THE CHALLENGES OF GLOBALIZATION FOR MNE CORPORATE SOCIAL RESPONSIBILITY IN A FRONTIER MARKET & DEVELOPED ECONOMY: AN MNE EXAMPLE FROM VIETNAM & AUSTRALIA

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Abstract: *Globalization has increased the numbers of multinational enterprises (MNEs) moving across borders and entering countries where varying challenges prevail. Each host country brings a different economic, political, international business and Corporate Social Responsibility (CSR) context for the MNE. The global MNE challenge is to adapt to each host country. This paper examines MNE CSR strategy and social and community activities, and the perspectives of these amongst their employees who are local citizens in each host country. Examination of N=598 employee perspectives from two MNE subsidiaries in Vietnam and Australia reveal differences in values to help with CSR social and community activities alongside their engagement in them and subsequent commitment to their organization. Structural Equation Modelling provides analysis within an identification framework. The findings are considered within the different economic country context and CSR context each country provides, and makes suggestions as to future MNE CSR strategy in each country context.*

Keywords: *Globalization, Multinational Corporations/Enterprises (MNCs/MNEs), Corporate Social Responsibility (CSR), Social & Community Activities, Employees, Developing Countries, Frontier and Pre-emerging Economy*

I. INTRODUCTION

Corporate Social Responsibility (CSR) – the notion that companies are responsible for their impact on society beyond an economic one –is said to be is 'spreading across the globe' (Visser and Tolhurst, 2010). Scherer and Palazzo (2008) describe globalization as a phenomenon whereby "everyday life and activities expand over national borders … new social networks with mutual dependence are created which lead to emerging new responsibilities" (p419). Further, globalization causes "businesses firms (to) become political actors that have social responsibilities beyond their economic role." Involved are also public actors (i.e. national governments) and international government visitations (such as the UN, ILO, OECD), that contribute, and private actors such as NGOs, civil society groups and business firms.

Globalization therefore creates global activities undertaken by multinational enterprises (MNEs) in international settings, which in turn impact on corporate governance mechanisms and accountability systems (Luo, 2005). Stakeholder management deals with "internalizing the demands, values, and interests of the actors that affect or are affected by corporate decision making … (whereby) political CSR can be understood as the movement of the corporation into environmental and social challenges such as human rights, global warming, or deforestation (Scherer and Palazzo, 2008, p426). MNEs must maintain legitimacy in these new environments while upholding a social license to operate (Arenas and Ayuso, 2016; Shah and Arjoon, 2015; Lee and Higgins, 2001) while also adapting to the host country where they reside (Kostova and Zaheer, 1999; Munro, 2013b). This not only means flexibility at a political level, but also at a legal, economic, governance and philanthropic (or discretionary) level. This returns to the traditional definition of CSR – "for a definition of social responsibility to

fully address the entire range of obligations business has to society, it must embody the economic, legal, ethical, and discretionary categories of business performance" (Carroll, 1979, p499). Later, Carroll (1998) addressed the relationship between companies, individuals and stakeholders utilizing what he termed the 'Four Faces of corporate citizenship" – which are also recognized as the four components of CSR – economic, legal, ethical and philanthropic.

The process of CSR strategy development is therefore embedded in different political and economic systems in each country and also different CSR systems in each country. This paper looks at how MNEs fit their CSR to the communities they inhabit and how they integrate the OECD principles and United Nations Sustainable Development Goals (2016) to their CSR strategy through adoption of social and community initiatives in the surrounding market place. The key implementers of CSR strategy are the employees as internal stakeholders. The actual 'effects of CSR' on employees is a relatively unexplored approach Bauman and Skitka (2012), and in particular that of the employees of MNEs. Research has indicated and confirmed that an organization's CSR behaviors significantly 'affect' employees as internal stakeholders (Collier and Esteban 2007; McWilliams and Siegel 2001; Peloza and Hassay 2006), as they are also the primary actors expected to engage with CSR activities and initiatives. Hence, the current paper examines MNE employees from two countries: Vietnam and Australia, regarding their perspectives of MNE CSR activities. MNE CSR activities may differ in different countries, due to the different CSR environments and actors in each country. Within developing countries, for example, those who assist with CSR need to engage with a broader range of development actors because the needs are so much larger. Actors may include: bilateral donors, international and local NGOs, international financial institutions and international philanthropic foundations (Visser, 2008). This interaction of many actors enhances the size of the task considerably.

Bisley and Coyne (2015) provide a good example to explain how CSR agendas and initiatives differ between developing and developed countries. They state corruption and transparency is higher in developing countries; the potential CSR economic impact is higher for developed countries; community needs are also higher, and in contrast to the developed country, community expectations are high and seldom met. CSR is also generally considered to be less evolved in developed countries (Farooq et al., 2014; Visser, 2008, 2016; Blowfield and Frynas, 2005; Jamali et al., 2009; Khan and Lund-Thomsen, 2011). It would therefore be expected that CSR as a business strategy is treated differently in developing countries producing different results. In addition, developing and developed countries provide different economic and historical backdrops, national attitudes toward CSR may vary from country to country and perception of CSR and values to help in CSR activities may also differ. However, examining CSR in developing countries is an emerging field (Jamali and Karam, 2016; Preuss et al., 2016). In addition, CSR in a pre-emerging and frontier country context, is an understudied area (Munro, 2013b).

Vietnam (as a developing and pre-emerging frontier country, World Bank, 2016) and Australia (as a fully emerged and developed country, World Bank, 2016) provide very different economic and historical backdrops and CSR contexts. These contexts are discussed in the research design and methodology section of this paper. With regards to Vietnam, CSR is a relatively new concept, considered to be mostly driven by: MNEs; development agencies of Western donor countries; and other international organizations (Bilowol and Doan, 2015). In addition, and as Hamm (2012) argues "despite the potential for CSR to help further develop Vietnam as an export-oriented market economy, the country lacks a public CSR policy and the Vietnamese government's

responsibility needs to be clarified in light of the challenges Vietnam faces including lack of a legal foundation and weak law enforcement" (Bilowol and Doan, 2015, p825). A survey by Pham (2013) found "90 percent of respondents (local citizens of Vietnam) misunderstood the (CSR) concept and related issues." A paper by Hieu (2011) confirmed that CSR perceptions and attitudes of consumers in Vietnam are "at a low state" (p162). This would suggest that general values toward CSR may also be different, alongside work attitudes. A study by Hung et al., (1999) found that Vietnamese employees expressed levels of organizational commitment and job satisfaction similar to Japanese and American samples. However, Vietnamese employees were willing to work harder to support their firms in a newly developing economy, than Japanese or American workers. This might also suggest higher engagement in extra-curricular work related activities, such as CSR social and community activities.

