsibility (CSR).

Corporate social responsibility also affects the engagement of employees to the businesses - an equally important factor in the sustainable development orientation of today's companies. To find solutions to improve the engagement and dedication of workers in the garment industry to businesses, we conducted the study *"Impact of implementing social responsibility on the engagement of workers at*

Vietnamese garment enterprises". The research was conducted with a combination of qualitative and quantitative research methods and based on Carroll's social responsibility pyramid model, factors were taken into consideration regarding the implementation of CSR of garment enterprises, including (i) Economic responsibility; (ii) Legal liability; (iii) Moral responsibility; (iv) Charitable/ humanistic responsibility. SMARTPLS software was used to test hypotheses and evaluate the impact of the above four factors on "Employee engagement" in Vietnamese garment enterprises.

2. Theoretical basis, research overview, research models, and hypotheses

2.1. Theoretical basis

2.1.1. Corporate Social Responsibility (CSR)

Up to now, researchers have not yet agreed on how to identify different components when evaluating corporate social responsibility (Corporate social responsibility or CSR), because each study approaches CSR from a different angle. (Carroll & Shabana, 2010; Hanzaee & Rahpeima, 2013; Memon et al., 2020).

The term CSR was introduced early and gradually became an important evaluation factor for businesses, even mandatory in industrialized countries. The phrase CSR officially appeared in 1953 in the study of Bowen, R.H. titled "Social Responsibilities of the Businessman".

Many scholars who have been interested in researching the above issue proposed different CSR approaches to clarify the definition of "Corporate Social Responsibility". According to Friedman, M. (1970), "Corporate social responsibility is expressed through the use of resources in business activities to improve profits, as long as the enterprise complies with the law and properly implements the Legal services related to for-profit business activities. With this perspective, Friedman defines CSR as the serious compliance with the legal responsibilities of businesses.

In addition, Davis, K. (1973) also gave his definition of CSR in the study "The Case for and Against Business Assumption of Social Responsibilities". He said, "Corporate social responsibility includes not only meeting and integrating all economic, technical, and legal needs and requirements but also the need to achieve social goals as good as economic goals at a higher level."

Therefore, we can see that the view of Davis, K. (1973) which appeared later imposed higher standards for corporate social responsibility than the view of Friedman, M. (1970). This is shown by requiring businesses not only to comply with the law but also to take actions that have practical effects and social benefits.

Comparing with another scale Carroll, A. (1991), affirmed: "An enterprise is similar to a living organism; corporate social responsibility is to shoulder the obligations: economic, legal, moral and charitable/ humanistic obligations that related parties have imposed or expected on the business's activities." Carroll generalized corporate social responsibilities through four obligations: from low-

level mandatory (economic and legal) to high-level voluntary (moral and charitable). Those four obligations are summarized by Carroll's pyramid of social responsibility *Figure 1*:

Figure 1. Carroll's pyramid of social responsibility



Source: Carroll, A (1991)

After synthesizing different definitions of social responsibility, the authors approach the concept of corporate social responsibility according to the definition of Carroll, A. (1991), specifically: *Corporate social responsibility is to shoulder the economic, legal, moral, and charitable/ humanistic obligations that related parties have imposed or expected on a business' activities.*

2.1.2. Employee engagement

According to Saks, AM (2006), employee and business engagement is a special state, including components directly related to individual work performance, such as psychology, emotions, and behavior. In addition, he also believed that employee engagement is a form of social exchange, a way for employees to reciprocate to the business if they see benefits from working for the company.

Gupta, N., & Sharma, V. (2016) also gave a more detailed definition of employee engagement as the integration of different behavioral components such as commitment, participation, engagement, self-directed effort, deep connection, personal energy, positive attitude, and psychological presence, which help employees achieve wanted work efficiency.

2.2. Study Overview

Dang Thi Hoa and Giap Thi Huyen Trang (2016) mention CSR with (i) Corporate social responsibility towards the company and its capital contributors; (ii) Corporate social responsibility towards employees; (iii) Corporate social responsibility towards consumers; (iv) Corporate social responsibility for environmental issues; (v) Corporate social responsibility towards the state; (vi) Corporate social responsibility to the community.

Hoang Thanh Tung and colleagues (2021), the research team propose a model of factors affecting the implementation of corporate social responsibility with 4 factors: (1) *CSR intention of leaders*; (2) *Business resources*; (3) *Industrial environment*; and (4) *Public motivation*. These factors are measured by 23 observed variables. The findings show that the "CSR intention of leaders" is the most important factor in promoting the CSR implementation of FDI enterprises.

Pham Ngoc Thanh (2018) in the article on corporate social responsibility, agreed with the view of the Private Economic Development Group - World Bank: "*Social responsibility is the commitment of businesses to contribute to sustainable economic development, through activities to improve the quality of life of workers and their family members; for the community and the whole society, in a way that benefits both businesses and the general development of society*" As competition becomes significantly fierce, demands and requirements from customers are higher; As society has a more and more strict view on businesses, enterprises that want to develop sustainably must always comply with standards on protecting the natural environment, the working environment, gender equality, and labor safety, labor rights, employee training and development contribute to community development... According to this point of view, social responsibility is the responsibility towards sustainable development not only for businesses but also for society, to ensure the balance of interests of stakeholders both now and in the future.

