

SOCIALIST REPUBLIC OF VIETNAM
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**INFORMATION PAGE ON NEW ACADEMIC AND
THEORETICAL CONTRIBUTIONS OF THE DISSERTATION**

**Dissertation Title: The Impact of Corporate Social Responsibility on
Employee Performance in Small and Medium Enterprises in the Logistics
sector, Vietnam**

Major: Business Administration

Code: 9340101

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New contributions in terms of theory and practice of the dissertation:

1. Theoretical contributions

First, the study proposes a novel mediating factor, Person–Organization fit (P–O fit), in the relationship between corporate social responsibility (CSR) and employee performance. This extends the P–O fit literature, as few studies have directly tested this mechanism in the CSR–employee performance linkage. The findings indicate that CSR can enhance value congruence between employees and the organization, thereby improving

employee performance. This represents a new contribution to applying P–O fit theory in CSR research and broadens understanding of CSR effects in the Logistics industry, where enterprises often face substantial pressure in processes and resource constraints.

Second, the study explores the moderating effect of perceived organizational support (POS) on the relationships between affective commitment and employee performance, between P–O fit and employee performance, and between employee well-being/satisfaction and employee performance. The results suggest that the level of support perceived by employees can strengthen or weaken the effects of affective commitment and employee well-being on performance. This finding adds a new perspective to social exchange theory (SET) by indicating that organizational support not only reinforces the CSR–employee performance relationship but also clarifies the psychological mechanism through which employees become more attached and more willing to contribute. It thus provides important insight into how organizational support can moderate and amplify the impact of CSR on employee performance.

Finally, the study addresses a substantial gap in research scope and context by testing the CSR–employee performance relationship in the Logistics sector, an area that has received limited attention in developing countries. The findings highlight the importance of industry context and company type in explaining the effectiveness of CSR practices. Specifically, small and medium-sized Logistics enterprises in Vietnam, which operate under high pressure in terms of time, processes, and limited resources, are unlikely to improve employee performance through purely symbolic CSR policies. Instead, CSR is most effective when it fosters favorable psychological states and a sense of meaningful work for employees, particularly in settings where internal welfare and resources are constrained. This implication is especially important for applying CSR theories to high-pressure industries such as Logistics, enhancing the predictive and explanatory power of CSR research in resource-limited enterprises.

2. Practical contributions

The findings of this study also offer practical implications for SMEs by enhancing understanding of how CSR influences employee performance and how affective commitment, person–organization fit, employee well-being, and perceived organizational support function within this relationship. These insights can be leveraged to improve employee performance and, in turn, strengthen enterprises' competitive advantage. At the same time, Vietnam's Logistics industry is growing rapidly, and competition among enterprises is becoming increasingly intense. In this context, Logistics managers should proactively adopt appropriate solutions to enhance employee performance, thereby building and reinforcing sustainable competitive advantage in the marketplace. Accordingly, Logistics enterprises may use the study's results as a reference when identifying and developing factors that improve employee performance. In addition, the study provides practical managerial recommendations that managers in Vietnam can consult and apply to further enhance workforce performance.

PhD Candidate



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