1.1. SI-Identification and Social Identity Theory

Selection of social and community activities are part of the CSR strategy an MNE implements. A similar MNE CSR strategy exists in each country, however the CSR activities or Social Initiatives (SIs), may vary slightly. SIs are defined as the micro 'social and community initiatives' an "organization adopts and supports in an ongoing and sustainable fashion, relating to the needs of: society; the environment; and the community – surrounding the organization's geographical location and market areas" (Munro 2013b, p 73).

Adopting Social Identity Theory to explain employee identification with organizations (Ashforth and Mael, 1989; Dutton et al., 1994), allows people to categorize themselves with an organization to which they feel a sense of belonging and self-definition (Tajfel and Turner, 1986). In the organizational situation, categorization can occur through making corporate associations with the organization, in which attractive associations (such as 'good CSR') lead to stronger employee organizational identification (Bhattacharya and Sen, 2003; Brown et al., 2002). This identity attractiveness in turn reflects similarity with the in-group (Berger et al., 2006; Bhattacharya and Sen, 2003; Greening and Turban, 2000; Pratt, 1988). The notion of 'identity' within Social Identity Theory is the degree of overlap between an employee's self-concept and his or her perception of the company (Lichtenstein et al., 2004; Kim et al., 2014). These self-defining values may also relate to the organization's SIs, which the employee defines as self, if they relate to them and therefore identify with them. Identification with SIs (SI-Identification) therefore is at the core of this model. Additional constructs between the pathways in the theoretical model of this paper are shown in figure 1, and discussed further in the hypothesis development section below.
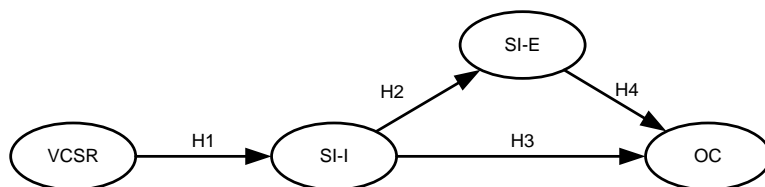
Figure 1. Theoretical Research Model for this Paper

Above variables are: Values of CSR (VCSR), SI-Identification (SI-I), SI-Engagement (SI-E), Organizational Commitment (OC).

1.2. Hypothesis Development

1.2.1. Pathway One: Values of CSR → Social Initiatives Identification (VCSR→SI-I)

The values scale by Clary et al., (1998) and researched by Pajo and Lee (2011), is utilized in this study to determine employee levels of values when helping a CSR-like cause and/or others less fortunate than themselves (Pajo and Lee, 2011). An examination of past CSR literature in this area reveals it is quite unique to study the relationship of employee 'values', within an identification setting. Hemingway and Maclagan (2004), for example, examine the role of an individual's personal values, but do this to explain the adoption overall of CSR 'policies' rather than employee identification with micro CSR activities or SIs per se. Bhattacharya et al., (2009) suggest a relationship may exist between values and identification and trust and commitment, and provide a 'conceptual model,' but do not 'empirically' examine these relationships. This is also the case for Korschun et al., (2014). Burns et al., (2006) however, examine values but do so within a satisfaction setting, finding the greater an individual's or volunteer's concern with 'helping others' (values to help), the greater their satisfaction with the experience. As satisfaction is often studied in an identification setting, whereby identification is thought to enhance satisfaction (Brown, 2000; Mael and Tetrick, 1992), this is relevant to the current model, which utilizes a commitment measure as its outcome measure, instead of satisfaction.

A study incorporating values is the Pajo and Lee (2011) study, which examines employee perceptions following participation in a corporate sponsored initiative. They utilized qualitative focus groups to categorize data into acknowledged definitions and found altruistic concern (and values related to helping) to be a key driver for employee involvement. They were unable to examine this 'quantitatively', due to the context of their study, allowing the current paper to provide a development on the Pajo and Lee (2011) study. Closer to the current paper, is the study by Paco and Nave (2013) who examine the motivations that lead employees to agree to participate in corporate volunteering activities. Utilizing the Clary et al., (1998) scale of the current paper, they found values to be the highest motivator of engagement. This was also defended by Burns et al., (2006).

In addition, Paco and Nave (2013) found that the greater the volunteer's concern with helping others (i.e. values to help), the greater their satisfaction with the experience. This paper is a development on the Paco and Nave (2013) study, which examines values and commitment, but also identification with activities, and within a developed and developing country context. As CSR is thought to be less evolved in developing countries (Farooq et al., 2013, 2014; Visser, 2008, 2016; Blowfield and Frynas, 2005; Jamali et al., 2009; Khan and Lund-Thomsen, 2011) it is expected that 'values to help' and identification in relation to CSR activities and SIs, will be different than in developed countries, and relationships currently proposed in Western CSR literature, may be different or not relevant in an Eastern context. The following hypothesis is therefore proposed:

Hypothesis 1. *Perceived Values of CSR (VCSR) is positively related to Social Initiatives Identification (SI-I) for: the developed country (a) Australia and negatively related to Social Initiatives Identification (SI-I) for the developing country (b) Vietnam.*

1.2.2 Pathway 2: Social Initiatives Identification → Social Initiatives Engagement (SI-I→SI-E)

Employee participation and engagement in CSR Social Initiatives usually occurs as corporate volunteer programs, in which employees offer their time and skills to the community (Cycyota et al., 2016; Peterson, 2004b; Wild, 1993; Kim et al., 2010), on behalf of their organization. This paper refers to this type of participation as 'engagement' in the organization's CSR and/or SI activities. Based on the notion that employees

engaging in SIs for their organization, do so voluntarily, this would require them to go out of their way, beyond their job role (i.e. extra-organizational or extra-role activities) to administer these activities. It is unlikely that they would do this unless they identified with the activity or the individuals, which the activity will help and affect. The idea that an individual would make significant personal sacrifices for another person, particularly when that person is a stranger has been a strong interest in the social behavior literature (e.g., Batson, 1998; Eisenberg and Okun, 1986; Piliavin and Charng, 1990; Schroeder et al., 1995; Clary et al., 1998). This paper suggests, that if they identify with the extra-role activity, they then can further self-enhance their own identity by being engaged in the activities. It is therefore proposed that identification with SIs will significantly increase 'hands-on' engagement in extra-role activities (such as SIs) within an identification framework.

A review of the literature in this area suggests that perceptions of CSR may be moderated by various factors including proximity, awareness and levels of engagement or involvement (Bhattacharya et al., 2009). As previously mentioned an organization's CSR activities or SIs are uniquely dependent on the employees implementing them and (in doing so), engaging in them. Employees are called upon to implement these activities and their execution is therefore primarily dependent on employee responsiveness to these activities. Responsiveness to CSR activities in the current literature has commonly utilized 'qualitative' research methodologies (Arenas and Ayuso, 2016; Berger et al., 2006; Bhattacharya et al., 2009; Kim et al., 2010; Rodrigo and Arenas, 2008; Paco and Nave, 2013; and Pajo and Lee, 2011). Hence, this study is one of the first to examine the relationship with CSR initiatives and organizational commitment, within an identification model, utilizing 'quantitative' methodology, and even more uniquely, examine identification with the organization's specific micro SIs rather than general CSR initiatives and activities.