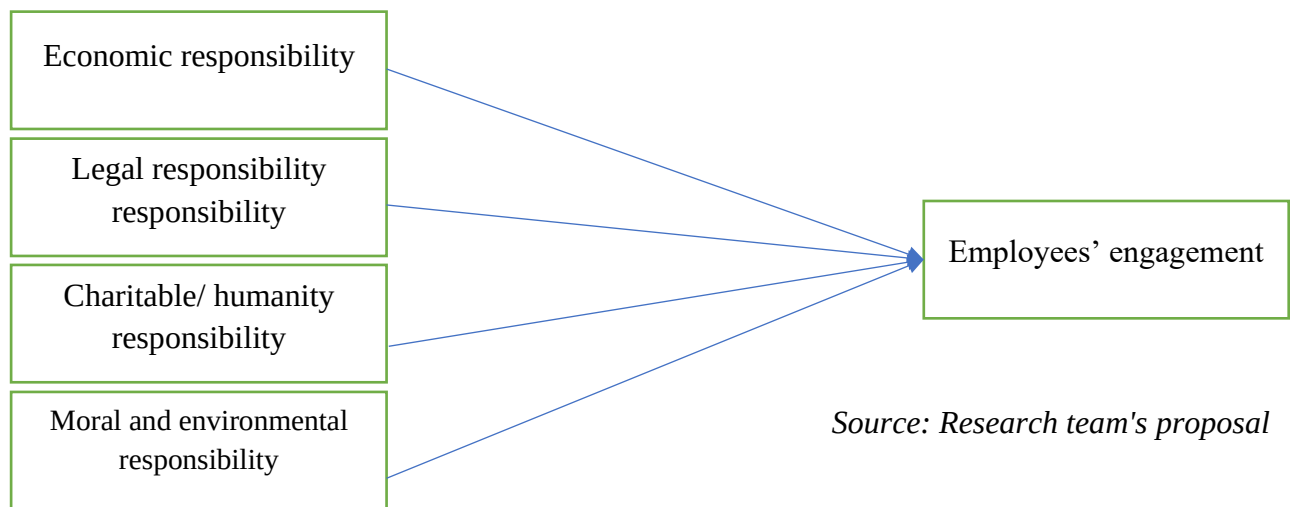
Nguyen Duy Thanh, Dao Duc Trung (2022) Based on the perspective of social exchange theory, this study evaluates the impact of corporate social responsibility along with employee characteristics on their engagement. The study uses linear structural models using both unidirectional and multidirectional methods with data collected from 453 employees working at information and communication technology enterprises in Hanoi. The results show that social responsibility has a positive impact on employee engagement, in which legal responsibility has the strongest impact (0.253), followed by economic responsibility (0.230), following by charitable/ humanistic (0.198), and moral responsibility (0.166). The study also used control variables such as gender and seniority. The results show that only work seniority impacts employee engagement.

Nguyen Thi Hong Hanh, and colleagues (2021) in their research measured the impact of corporate social responsibility on the engagement of employees working at tourism service enterprises in the city. Can Tho Street. Using a regression model with data from a survey of employees working at tourism service businesses in Can Tho city. Test the reliability of the scales before conducting factor analysis. The results of testing reliability using the Cronbach's Alpha coefficient show that most of the scales are good scales and the scale is used because the Cronbach's Alpha coefficient is greater than 0.6 and the total variable correlation coefficient is greater than 0.3 should be reliable. Regression results show that three factors influence employee engagement (OC): (1) social responsibility to stakeholders (CSR_S); (2) social responsibility towards employees (CSR_L); (3) social responsibility towards the Government and local authorities (CSR_G). The regression equation showing the

influence of factors in the model is built as follows: $OC = 0.635 \cdot CSR_S + 0.224 \cdot CSR_L + 0.154 \cdot CSR_G$

2.3. Model, scale, and research hypothesis

Figure 2. Proposed research model



Source: Research team's proposal

Table 1. Research variables and scales

No	Encode	The scale	Source
first	TNKT	Economic responsibility	de los Salmones et al (2005), Nguyen Duy Thanh, Dao Duc Trung (2022).
1.1	TNKT1	I believe that businesses strive to maintain maximum profits	
1.2	TNKT2	I believe that businesses must have a strategy for long-term success.	
1.3	TNKT3	I believe that businesses always improve economic efficiency	
2	TNPL	Legal responsibility	de los Salmones et al (2005), Hanzaee and Rahpeima (2013), Nguyen Duy Thanh, Dao Duc Trung (2022).
2.1	TNPL1	The business ensures that employees act according to legal standards	
2.2	TNPL2	Enterprises limit the avoidance of contractual obligations with employees	

2.3	TNPL3	Businesses limit circumvention of the law even while improving work efficiency	
2.4	TNPL4	Businesses always comply with the principles set forth by the legal system	
2.5	TNPL5	Enterprises care about fulfilling their obligations to related parties	
3	TNDD	Moral responsibility	de los Salmenes et al (2005), Hanzaee and Rahpeima (2013), Nguyen Duy Thanh, Dao Duc Trung (2022).
3.1	TNDD1	Businesses treat their employees ethically	
3.2	TNDD2	Businesses ensure that respect for moral principles takes priority over economic efficiency	
3.3	TNDD3	The business ensures respect for clear moral principles	
3.4	TNDD4	Businesses always consider moral standards when setting goals	
4	TNTN	Charitable/humanistic responsibility	de los Salmenes et al (2005), Hanzaee and Rahpeima (2013), Nguyen Duy Thanh, Dao Duc Trung (2022).
4.1	TNTN1	Businesses try to minimize adverse impacts on the natural environment	
4.2	TNTN2	Enterprises directly mobilize resources for volunteer activities	
4.3	TNTN3	Enterprises participate in humanitarian activities and encourage their employees to participate in such activities	
4.4	TNTN4	Businesses recognize the volunteer actions of employees	
4.5	TNTN5	Businesses emphasize the importance of social responsibility to the community	
4.6	TNTN6	Businesses support social welfare programs and create employment opportunities	

5	SGB	Employee engagement	Nguyen Duy Thanh, Dao Duc Trung (2022)
5.1	SGB1	Business has an important meaning to me	
5.2	SGB2	I feel proud when I tell others about the business	
5.3	SGB3	I see that the business's obstacles are also mine	
5.4	SGB4	I feel satisfied choosing this business to work	
5.5	SGB5	I find business to be a good place to work	

Source: Compiled by the research team

Research hypothesis

H1: Garment enterprises implementing economic responsibility will have a positive correlation with the engagement of employees in the enterprise.

H2: Garment enterprises' implementation of legal responsibilities will have a positive correlation with employee engagement in the enterprise.

H3: Garment enterprises implementing moral responsibilities will have a positive relationship with the commitment of employees in the enterprise.

H4: Garment enterprises that carry out charitable/humane responsibilities will have a positive relationship with the engagement of employees in the enterprise.

3. RESEARCH METHODS

3.1. The method of data collection

Based on theory and research overview of corporate social responsibility (CSR), specific to the garment industry, the factors included in the research model include 4 independent variables: (i) *Economic responsibility*; (ii) *Legal responsibility*; (iii) *Moral responsibility*; (iv) *Charitable/humanistic responsibility*; The impact on the dependent variable is "Employees' engagement".

The survey was built with a 5-point Likert scale, with: 1. *Completely disagree*; 2. *Disagree*; 3. *Normal*; 4. *Agree*; 5. *Completely agree*.

After developing the survey questionnaire, the research team conducted a random pilot survey of 9 people who are experts in human resource management, and corporate governance, as well as several people working in the human resources field of the garment companies. Preliminary survey results show that opinions agree with the factors included in the model. Based on the preliminary survey, the research team completed the survey form and conducted a large-scale survey via the link

(https://docs.google.com/forms/d/e/1FAIpQLSeM9H4d64dDfZ6DG-s7QjWrGLYjxsWY_Q6dIctwc-vYzEljkg/viewform) and distributed ballots directly to employees, and Team Leaders/ Team Leaders/ Supervisors working at garment companies in Vietnam.

The data collection method conducted by the research team is based on the convenience sampling method and the "snowball" method - the method of finding the next subject based on the suggestion or introduction of the subject just surveyed. monitoring) to ensure sufficient sample size as required. The number of survey questionnaires collected was 414, and the number of valid ballots included in the quantitative analysis was 409.

3.2. Data processing method

A quantitative research method was conducted to process data from a survey of workers working at Vietnamese garment companies. SMARTPLS software is used to test the hypothesis and evaluate the impact of the factors.

Step 1: Evaluate the measurement model

Evaluation of the measurement model is based on considering the values of the quality of the observed variables (outer loadings), the reliability of the scale (Cronbach's Alpha), the convergence (Convergence), and Discriminant Validity.

Step 2: Evaluate the structural model

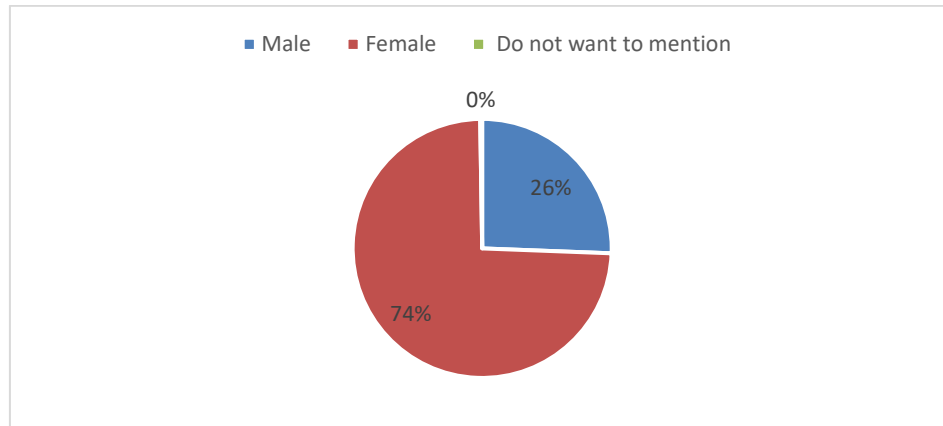
After evaluating the satisfactory measurement model, evaluate the structural model through the impact relationship, the path coefficient, and the overall coefficient to determine R squared, the impact coefficient f squared.

4. RESEARCH RESULTS

4.1. Description of survey participants

In total, 414 people were participating in the survey, of which 106 were male (26%), 307 were female (74%) and 1 person did not want to be specific.

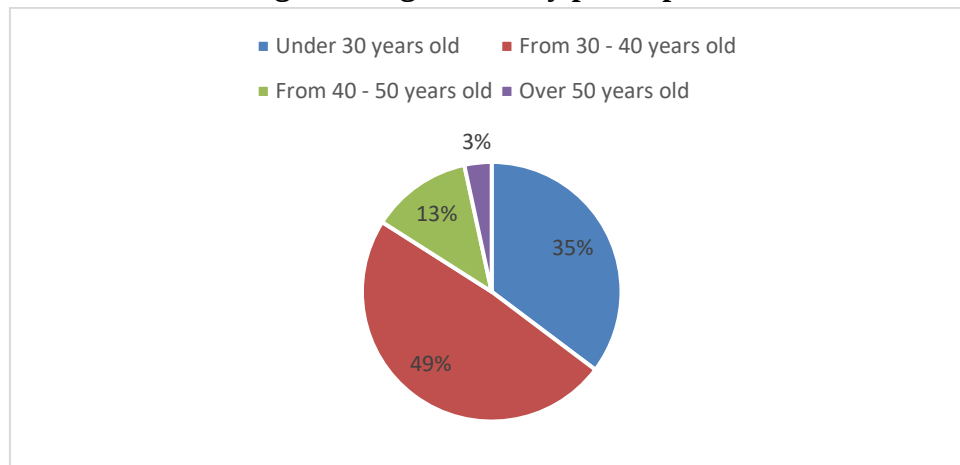
Figure 1. Gender of survey participants



Source: Survey results

Regarding the age of survey participants: 146 people are under 30 years old (35%), 202 people are from 30 to 40 years old (49%), 52 people are from 40 to 50 years old (13%), and 14 people are over 50 years old (3%).