In contrast, Farndale et al., (2014) examine employee engagement alongside job satisfaction. However, they examine 'general' work and organizational engagement (not engagement with extra-role activities or specific 'CSR' related activities). They found that engagement does not necessarily lead to loyalty. This is an interesting finding as loyalty is part of the commitment scale measure, in the current paper. To build on their work, this paper proposes that if an employee 'identifies' with their organization's external extra-role activities (SIs), they will not only be more committed to their organization, but also more engaged in their organization's SI activities. This paper therefore adds to the literature, by taking the original identification model of Anaza and Rutherford (2012), who examine organizational identification (OI) and employee-customer identification alongside customer orientation, and adapts their job engagement scale as a 'task' related engagement scale (for extra-curricular activities such as SIs). Further, the model for this paper adds to the Anaza and Rutherford (2012) model, by examining the precursor (VCSR) of CSR, alongside identification and commitment. In addition, it is proposed that the relationships between these constructs will differ in a Western developed and Eastern developing country context. The following hypothesis is therefore proposed:

Hypothesis 2. *Social Initiatives Identification (SI-I) is positively related to Social Initiatives Engagement (SI-E) for developed country (a) Australia and negatively related to Social Initiatives Engagement (SI-E) for the developing country (b) Vietnam.*

1.2.3 Pathway three: Social Initiatives Identification → Organizational Commitment (SI-I→OC)

Given the centrality of commitment to business administration and marketing disciplines, and the long-term relationships between organizations and their employees, commitment has been a much researched concept

in general business literature (Morgan and Hunt, 1994; Lee et al., 2012). Researchers have also begun to explore the relationship between an organization's CSR activities (in their broad definition) and employee commitment (Brammer et al., 2007a; Peterson, 2004a). General CSR initiatives (in the broader macro definition of CSR) have been found to enhance employee commitment to the organization (Brammer et al., 2007a; Peterson, 2004a; Rupp et al., 2006). This paper adds to the literature by examining if 'identification' with micro Social Initiatives (the organization's 'actual' social and community activities), will also enhance commitment to the organization.

Relevant to the current paper, is the study by Farooq et al., (2013), examining the impact of CSR on organizational commitment (OC) with mediated links: organizational trust and organizational identification (OI). They found a stronger effect of OI than Trust, but that both mediate OC. Further, Farooq et al., (2013) found a stronger effect than previous studies in Western contexts, and explained this as a factor of low levels of CSR in South Asia generally, for their sample from Pakistan. This paper adds to this study by examining these relationships in South East Asia, and in this case Vietnam, and comparing this with Australia, while also utilising similar variables and similar Western scales to the Farooq et al., (2013) study. This paper therefore provides a development on the Farooq et al., (2013) study.

Farooq et al., (2014) also examined the four components of CSR (i.e. community, environment, employees, and consumers) and found that three components (excluding environment) positively affect OI with the community component having the strongest effect. They also looked at collectivist orientation within this framework, as a number of studies have (e.g. Triandis et al., 1988), and found that while the effects of community related CSR actions on the employees' outcomes are stronger for individualistic employees, the effect of employee-related CSR actions on organizational identification is stronger for collectivist employees. Hence, their results suggest that the effect of consumer-related CSR actions on organizational identification can depend on individual cultural factors, such as individualism and collectivism. This paper does not examine the individual collective or individualistic identities of each employee, but uses country of origin as a basis, following past research which has utilized country orientation as collective or individualistic without testing this in individual employees (Ashmore et al., 2004; Simon and Klandermans, 2001; David and Bar-Tal, 2009). This paper therefore adds to the Farooq et al., (2014) study as it also examines levels of values in relation to these variables (OI, perceived CSR) and does so across different countries that are already pre-defined in the literature as collective or individualistic country settings.

Further, this study examines identification with an organization's actual micro Social Initiatives (SIs), rather than identification with the organization per se, and proposes that these constructs will be different within a Western developed and Eastern developing country context. Hence the following hypothesis is proposed:

Hypothesis 3. *Social Initiatives Identification (SI-I) is positively related to Organizational Commitment (OC) for the developed country (a) Australia and negatively related to Organizational Commitment (OC) for the developing country (b) Vietnam.*

1.2.4 Pathway four: Social Initiatives Engagement → Organizational Commitment (SI-E→OC)

Engagement has been found to allow employees to experience higher morale (Lewin, 1991), higher self-esteem (Pancer et al., 2002), and in addition, share values with their organization through participation (Peterson, 2004a), leading to higher levels of commitment (Stebbins, 1989; Lee et al., 2008). Collier and Esteban (2007) in their discussion paper on CSR and OC, conclude that a key determinant of CSR effectiveness is the 'enthusiasm' or

'motivation' which employees espouse toward the organization (page 31). This is interesting to the current paper, as whether engaging in an organization's CSR activities or SIs enhances subsequent commitment – is a key question. The Collier and Esteban (2007) conclusion, that 'enthusiasm' and 'motivation' are key, interacts with the definition of engagement, whereby engagement is defined as a positive fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption" (Bakker et al., 2007, p274, Anaza and Rutherford (2012). The study by Kim et al., (2010), follows a similar model format to this paper. They examine various relationships with CSR, including identification and commitment to the organization, and conclude that CSR performance can be an effective way for organizations to maintain a positive relationship with their employees, and subsequent commitment to the organization. However, they only examine 'participation' utilizing two items (i.e. working as a team on activities and having a voice to select activities), rather than measuring actual tactile hands-on engagement in these activities. This paper therefore proposes a development on the Kim et al., (2010) study.

Corporate volunteer programs (which include CSR type activities and SIs) have also been found to benefit work attitudes (Pancer et al., 2002; Peterson, 2004b; Stebbins, 1989). In addition, participation in volunteer programs has been linked to organizational commitment and job satisfaction (Stebbins, 1989). Much of the positive effects identified in the volunteering literature, have been related to enhancing identification and therefore also organizational commitment. The research by Peterson (2004c), for example, discovered that organizational commitment was higher among employees involved in corporate volunteer programs, through enhancement of the self and therefore the 'identity' as previously mentioned. Much of the volunteer research agrees that organizations often engage in employee volunteering in response to expectations for them to be socially responsible (Gatignon-Turnau and Magnonac, 2015; Muthuri et al., 2009). Hence, implementing SIs is also a part of being socially responsible. In addition, as noted by Hess et al., (2002), "structured volunteer programs for corporate employees are a widespread example of a new phenomenon demonstrating the mutually beneficial nature of such programs" (page 111). While the community benefits from the donation of the employee's time and talent, the organization benefits from creating more loyal and committed employees, which in turn acts as an aid for recruiting, and teaches and enhances teamwork skills amongst employees (Hess et al., 2002). Given the fundamental principles of Social Identity theory one would therefore also expect in-group clarification and therefore greater commitment and identification. Motivation to be engaged has also been found to vary in collectivist and individualist countries and cultures (Gelfand et al., 2004). Various researchers have reported that a central feature of motivation in collectivist cultures and countries is the need to complete duties and obligations to contribute to the 'group' (e.g. Kashima and Callan, 1994; Markus and Kitayama, 1991; Yu and Yang, 1994; and Earley, 1994). The need to understand goal directed behavior (i.e. motivation) within a 'social context' and 'country context' is also highlighted by various studies (Yu and Yang, 1994; Abu-Saad, 1981; Kashima and Callan, 1994; Matsui et al., 1987; Earley, 1994).