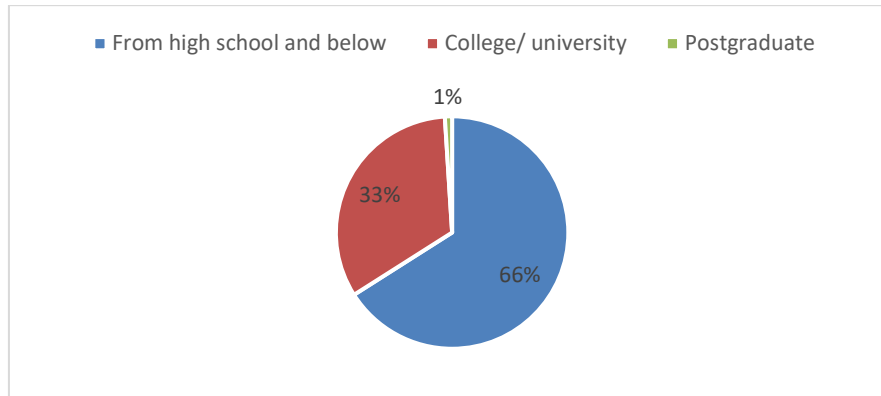
Figure 2. Age of survey participants



Source: Survey results

Of the 414 people who participated in that survey, 272 people had an education level of high school or less, 140 people had a college or university education level, and 2 people had a post-university education level.

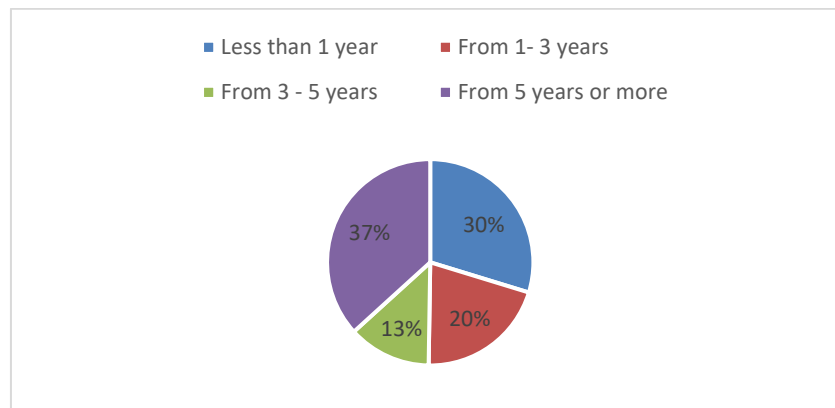
Figure 3. The education level of survey participants



Source: Survey results

Regarding the length of time working at the company, 123 people have been working at the company for less than 1 year (30%), 85 people working at the company for 1 to 3 years (20%), and 54 people working at the company for 3 years. up to 5 years (13%) and 152 people have worked at the company for more than 5 years (37%).

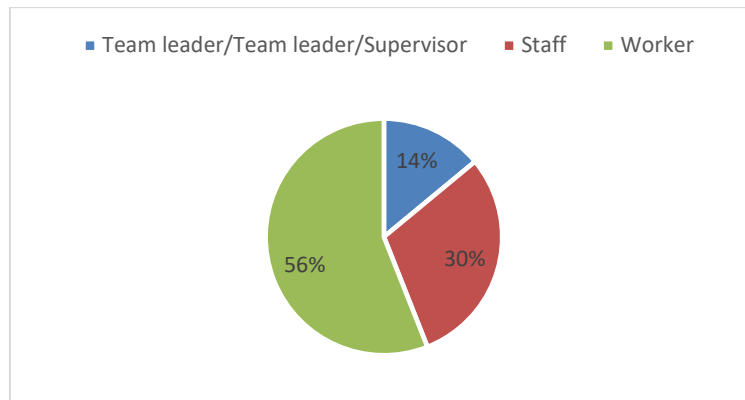
Figure 4. Survey participants' working time at the enterprise



Source: Survey results

Regarding the position and rank of the survey participants, there were 58 people holding team leader/team leader/supervisor positions (14%), 124 people holding staff positions (30%), and 232 people holding positions. take on a worker position (56%)

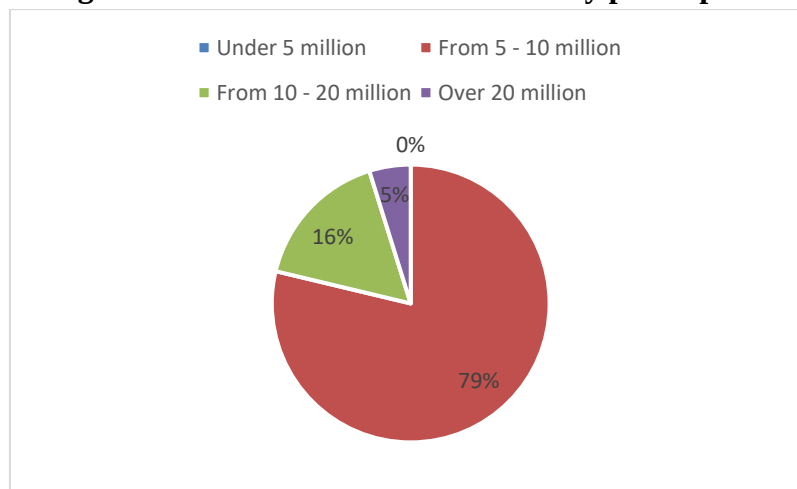
Figure 5. Position and rank of survey participants



Source: Survey results

Regarding the income of the survey subjects, no one has a salary of less than 5 million, 325 people have a salary of 5 to 10 million (79%), 68 people have a salary of 10 to 30 million (16%), and There are 20 people with salaries over 20 million (5%).

Figure 6. Current income level of survey participants



Source: Survey results

4.2. Inspection results

4.2.1. Results of assessing the quality of observed variables in the measurement model

4.2.1.1. Check the quality of observed variables

The quality of observed variables is assessed through the outer loadings. The quality of observed variables affecting employee engagement in garment enterprises in Vietnam is shown in Table 2.