There is increasing evidence that companies see their employees as key to their corporate citizenship programs and employees enjoy the experience of volunteering together, as part of the 'in-group' experience (Zappala and Cronin 2002; Zappala, 2004). This is also relevant to engaging in SI activities together, as part of the group experience. Despite this, less is understood of the effects of engagement on employee perspectives or an actual measure of their commitment to their organization following engagement in SIs directly belonging to that organization. This paper therefore fills this gap by examining engagement in 'actual' SIs of the organization, relative to OC.

In addition, employee volunteering is documented as a large aspect of CSR programs in Western developed countries and was found to be the fastest growing form of CSR community involvement during the 1990s, and is continuing to grow in developed countries (Zappalà 2001; Zappala, 2004). According to Zappala (2004) a survey of employee volunteering programmes in the US found that 81 percent of companies supported employee volunteering as a core business function (Points of Light 2000). Australian trends also suggest that employee volunteering programmes are growing in popularity and are a significant part of community–business partnerships (Zappalà 2004; Zappalà and Cronin 2002). A survey of CSR and CCI related programs among the top 100 companies in Australia found a relatively high proportion of companies (61%) supported some form of employee volunteering, with almost all offering rewards for employee participation in voluntary activities through employee newsletters, and presentation of awards and certificates (Zappalà and Cronin 2003). Similar levels have been identified internationally. There is less however known about engagement and volunteering in employee volunteering programmes in the Asian region (Zappalà and Cronin 2003), suggesting more studies need to be run in Asian and Eastern developing countries to understand if volunteering and engagement in SI activities is as important in Asia as it is in various Western and developed countries. This paper fills this gap by looking at engagement and organizational commitment within an Asian developing country context and propose the following:

Hypothesis 4. *Employee Social Initiatives Engagement (SI-E) is positively related to Organizational Commitment (OC) relationship for the developed country (a) Australia and negatively related to Organizational Commitment (OC) for the developing country (b) Vietnam.*

II. MATERIALS AND METHODS

2.1. Selection of Sample

Purposive sampling was utilized to select 'MNE organizations' and 'countries', whereby selection can be made using judgment of experience in the region, with access to certain units (Kent, 2007), based on stage of development (World Bank, 2016), with Australia as a Western and developed country comparison.

2.2. Developing/Developed Country & Frontier Pre-Emerging Country Classifications

A developing country is a nation with an underdeveloped industrial base, and low Human Development Index (HDI) relative to other countries (Sullivan and Sheffrin, 2003). The World Bank, for example, uses GDP to determine a developed and a developing country and defines developing countries as those countries, which have started to grow but have yet to reach a mature stage of development and/or where there is significant potential for economic or political instability (World Bank, 2016). Additional World Bank Indicators are listed in table 1. In contrast, a developed country is a sovereign state that has a highly developed economy and advanced technological infrastructure relative to less industrialized nations (Investopedia, 2016a). Australia is classified as a developed country in the Dow Jones list (2014) and one of the ten largest advanced economies by GDP in both nominal and PPP terms (World Economic Outlook Database, 2015; IMF, 2015b). In contrast Vietnam is classified as developing by the World Bank (2015a, b).

Developing countries can be further classified as emerging or pre-emerging markets (World Bank, 2016). Vietnam is acknowledged as transitioning from a frontier market to an emerging market (The Emerging Markets Hub, 2016). At the bottom of the emerging markets are countries that are not yet emerging. These countries fall

into the category of pre-emerging markets or 'frontier' economies (Munro 2013b; Kvint, 2010). The term 'frontier market' (i.e. for Vietnam) was coined to define a pre-emerging economy.

Table 1. World Bank (2016) Status for Participating Countries

DEVELOPING COUNTRY	DEVELOPED COUNTRY
Vietnam: lower-middle income level	Australia: high-income level
GDP US$186.2 billion (2014)	GDP US$1.455 trillion (2014)
Population total: 90.73 million (2014)	Population total: 23.47 million (2014)
Pre-emerging (Frontier) market	*Emerged market*

NB: GDP, Population and Emerging Market status (World Bank, 2016)

2.2.1. CSR and Sustainability Measures for Each Country Classification

Individual countries can also be measured in terms of their level of CSR and/or Sustainability development. The Sustainable Society Index (SSI) provides ranks of 151 countries calculated for Human Wellbeing, Environmental Wellbeing and Economic Wellbeing (SSI, 2014). Human Wellbeing is used here, as an indicator for stage of 'social and community' development rather than overall Sustainability measures. This is also fitting as the current paper examines SIs ('social and community' activities). Annual rankings of countries by the World Economic Forum provide a Global Competitiveness Ranking for countries. Countries are compared based on standard of living and prospects of long-term economic prosperity (Hanges, 2004). This includes: the degree of openness to foreign trade and investment; the role of the government in the economy; level of competition in financial markets; quality of infrastructure; computer use and new technologies; management quality and employee training; competitiveness of labour markets; legal institutions, corruption and crime (World Economic Forum, 1998). The United Nations Development Programme, Human Development Index (HDI) was created to emphasize that people and their capabilities should be the ultimate criteria for assessing the development of a country, not economic growth alone (The Human Development Index, 2015). The HDI is a summary measure of key dimensions of human development: a long and healthy life, being knowledgeable and a decent standard of living (The Human Development Index, 2015).

Table 2. CSR and Sustainability Level Development Rankings

Country	SSI* Human Wellbeing	GCR*	HDI*	HDI Ranking
	LEVEL OF DEVELOPMENT			
Australia	45	5.1	0.935	2/187
Vietnam	65	4.3	0.638	121/187

* (Source: Sustainable Society Index (SSI) Rankings, 2014; Global Competitiveness Rankings (GCR), 2015; The Human Development Index (HDI), 2015)

(NB: SSI lower score is a higher ranking; GCR higher score is a higher ranking; HDI higher score is a higher ranking; HDI ranking is out of 187 countries, with a lower score being a higher ranking)

As is shown in table 2, Vietnam is the least developed country with the lowest rating on indicators.