Table 2: Outer loadings of factors affecting employee engagement in garment enterprises in Vietnam

	SGB	TNDD	TNKT	TNPL	TNTT
SGB1	0.836				
SGB2	0.849				
SGB3	0.814				
SGB4	0.807				
TNDD1		0.807			
TNDD2		0.818			
TNDD3		0.809			
TNDD4		0.816			
TNKT2			0.820		
TNKT3			0.800		
TNPL1				0.778	
TNPL2				0.761	
TNPL3				0.769	
TNPL4				0.782	
TNPL5				0.776	
TNTT1					0.772
TNTT2					0.760
TNTT3					0.746
TNTT4					0.774
TNTT5					0.810
TNKT1			0.826		

Source: Testing results of the research team

Results from Table 2 show that the outer loadings of all total variable correlation coefficients of variables affecting employee engagement in garment enterprises in Vietnam are > 0.7 (Hair & et al, 2016) shows that the observed variables are meaningful.

4.2.1.2. Test the reliability of the scale

Evaluate the scale reliability of factors affecting employee engagement in garment enterprises in Vietnam on PLS-SEM through two main indices: Cronbach's Alpha and Composite Reliability (CR).

Table 3. Reliability coefficient (Cronbach's Alpha) and composite reliability of factors affecting employee engagement in garment enterprises in Vietnam

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
SGB	0.846	0.855	0.896	0.683
TNDD	0.829	0.830	0.886	0.660
TNKT	0.750	0.756	0.856	0.665
TNPL	0.832	0.833	0.881	0.598
TNTT	0.832	0.841	0.881	0.597

Source: Testing results of the research team

According to Table 3, after analyzing and testing the reliability using Cronbach's Alpha coefficient of the factor, the results are: Employee engagement (SGB) is 0.846, economic responsibility (TNKT) is 0.750, legal responsibility (TNPL) is 0.832, moral responsibility (TNDD) is 0.829, charity/humanistic responsibility (TNTT) is 0.832. Thus, all scales satisfy the condition > 0.7 (DeVellis, 2012) and do not violate any rules for eliminating variables, so no variables are eliminated and are acceptable in terms of reliability.

The Composite Reliability (CR) of all observed variables is also > 0.7 (Bagozzi & Yi, 1988). Therefore, the scale is reliable, has analytical significance, and is used in subsequent factor analysis.

4.2.1.3. Convergence

According to the data analysis results in Table 3, the average variance extracted index AVE (Average Variance Extracted) of the factor: Employee engagement (SGB) is 0.683, and economic responsibility (TNKT) is 0.665, legal responsibility is 0.598, moral responsibility is 0.660, charity/humanistic responsibility is 0.597

Thus, the average variance extracted index AVE (Average Variance Extracted) of all variables is > 0.5 (Hock & Ringle, 2010), which shows that the model satisfies the convergence conditions.

4.2.1.4. Discriminant Validity

The results in Table 4 of the Fornell-Larcker index of the model researching factors affecting employee engagement in Vietnamese garment enterprises show that the following factors are: Engagement (SGB); Moral responsibility (TNDD); Economic responsibility (CIT); Legal liability (TNPL); Charitable/humanitarian responsibility (TNTT) ensures discrimination because all on-diagonal AVE square root values are higher than their off-diagonal values. Therefore, in terms of discriminant validity, the two criteria including the cross-loading coefficient and Fornell and Larcker's criteria have met the conditions.

Table 4. Fornell-Larcker indicators of the model to study the factors of employee engagement in Vietnamese garment enterprises.

	SGB	TNDD	TNKT	TNPL	TNTT
SGB	0.826				
TNDD	0.445	0.813			
TNKT	0.298	0.317	0.815		
TNPL	0.401	0.297	0.295	0.773	
TNTT	0.407	0.402	0.259	0.321	0.773

Source: Testing results of the research team

The test results in Table 5 show the results of the HTMT index on the discrimination between factors affecting employee engagement in Vietnamese garment enterprises. According to Garson (2016), the discriminability of the variables is guaranteed (because all are <1), according to Henseler et al. (2016), if this value is below 0.9, the discriminant value will be guaranteed. The HTMT value in Table 4 shows the discrimination of all factors included in the model.

Table 5. HTMT index of the model researching factors affecting employee engagement in Vietnamese garment enterprises.

	SGB	TNDD	TNKT	TNPL	TNTT
SGB					
TNDD	0.524				
TNKT	0.371	0.401			
TNPL	0.474	0.357	0.369		
TNTT	0.472	0.484	0.326	0.388	

Source: Testing results of the research team

4.2.1.5. Function value f^2

The function value f^2 represents the influence of the structure (factor) when removed from the model. The f^2 values correspond to 0.02, 0.15, and 0.35, corresponding to small, medium, and large impact values (Cohen, 1988) of the exogenous variable. If effect size < 0.02 , it is considered to have no impact.

Table 6. Summary table of f^2 value

	SGB	TNDD	TNKT	TNPL	TNTT
SGB					
TNDD	0.080				
TNKT	0.011				
TNPL	0.065				

TNTT	0.047				
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Source: Testing results of the research team