2.2.2. CSR Differences in Each Country Context

2.2.2.1. Vietnam

Vietnam has experienced several decades of upheaval including long periods of war (Fleming et al., 2016). Very little information exists on the state and trend of CSR and sustainable enterprises in Vietnam (Fleming et al., 2016). Some progress is being made on the ground locally, under Government initiatives, promoting energy conservation, emission reduction and cleaner production in industry, but it is uncertain on how to generalize this to community needs (Fleming et al., 2016). In Vietnam, difficulties exist in implementing CSR at the basic and also the national level (Hoang, 2015). As a transitional economy, there is a lack of local law enforcement as well as cooperation, and CSR and/or ISO standards that do exist are not in sync with government standards (Pham, 2011). It has also been reported that company knowledge about CSR is limited, whereby CSR is seen only as charity rather than the needs from inside the company (Pham, 2011; Bui, 2008). Also, it is stated that companies lack money and technique to apply CSR criteria (Saga Vietnam, 2008). Due to this lack of knowledge, and increasing awareness of societal and environmental issues raised by emerging CSR awareness in their developing economy, it is thought that Vietnamese consumers for example, respond passively and weakly to these issues – to protect themselves (Bui, 2010). Further, the impact of CSR on business success and well-being to its employees has not attracted Vietnamese economists to research this area (Bui, 2010), nor international authors (Shaw and Shiu, 2000; Belk et al., 2005; Brinkmann and Pettie, 2008; Singh et al., 2008) to elaborate on this transitional economy (Hoang, 2015).

2.2.2.2. Australia

In contrast, it is stated that Australia has made a credible commitment to sustainability and CSR, however its transition towards sustainable enterprise, due to some of its environmental lagging in laws, is still developing (Higgins and James, 2016). At the turn of the century, Australia was widely considered a lazy backwater when it came to CSR. However, a decade later CSR was on the agenda of almost every CEO of the largest enterprises in Australia (Black, 2010). More recently it has been acknowledged, that the desire to advance CSR might be strong, however an ACCSR report in 2009 conducted in over 500 organizations showed that CSR issues and activities are not yet 'mainstreamed' (Black, 2010). However, Australian businesses are noted as focused on 'strategic CSR' in corporations, similar to developing countries in terms of social and community activities within their CSR strategy, with the only key negative being sustainable enterprise, which is currently lacking (Higgins and James, 2016) due to the above-mentioned environmental and mining issues.

2.3. Questionnaire Development

The model for this paper uses scales derived from past studies and some adapted scales. Seven-point Likert scales are used to follow scales in the literature review. Measures and scales utilized in this paper are listed in table 3.

Table 3. Scale Items for Employee CSR Survey

SI-Identification (SI-I)
Adapted from Anaza and Rutherford (2012); derived from (Mael and Ashforth, 1992)
1 = strongly disagree; 7 = strongly agree

- When someone praises our 'social and community' activities it feels like a personal compliment

- I feel attached to 'social and community' activities

- I am interested in what others including my co-workers think about my customer

- I identify with our 'social and community' activities

- It feels good to be of service to our 'social and community' activities

- When someone criticizes our 'social and community' activities, I take it personally

(Identification with the <u>Customer</u> was replaced with Identification with <u>the Organization's Social and Community Activities)</u>

Organizational Commitment (OC)
Rayton (2006) and Brammer, Millington and Rayton (2007)
1 = strongly disagree; 7 = strongly agree

- I feel proud to tell people who I work for

- I feel loyal to my organization

- I share the values of my organization

Values (VCSR)
Clary et al. (1998)
1 = Very inaccurate; 7 = Very accurate

- I am concerned about those less fortunate than myself

- I am genuinely concerned about the particular group I am serving

- I feel compassion toward people in need

- I feel it is important to help others

- I can do something for a cause that is important to me.

SI-Engagement (SI-E)
Anaza and Rutherford (2012) – Adapted Work-place Engagement
1 = strongly disagree; 7 = strongly agree

- I really get involved in our 'social and community' activities

- Sometimes I am so into our 'social and community' activities I lose track of time

- I am highly engaged in our 'social and community' activities

(NB: Involvement & Engagement in <u>the Job</u> was replaced with Involvement & Engagement in <u>the Organization's Social and Community Activities</u>

The 'actual' micro SI activities for <u>each</u> organization are listed for each MNE. Each, respondent is then asked the following question with regards to these SIs:

Question for SIs: Below is a list of 'social and community' activities <u>your</u> organization is involved in.

Please tick the activities that you MOST prefer.

- Employee mentoring and teaching legal skills to students

- Employees plants trees for Hotel Group Initiative

- Employees donate blood

- Employee participation in the MN Run to raise funds for cancer patients in Vietnam

- Mentoring high school students at risk of disengaging from school/learning

- Employee give cash & community donations to Mission Australia for various charities

- Employees train/mentor migrants and indigenous people

(Above is example for one organization*)

After viewing their organization's 'actual' SIs, the respondent is asked how much they identify with their organization's particular SIs (adapted from Anaza and Rutherford, 2012), followed by the question regarding their engagement in these SIs (adapted from Anaza and Rutherford, 2012). As the current paper is not measuring individual SIs, the list of SIs is only referenced in the survey for identification purposes. The main measurement for SIs therefore, is their identification of SIs, and not the measurement of each individual SI per se.

To ensure consistency between surveys accredited Vietnamese translators, translated and reviewed each questionnaire to ensure accuracy for this survey (Pena, 2007; Van de Vijver and Tanzer, 2004). Translation of surveys and translation back checks were also conducted. The questionnaire was then pilot tested.

III.   RESEARCH ANALYSIS

Prior to data analysis, data cleaning, analysis of distribution and removal of outliers was conducted in SPSS 22.0. After normal distribution checks and removal of outliers the sample was comprised of the final respondent numbers, N=598, reported in table 4.

Table 4. Final Respondent Numbers

Sector	AUSTRALIA	VIETNAM	Total
Hotel	186	206	392
Law	155	51	206
Total	**341**	**257**	**598**

Demographic analysis revealed that 80% of the Australian respondents have a passport from Australia, followed by 4.1% from the UK, 3.8% from New Zealand and 1.5% from Europe, and various other nationalities under 1.5%. Approximately, two-thirds (66%) of Australian respondents state their birthplace (origin) as Australia, followed by 7.3% for the UK, 3.5% from New Zealand and various nationalities from 2.6%. In contrast, 95% of Vietnamese respondents have a Vietnamese passport (with 1.9% with a passport from the USA and 0.8% with passports from Canada and Australia respectively), and 94% state Vietnam as their country of origin (with 1.2% from the USA, and 0.8% with passports from Canada and Australia respectively). Hence the majority of sample are citizens of their respective countries by passport, or were born in the country they reside and work.