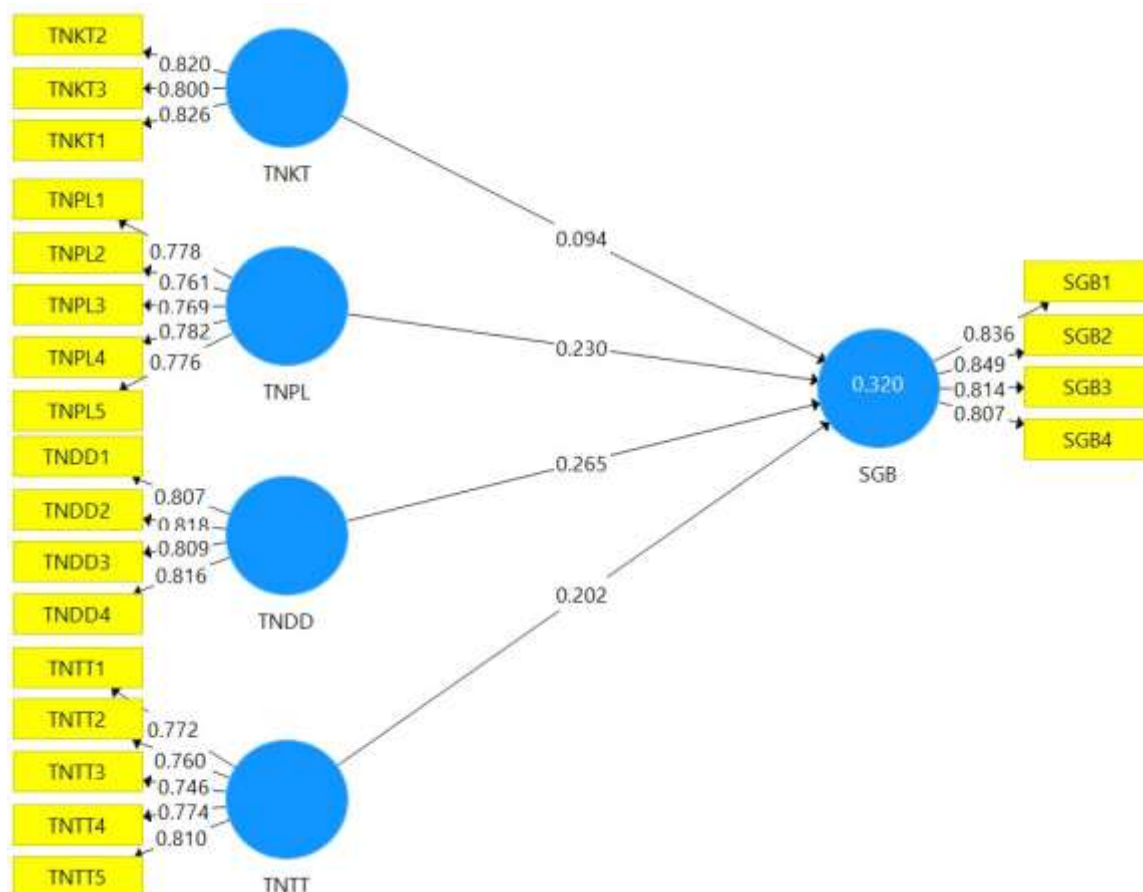
In this model, in Table 6 we see that there are links between TNDD (0.080); Non-compliance (0.065), and self-employment (0.047) "have" an impact on the engagement of workers in Vietnamese garment enterprises, with $0.15 > f^2 > 0.02$ considered to have a small impact. The NDE factor (0.011), with $f^2 < 0.02$, is considered to have no impact on SGB.

4.2.2. Results of assessing the level of impact using structural models

4.2.2.1. Evaluate impact relationships

The relationship and level of influence of factors affecting employee engagement in Vietnamese garment enterprises on SMARTPLS are shown in Figure 7.

Figure 7. Factors affecting employee engagement in Vietnamese garment enterprises.



Source: Testing results using SMARTPLS by the research team

The results of Bootstrap analysis to evaluate impact relationships are shown in Table 7. Accordingly, the factors "Economic responsibility", "Legal responsibility", "Moral responsibility" and "Moral

Responsibility” has a value of P Values <0.05, which reflects that these factors are statistically significant enough to show a relationship that positively affects employee engagement in Vietnamese garment enterprises. (*Hypotheses H1, H2, H 3, H 4 are accepted*)

Table 7. Path Coefficient of the structural model (Path Coefficient)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TNDD => SGB	0.265	0.268	0.051	5.202	0.000
TNKT=> SGB	0.094	0.100	0.047	1,986	0.048
TNPL => SGB	0.230	0.230	0.049	4,680	0.000
TNTT => SGB	0.202	0.204	0.046	4,423	0.000

Source: Testing results using SMARTPLS by the research team

The test results in Table 7 show that with 95% confidence, *"Moral responsibility"* has the strongest impact on employee engagement in Vietnamese garment enterprises, impact level of 0.265; Next is the factor *"Legal Responsibility"* (TNPL) with a impact level of 0.230, the factor *"Charity/Humanistic Responsibility"* (TNTT) with an impact level of 0.202, the factor *"Economic Responsibility"* (TNKT) has an influence level of 0.094.

$$\text{SGB} = 0.094 \cdot \text{PIT} + 0.230 \cdot \text{PIT} + 0.265 \cdot \text{PIT} + 0.202 \cdot \text{PIT}$$

4.2.2.2. Evaluate the overall coefficient of determination R^2

The results of the PLS Algorithm analysis give the value R^2 , reflecting the level of explanation of the independent variable for the dependent variable. R^2 index measures the overall coefficient of determination (R-square value), which is an index to measure the degree of model fit of the data (the model's explanatory power). According to Hair et al (2011), R-square values are suggested at 0.75, 0.50, or 0.25.

Table 8. Explanation coefficient of the independent variable for the dependent variable (R^2)

	R^2	R^2 Adjusted
SSKN	0.320	0.314

Source: Testing results of the research team

The results from table 8 show that R^2 equals 0.320 and adjusted R^2 equals 0.314 which is appropriate in this research case, thus the independent variables in the model explain 32.0% of the variation in the secondary variable. under " Employee engagement in Vietnamese garment enterprises", or there are many other factors that will affect employee engagement.

4.2.2.3. Reliability index rating (SRMR)

Standardized Root Mean Square Residual (SRMR): This index indicates the suitability of the research model. According to Hu & Bentler (1999), normally a suitable model will have an SRMR value of less than 0.08.

Table 9 . Standardized Root Mean Square Residual (SRMR) Reliability Index

	Saturated Model	Estimated Model
SRMR	0.054	0.054

Source: Testing results of the research team

The SRMR research results in Table 9 of the research model are 0.054, smaller than 0.08. Therefore, this model is suitable for data analysis.

5. DISCUSSION

Among the 4 factors considered, all four factors at the 5% significance level show that they have an impact on "Employee engagement in Vietnamese garment enterprises". Among them, "Moral Responsibility" (TNDD) has the strongest impact on employee engagement in Vietnamese garment enterprises has an impact level of 0.265, meaning that when the enterprise implements moral responsibility increases by 1 unit, the engagement increases by 0.265 units; Next is the factor "Legal Responsibility" (TNPL) with an impact level of 0.230, meaning that when a business performs well its legal responsibility increases by 1 unit, the engagement increases by 0.230 units, the factor "Responsibility " "Charity/Humanistic Responsibility" (TNNT) has an impact level of 0.202, meaning that if an enterprise performs well in charity/humanistic responsibility by 1 unit, the engagement will increase by 0.202 units, the factor "Business Responsibility". (TNKT) has an impact of 0.094, meaning that when a business performs its economic responsibility well by 1 unit, the engagement increases by 0.094 units.

From the survey results and testing the impact of factors in the model on the engagement of employees of Vietnamese garment enterprises, the research team proposes the following suggestions:

Moral responsibility is the factor ***that has the greatest influence*** on employee engagement in garment enterprises. Among the scales of this factor, only the scale "Enterprises treat their employees ethically"

(TNDD1) has a rating of "Agree", the scale "Enterprises always consider the following standards". Moral standards when setting goals" (TNDD4) has a rating of "Normal" while two scales "Enterprises ensure respect for moral principles takes priority over economic efficiency" (TNDD2) and "Enterprises ensure respect for clear moral principles" (TNDD3) have an average score of "Disagree". This shows that workers working in the garment businesses participating in the survey do not see their businesses making much effort in applying principles *and ensuring clear moral principles in operations, as well as not seeing the priority of implementing moral principles over economic responsibility*. However, they still recognize businesses that treat employees ethically. Therefore, businesses need to perfect codes of conduct and evaluate the level of moral respect for employees during work; or issue a survey to collect opinions on improving the working environment so that employees feel that the business has principles in implementing moral responsibilities, thereby feeling more comfortable and satisfied when working. such as increasing productivity.

Figure 8. The average score of the scales of the variable "Moral responsibility"



Source: Compiled and calculated from survey results

In the survey, some opinions from workers were also recorded about measures businesses need to take with Moral responsibility, specifically:

- *Health issues of workers:*

- + Lunch should be improved and fully nutritious to ensure workers' health.
- + The environment needs to be cool and clean, and the air conditioner should be turned on during nap time.
- + Create conditions for employees to have time to balance work and life.
- + Pay attention to workers' lives (physical and mental issues).
- + Listen to the thoughts and wishes of employees.
- + Encourage sharing difficulties with employees.

Work environment issues:

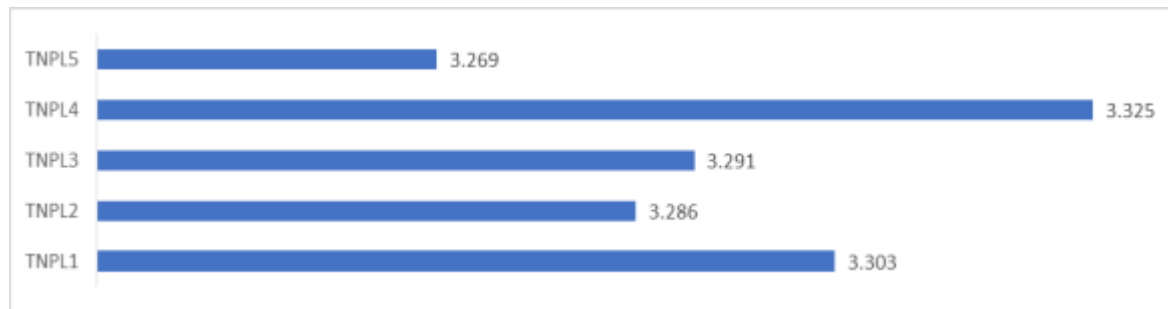
- + The company needs to coordinate work/human resources appropriately.
- + Invest in technology to increase productivity and reduce working hours.
- + Maintain job stability for employees.
- + Build a positive, dynamic, and effective working environment.

- + Encourage creativity and team spirit to create a comfortable working space
- + Encourage employees to work based on "smart working" instead of measuring by working hours.
- + Support employees to work based on their strengths.
- + Develop development plans based on the capacity and potential of the institute's staff.
- + Evaluate and improve the working environment, ensuring the environment creates conditions for employees to develop personally.
- + Invest in training to provide new knowledge and skills and increase promotion opportunities for employees.
- + Fair with everyone
- + It is necessary to avoid offensive words that cause misunderstanding and internal disunity.
- + Build a good corporate culture, moral values are promoted and clearly shown in the company's activities.
- + Create good relationships with employees.
- + Closeness and respect between leaders and employees.
- + Avoid shouting at employees when you have personal sadness in your heart.
- *Welfare issues for employees:*
 - + Ensure or enhance welfare regimes for employees.
 - + Provide health insurance and accident insurance.
 - + Provide flexible thinking mode.
 - + Organize fun trips.
 - + Guaranteed working allowance.
 - + Follow the motto "Wrong is punished, right is rewarded".
 - + Improve employee retention rates, ensuring remote workers stay engaged.
 - + There should be special bonuses for those with 10 years of seniority or more.
 - + Priority is given to pregnant women and postpartum mothers.
 - + There are exchange activities, picnics, and travel tours to enhance the solidarity and comfort of employees.

Legal responsibility is the second most influential factor in employee engagement in garment enterprises. In the measurement scales of this factor, all scales include "Enterprise ensures employees act according to legal standards" (TNPL1), "Enterprise limits avoidance of contractual obligations with employees"(TNPL2), "Enterprises limit circumvention of laws even when improving work efficiency"(TNPL3), "Enterprises always comply with the principles set forth by the legal system"(TNPL4), "Enterprises care about fulfilling their obligations to related parties" (TNPL5) all have a rating of "Normal". This shows that workers working in the garment enterprises participating in the survey do not see their enterprises making much effort in applying the laws promulgated by the state in general or to ensure legal rights for employees, or ensuring employees comply with the law. Therefore, businesses need to apply laws to their operating processes more, closely monitor legal activities between businesses and employees, as well as conduct surveys to collect information.