Significant differences (p < 0.001) exist for types of Religion between countries. The predominate response for Australia was 'No Religion' at 33%, with 23% reporting as Catholic and 27% reporting as

Christian. In contrast, the predominate religion reported for Vietnam is 49% Buddhist, 24% reported as 'No Religion' and 18% reported their religion as Catholic.

A comparison of means was examined utilizing Analysis of Variance (ANOVA) to examine key constructs and variables across countries revealing differences between country groups for all constructs in the study, as shown in table 5. An Analysis of Variance (ANOVA) was also conducted across sectors and countries to check for significant differences between Australian Hotels, Australian Lawyers, Vietnamese Hotels and Vietnamese Lawyers. There were many significant and non-significant differences between each sector and within each country, suggesting that differences between a particular sector in a particular country are not 'consistent'.

Table 5. Three Country ANOVA Across Variables

VARIABLE	Developed Country	Developing Country	
	AUSTRALIA (Mean)	**VIETNAM** (Mean)	
VCSR	**6.25**	5.83	Australia is significantly different from Vietnam ***
SI-I	5.48	**5.71**	Australia is significantly different from Vietnam **
SI-E	4.32	**5.20**	Australia is significantly different from Vietnam ***
OC	**6.03**	5.93	**Australia** is not significantly different from Vietnam**

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

Above variables are: Values of CSR (VCSR), SI-Identification (SI-I), SI-Engagement (SI-E), Organizational Commitment (OC).

As shown in table 5 both countries are significantly different from each other particularly for values and engagement. Australia scored highest for values and organizational commitment and lower on SI-I and SI-E. Hence, Vietnam scored highest on SI-I and SI-E.

Structural Equation Modelling (SEM) using Amos 22.0 is the chosen method of analysis given the multivariate nature of this study involving four constructs and variables across two sectors (Hotel and Law) and two countries (Australia and Vietnam). Before testing the proposed theoretical model each of the four constructs were examined independently in one-factor congeneric models. To further verify the discriminant validity and convergent validity of the variables, confirmatory factor analysis (CFA) was conducted on the theoretical model. The reliability and validity of the measures in the full model were examined via CFA analysis using SEM with; SPSS 22.0 and AMOS 22.0 software each variable in the study. Convergent validity was established since the composite reliabilities for each construct exceeded the recommended threshold of 0.70 and the average variance extracted (AVE) for each construct exceeded or was equal to 0.50 (Hair et al., 2010). As a result of this analysis COMPL and rCRITI items from the SI-I construct was removed from the final analysis of the theoretical model, as the SL was below 0.60 for Indonesia and Vietnam. According to Fornell and Lacker (1981), for a construct to demonstrate discriminant validity, all of the construct AVE estimates should be larger than the corresponding squared interconstruct correlation estimates. All of the constructs passed this requirement and validity was confirmed. The results are shown in table 6 in the Appendix.

SEM was run for the theoretical model utilizing AMOS 22.0 software. The Goodness-of-fit indices for the theoretical model revealed that the values were significant, with the Q value ($\chi2/df$) = < 3.0 and close to < 2.0. The SRMR = 0.06, the RMSEA < 0.05. The TLI = 0.95 and the CFI exceeds 0.95. These indices confirm the acceptability of the model as listed: $\chi2$ = 1005.592, df = 480 ($\chi2/df$ = 2.09), p = 0.00, CFI = 0.95, TLI = 0.95, GFI = 0.90, RMR = 0.073, RMSEA = 0.035, SRMR = 0.064. As shown in table 6, the direct effects for all variables were significant at $p < 0.05$, except for VCSR $\rightarrow$ SI-I for Australia (p = 0.44) and SI-E $\rightarrow$ OC for Vietnam (p = 0.73). In addition, engagement in SI activities (SI-E), does not have a significant effect on Vietnamese employee's organizational commitment (OC), but does for Australian employees. The results are shown in table 7.

Table 7. SEM Results for the Proposed Theoretical Model

PATH	CR Australia	CR Vietnam	p Australia	p Vietnam	H (a) Australia	H (b) Vietnam
H1: VCSR→SI-I	0.10	0.08	0.77	2.46	0.44NS	0.01**
H2: SI-I→SI-E	0.06	0.07	13.98	13.33	***	***
H3: SI-I →OC	0.07	0.11	8.40	6.27	***	***
H4: SI-E→OC	0.06	0.10	-3.02	-0.34	0.003**	0.73NS

($p <$ 0.05**, $p <$ 0.001***, NS = Not Significant)

Pathways for the above are: *Values of CSR (VCSR)* $\rightarrow$ *SI-Identification (SI-I), SI-Identification (SI-I)* $\rightarrow$ *SI-Engagement (SI-E), SI-Engagement (SI-E)* $\rightarrow$ *Organizational Commitment (OC), SI-Identification (SI-I)* $\rightarrow$ *Organizational Commitment (OC)*

IV.   RESULTS AND DISCUSSION

4.1. Key Findings for the Proposed Theoretical Model

In the initial stage of the analysis, one-factor congeneric model testing revealed selected items on independent constructs that needed to be covaried in the final theoretical model. Following confirmatory factor analysis of the final theoretical model, two highly correlated items (one was a reverse score of the other; i.e. COMPL and rCRITI) were removed from the construct SI-I, and two items (CANDO and GROUP) were removed from the construct VCSR. SEM in AMOS 22.0 of the final proposed theoretical model revealed a good fit.

The overall results of the proposed model reveal that when organizational commitment is the dependent variable, positive relationships exist for: SI-I→SI-E and SI-I→OC across both Vietnam and Australia. This supports hypotheses H2 and H3 for Australia, as a positive effect was expected and rejects hypothesis H2 and H3 for Vietnam, where a negative relationship was expected. There was no significant relationship between VCSR→SI-I for Australia, however there is a positive effect between VCSR→SI-I for Vietnam, therefore rejecting hypothesis H1 for Australia and rejecting this hypothesis for Vietnam where a negative relationship was expected. There was also no significant relationship between SI-E→OC for Vietnam, therefore accepting this

hypothesis H4 for Vietnam, however there is a positive effect between SI-E→OC for Australia, therefore accepting H4 for Australia. Examining the correlations between variables showed the highest correlations between SI-I and SI-E for both Vietnam and Australia and the lowest correlations between VCSR and SI-E for Australia and between VCSR and OC for Vietnam. In addition, analysis of variance revealed that SI-I and SI-E are significantly higher for Vietnam when compared with Australia, and that VCSR and OC are significantly higher for Australia.

4.2. Discussion of Findings

This paper contributes to the CSR literature by confirming a positive relationship between VCSR and identification of SIs for the Vietnamese sample but not for the Australian sample. Hence Vietnamese employee values effect their identification with SIs. Past research has been conducted in a Western setting utilizing the values scale (Clary at al., 1998, Pajo and Lee, 2011), but not within an identification model before nor within an Eastern or developing country setting. This paper also contributes to the CSR literature by confirming a positive relationship between SI-I and SI-E, across both Vietnam and Australia. Therefore, identification of SIs effects engagement of SIs in both cases, suggesting the overall importance of identification with SIs in order to be engaged in them.