Opinions for improvement from employees. From there, employees will be sure of their legal rights when operating at the enterprise and will be more willing to stick with the enterprise.

Figure 9. The average score of the scales of the variable "Legal responsibility"



Source: Compiled and calculated from survey results

In the survey, some opinions from employees about measures businesses need to take regarding legal responsibilities were also recorded as follows:

- Work enough only, for 8 hours/day.
- Do not work overtime more than 12 hours/day.
- No more than 7 days of 12-hour overtime per month.
- Overtime does not exceed 8:30 p.m. every day.
- Comply with signed contracts.
- Strictly comply with state labor laws.
- Pay full social insurance and health insurance.

Charitable/humanistic responsibility is the third most influential factor in employee engagement in garment enterprises. In the measurement scales of this factor, all the scales, the scales "Enterprises directly mobilize resources for volunteer activities" (TNPT2), "Enterprises try to minimize adverse impacts on the environment." natural environment" (TNPT4) and "Enterprises participate in humanitarian activities and encourage their employees to participate in those activities" (TNPT6) have a rating of "Agree", while the three scales The remaining measures include "Enterprises recognize volunteer actions of employees" (TNPT1), "Enterprises emphasize the importance of social responsibility to the community" (TNPT3) and "Enterprises support "Social welfare and job opportunity creation program" (TNPT5) has an assessment score of "Normal". Thus, initially, some charitable and humanitarian activities have been carried out by businesses, however, it is necessary to continue to support employees in social welfare programs and job opportunities. Do well for the staff. In addition, there should be recognition of volunteer actions carried out by employees training and exchange sessions to increase participation in humanitarian and charitable activities and a mechanism to encourage and encourage them. encourage employees.

Figure 10. The average score of the scales of the variable "Charity/humanitarian responsibility"



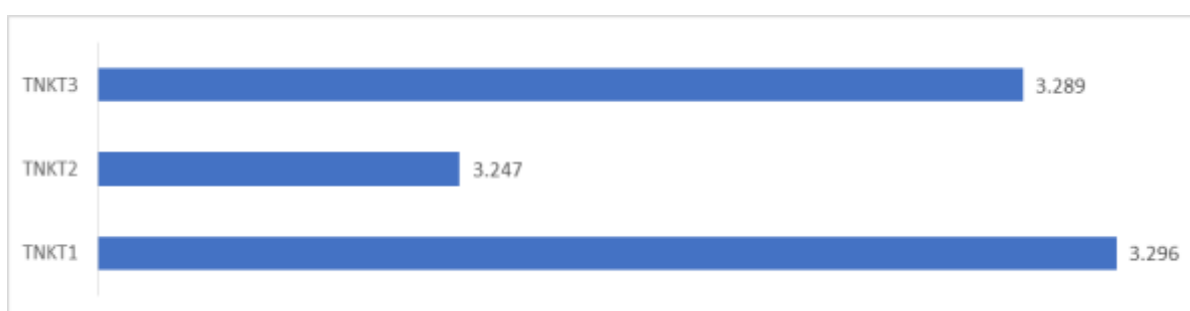
Source: Compiled and calculated from survey results

In the survey, some opinions from employees were also recorded about measures businesses need to take with specific charitable/humanitarian responsibilities:

- Establish community programs to help employees feel satisfied and proud of the company they work for.

Economic responsibility is the factor that has *the least impact* on employee engagement in garment enterprises. In the scales of this factor, all scales include "I believe that businesses try to maintain maximum profits" (TNKT1), "I believe that businesses must have a strategy for long-term success. " (TNKT2), "I believe that businesses always improve economic efficiency" (TNKT3) all have ratings at the "Normal" level. This shows that the survey subjects do not see businesses in the garment sector making great efforts to maintain profit maximization, nor do they have a strategy for long-term success, or to improve their performance. Improving the economic efficiency of businesses is also not seen by workers. Therefore, garment businesses need to have clear directions and strategies for improving revenue, and promoting product exports to the world market, while reducing costs and increasing product value. to maximize business profits as well as improve workers' income.

Figure 11. The average score of the scales of the variable "Economic responsibility"



Source: Compiled and calculated from survey results

In the survey, some opinions from workers were also recorded about measures businesses need to take with economic responsibility, specifically:

- The company needs to have measures to ensure income for employees.
- There should be a special bonus policy for employees who have been working for a long time on monthly income from the milestone of employees who have been working for 5 years or more.
- Providing adequate and stable sources of goods to stabilize income and salary appropriate to each individual's abilities.
- Recognize employee dedication, regardless of department, with timely rewards.
- Increase salary every year to ensure living standards (compared to the level of market depreciation).
- Better strategies are needed to attract customers and give workers more regular work.
- Increase the unit price coefficient to ensure the average income per actual working hour.
- For products requiring high quality, we hope the company will increase the unit price coefficient so that the average income of workers meets the needs of current market development.
- Salaries do not differ too much, easily causing discouragement for low-level workers, workers will not stick around for a long time, affecting company profits.

CONCLUDE

*Initial research results show the relationship between factors and employee engagement in garment enterprises in Vietnam, with a small sample size of 415 survey questionnaires collected and included in photo analysis. The influence of the factors is 409 votes, Along with the survey being convenient and random, this is also a limitation in sample size and questionnaire quality. In addition, the 4 factors included in the model only explain 32% of "Employee engagement in garment enterprises in Vietnam" and all 4 factors included in the model are meaningful. statistics (at the 5% level). That shows that other factors will affect the engagement of workers in garment enterprises in Vietnam according to the needs approach of A.H. Maslow (1943), the goal-setting approach of **Edwin A. Locke (1960)**, the two-factor approach of Herzberg, F. (1959), the equity of Adam, J.S. (1963), the expectations of Vroom, VH, (1964) ... With the research results considered as a direction for further research on employee engagement, in the future the research team can expand the survey and research. Add factors and purposefully select and filter survey subjects to increase the sample size and quality of survey questionnaires, as well as the explanatory level of the model.*

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