The literature review suggests that perceptions of CSR and identification of SI activities may be moderated by various factors including proximity, awareness and levels of engagement or involvement (Bhattacharya et al., 2009; Driscoll and Starik, 2004; Munro 2013a; Munro 2013b). Early identification theorists believed that identification with the organization elicits in employees a greater willingness to participate in intra-role behaviors and 'extra-role activities' (O'Reilly and Chatman, 1986; Anaza and Rutherford, 2012). This was later confirmed with 'general' community type activities and participation rates (Burns et al., 2006; Paco and Nave, 2013; Pago and Lee, 2014; Raub and Blunschi, 2014). This paper uniquely confirms that this is also the case for engagement in SIs (an organization's 'actual' SI activities), rather than externally organized activities. This finding and methodology development and scale adaption is a unique contribution to the literature.

In addition, a positive relationship was revealed between SI-I and OC, for both Vietnam and Australia. The Western literature to date has previously acknowledged and confirmed a relationship between OI and OC (e.g. Farooq et al., 2013, 2014; Kim et al., 2010; Bhattacharya and Sen, 2003; Dutton et al., 1994; Lee et al., 2008, Brammer et al., 2007a). This paper therefore provides a unique contribution by generalizing identification with the 'organization' to the 'organization's SIs', and determines a relationship with employee commitment to their organization. The current paper proposed a difference between developed and developing countries for this relationship. As there is no difference between developed and developing countries for this relationship, the findings confirm the importance of employee SI-Identification to overall commitment to MNE organizations on a 'global' level across developed and developing countries.

This paper also contributes to the CSR literature by confirming a positive relationship between SI-E and OC for Australia but not for Vietnam. This suggests that developing countries, such as Vietnam, do not need to be engaged in their SIs in order to be committed to their organization. They are engaged in their SIs anyway, and have significantly higher SI engagement and SI Identification levels than the developed country. Past research has shown a strong relationship exists between engagement and commitment in Western based literature, in terms of employee participation in CSR initiatives within corporate volunteer programs (Cycyota et al., 2016;

Peterson, 2004b; Wild, 1993; Kim et al., 2010). This type of engagement has been found to benefit work attitudes (Pancer et al., 2002; Peterson, 2004a; Peterson 2004c; Stebbins, 1989). However, this is not the result for Vietnam, confirming that you cannot generalize Western based CSR findings to Eastern developing countries.

Of interest the majority of employees in each country examined are citizens of their respective country by passport, or they were born in the country they reside and work. The significant differences for employee types of Religion between countries, is an important consideration, especially when examining an individual-values to help with CSR type activities. With the predominate response for Australia being 'No Religion' at 33%, (and 23% Catholic; 27% Christian), contrasted with 49% Buddhism (and 24% 'No Religion'; 18% Catholic) for Vietnam – this raises question of the underlying practice of Buddhism, with nearly half the Vietnamese sample reporting as Buddhist in contrast to 0% in the Australian sample. The results of this study reveal Vietnamese employee 'values' effect their identification with SIs (SI-I), but do not affect SI-I for Australia. Hence, values should be strongly taken into consideration when dealing with MNE CSR strategy in developing countries, and in particular religions, such as Buddhism for Vietnam. Religious values has been shown to effect CSR perspectives (Brammer et al,. 2017b; Munro, 2013b), hence this study supports this premise.

Vietnamese employees, may also still perceive 'social issues and responsibility' as the responsibility of the 'individual', and not the corporation, in a country that is pre-emerging and in a context where CSR is still developing. This might be why there is more employee engagement in CSR activities (SIs), as it is potentially seen to be less the responsibility of organizations, the government, and associations, and more the responsibility of the 'individual'. CSR contexts for each country and SSI, HDI and GCR, listed in the methodology section of this paper would suggest this is indeed the case, and that as Vietnam is a pre-emerging economy, CSR is still under developed as discussed. Vietnamese employees may also look more toward Buddhism and traditional folklore and proverbs, which are a part of the Vietnamese community (Srichampa, 2006; Vos, 2015), and this may also be why values may effect their identification with community SIs. This need to be examined further in future research.

A theoretical contribution to the literature though a Social Identity Theory lens, would suggest, "I and we" and 'in-group out-group' (David and Bar Tal, 2009; Gelfand et al., 2004; Triandis et al., 1998) extends to Eastern and Western societies. As, Vietnam has been traditionally referred to as a collectivist society (Jetten et al., 2002; Wei et al., 2014; Markus and Kitayama, 1991; Leung, 2008; Triandis et al., 1998), we can discuss the findings within this paradigm. As previously mentioned, to fulfil tasks and be engaged in them, one may be motivated by a sense of 'duty' in collective Eastern societies, as opposed to engagement by 'choice' in individualistic Western societies (Miller, 1994). Hence, a further argument for the fact that SI-E does not affect commitment to their organization for employees of developing countries may be a matter of 'duty' rather than 'choice'. This suggests they are engaged in their SIs regardless of commitment to their organization because they view engagement in SIs as a matter of 'duty' to the 'in-group', which in this case, the 'in-group' is the 'community' the SIs effect, rather than the 'organization' per se. This would suggest, by being more engaged in the organizations SIs, Vietnamese employees may feel more closely related to the in-group, and therefore also the predominate 'needy' group in society, whereby a sense of identity is fulfilled by this action. In contrast, a Western individualistic society engagement is more likely to be 'choice', rather than 'duty' (Miller, 1994) and perhaps they also do not identify with the 'needy, when this is not the predominate 'in-group' in a developed society. The findings of this

study reflect this by reporting lower levels of engagement for the developed Western country, where they have a 'choice' of whether to engage or not. This is also consistent with a Western and individualistic 'national identity'.

There are also significantly higher levels of identification of SIs for Vietnam. This fits within a Social Identity Theory paradigm, whereby, SIs are the 'in-group's' needs (of the predominate community), where in a developing country there are more social and community needs (Bisley & Coyne, 2016; Visser, 2016) and higher levels of poverty as identified by: its developing status; levels of GDP (World Bank, 2016), and SSI, HDI and GCR levels. Hence, those living in poverty, or in need, become the larger portion of the community, and therefore the dominant 'in-group' of which one identifies with.

The current paper is able to confirm a relationship between engagement in the organization's 'actual' SIs and their overall commitment to their organization, extending the research literature in a Western setting to expand the findings from an 'organizational' identification level to a 'Social Initiative (SI)' identification level. This study also contributes to the literature overall by confirming a difference between the developed and developing countries for SI-Engagement and OC, whereby SI-E does not affect OC in a developing country but does in a developed country. The analysis also revealed higher levels of identification with SIs for Vietnamese MNE employees, and therefore perhaps a commitment to 'social initiatives' in the community, perhaps more than a commitment to their 'organization'. However, this would need to be examined and replicated in additional studies.

4.3. Limitations & Managerial Implications

Inevitably this study incorporates varying degrees of limitations that may in some cases affect the outcomes of this research. A potential limitation of this paper is that there is only one developed country and one developing country examined. However, the papers primary objective was to contrast and examine these two countries. In addition, this research has lower numbers of employees for Vietnam, as MNEs in Vietnam tend to have lower numbers of employees, in addition to there being less MNEs overall in a pre-emerging economy (World Bank, 2016) compared to emerging economies and developed countries. The low numbers for Law in Vietnam were controlled by adding a second sector (Hotels) and then combining both sectors in the final analysis.

CSR may also be endogenously determined and create a situation of reverse causality. Future studies could therefore investigate differences between employees and non-employees of both countries, and across organizations with varying degrees of CSR. As this paper looks at employee values to help, it could be argued that employees may be influenced not only by their own individual-level values but also by certain characteristics of the organization in question, and therefore an organizational-level variable may covary with relevant individual-level variables. The current paper has attempted to control for this by utilizing Structural Equation Modelling (SEM) and analyzing more than one organization in different country contexts. Another limitation of this paper was the inability to examine sector differences within the developed and developing country. This would require 20 or more cases per sector or country to provide adequate numbers for multilevel analysis (Scherbaum and Ferreter, 2009). Hence, this could be a consideration for future research, given that simultaneous consideration of individual and organizational influences can be measured within one model.

In addition, while the demographic findings of this study reveal that respondents are primarily from the country of origin they work and live in, they are however employees of a multinational or transnational organization. A future consideration therefore would be to study this in the broader population, to make sure that the findings are not just employee or MNE organizational specific, but also may be citizen specific. In addition, in countries with predominate types of religion, these may also vary greatly across Eastern and Western contexts, and developing and developed countries. It is therefore important that future research examines individual employee religions across CSR perspectives and CSR constructs in this model within varying country contexts, with multi-group analysis as a focus for future research.

V. CONCLUSION

A unique contribution of this paper has been to transfer the known relationships in the literature, existing for organizational identification (OI) and adapt this to SI-Identification (SI-I), and to do this within a contrasting developed and developing country economic context, while also acknowledging levels of CSR and Sustainability ratings for each country, within a Social Identity Theory context. The hypotheses put forward for this paper proposed that there will be differences in CSR related constructs for employees from the developed and developing country and that these differences will exist at an identification, commitment and engagement level. Identification research, Social Identity Theory and CSR related research however, are all Western based constructs. Therefore based on Western literature, it was expected values to help and identification and engagement with the organization's initiatives and relationships with organizational commitment would reveal positive relationships between constructs, for the developed country, and that these may differ for the developing country.

Analysis of Variance of constructs does in fact reveal significant differences in mean levels for each construct. Significantly higher levels of engagement in SIs and identification with SIs, was found for the developing country. However, the fact that SI-E has no effect on OC for the developing country, but does for the developed country, and that values to help effects identification of SIs in the developing country but not the developed country, confirms that there are differences between developed and developing countries for these relationships. This raises important issues for CSR implementation.

A key outcome of this paper therefore, is that managers of corporations and researchers alike need to emphasize employee identification of SIs as a key issue for CSR strategy in host settings and developed and developing countries. Understanding an employee's national identity and collective identity and in-group out-group attraction through a Social Identity Theory lens and within an international business context is not only important for educationalists, but also for MNEs, establishing the same business and CSR strategy internationally, with varying versions, adapted to fit each host country. Of all the constructs in this identification model, 'values' in particular, appears to be a key construct to acknowledge in an emerging and frontier country such as Vietnam, as it effects identification with SIs and therefore their engagement in them. Future research should therefore examine particular 'values' and how this relates to employee's preferences for 'particular' activities in local communities in frontier and pre-emerging countries (like Vietnam), where CSR is still also very much an emerging or pre-emerging concept. As stated previously, with 'No Religion' at 33%, for Australia, contrasted with 49% Buddhism for Vietnam, Religion may be a significant factor in the difference between values in developing countries revealing predominate religions with varying folklores and traditions. Hence,

CSR implementation should not prevail without consideration of individual employee religions and CSR perspectives.

This paper suggests that the challenges that come with globalization, can be minimized for MNEs by understanding employees and the SIs they prefer within the local context and developing country where they are located. The findings of this study suggest that OECD principles and the United Nations Sustainable Development Goals (2016) are important features of CSR strategy and can be implemented through the adoption of social and community initiatives in the surrounding market place, creating overall better impact across borders. The study also acknowledges that the process of CSR strategy development is embedded in different political and economic systems in each country and also different CSR systems in each country. Developing countries, and in particular frontier pre-emerging countries like Vietnam have different needs and CSR values and levels of engagement than Western developed countries like Australia. Hence, the current study provides strong evidence that CSR strategy, SI-Identification and 'values' to help with CSR type activities, all need to be considered alongside the correct selection of SIs relative to the actors in each host country, and the varying political, economic and CSR contexts each country provides. In this way MNE impact in these developing countries, and their 'good works' helping the needy, can be maximized across borders.

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APPENDIX

Table 6. Results of Confirmatory Factor Analysis

CONSTRUCT	AUSTRALIA					VIETNAM				
	SL	LA	Cronbach's alpha	AVE	CR	SL	LA	Cronbach's alpha	AVE	CR
PROUD	0.87					0.78				
LOYAL	0.90					0.89				
SHARE	0.88	0.88	0.91	0.78	0.91	0.84	0.84	0.87	0.70	0.88
AATACH	0.94					0.91				
IDENT	0.93					0.86				
FEELS	0.78	0.88	0.91	0.79	0.92	0.83	0.87	0.90	0.75	0.90
IINVOL	0.81					0.79				
TRACK	0.67					0.61				
ENGAG	0.99	0.82	0.85	0.70	0.87	0.93	0.78	0.80	0.62	0.83
HHELPO	0.75					0.69				
CONCR	0.85					0.82				
COMP	0.89	0.83	0.87	0.69	0.87	0.84	0.78	0.82	0.62	0.83

(SL = Standardised/Factor loading, LA = Loading average, AVE = Average Variance Extracted, CR = Critical Ratios/Composite Reliability).

Constructs above are SI-Identification (SI-I), Organizational Commitment (OC), SI – Engagement (SI-E) and Values of CSR (VCSR).

(COMPL and rCRITI from SI-I were removed from the final analysis above as the SL was below 0.60 Vietnam. GROUP from VCSR was also removed as the SL was below 0.60 for Australia and CANDO from VCSR, was also removed as the SL was below 0.60)