

Factors Influencing Employee Life Well-being: A Case Study of Banks in Ho Chi Minh City, Vietnam

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Abstract

This study aims to investigate the relationship between internal corporate social responsibility (ICSR), supportive work-family culture (WFC), and affective commitment (AC) on employee life well-being (LWB). The research sample consisted of 272 employees working in banks in Ho Chi Minh City, Vietnam. Data were analyzed using the partial least squares structural equation modeling (PLS-SEM) approach. The results of the study indicate that all three factors, namely internal CSR, supportive work-family culture, and affective commitment, positively impact employee life well-being. The study also proposes managerial implications for enhancing employee life well-being through improving internal CSR, supportive work-family culture, and affective commitment.

Keywords: Internal CSR, affective commitment, supportive work-family culture, life well-being.

1. INTRODUCTION

Corporate social responsibility (CSR) has gained increasing prominence and significance within the business landscape. It is defined as an organization's response to the expectations and needs of its stakeholders, encompassing both internal and external parties. Previous research has predominantly focused on CSR strategies at the macro level, targeting external stakeholders, often referred to as external CSR. Specifically, researchers have delved into examining the impact of CSR in general and external CSR in particular on organizational outcomes (Channa et al., 2021; Rehman et al., 2022; Khan et al., 2023). However, internal CSR, directed towards employees, also plays an equally crucial role. Despite its importance, the internal CSR dimension of organizations remains largely unexplored, leading to an underestimation of its potential to generate positive effects (Gond et al., 2017; Homer and Gill, 2022).

Extending beyond employee-related outcomes such as job satisfaction (Hayat and Afshari, 2022; Virador et al., 2023), turnover intentions (Ng et al., 2019), and employee green behaviors (Ahmed et al., 2020; AlSuwaidi et al., 2021), Su and Swanson (2019) advocate for broadening the research scope to encompass social aspects of CSR, specifically employee well-being. Good health and well-being are aligned with the United Nations Sustainable Development Goal 3 (United Nations, 2023). While employee well-being is considered a key research area in organizational studies (Sharma et al., 2016), investigations into the impact of CSR on employee well-being remain limited (Hu et al., 2019; Su and Swanson, 2019), particularly those specifically examining the

influence of internal CSR on the employee life well-being aspect. These aspects highlight research gaps that have also been previously acknowledged (Macassa et al., 2021; Hayat and Afshari, 2022).

Previous research has yielded conflict and inconsistent findings regarding the interplay between supportive work-family culture and employee well-being (Putri and Etikariena, 2020; Bolt and Homer, 2024). Similarly, the impact of employees' affective commitment on life well-being remains inconclusive (Hayat and Afshari, 2022) due to the scarcity of studies that specifically examine this relationship. In the context of Vietnam, particularly within the finance and banking sector, no research has simultaneously explored the interrelationships between internal CSR, supportive work-family culture, affective commitment, and employee life well-being. This is particularly noteworthy given that the finance and banking sector holds the top position among industries with the highest salaries and concurrently, the most extreme work pressures in Vietnam (ManpowerGroup Vietnam, 2023). As evidenced by the ManpowerGroup Vietnam (2023) job list, the position of Head of Health and Well-being (within the finance and banking sector) commands a salary comparable to other specialized positions.

This research aims to investigate the direct impact of internal CSR, supportive work-family culture, and affective commitment on the employee life well-being of bank employees in Ho Chi Minh City. The findings also contribute to managerial implications to assist bank leaders in developing effective internal CSR strategies, supportive work-family policies, and the employees' affective commitment to enhancing employee life well-being.

2. CONCEPTUAL FRAMEWORK

In this part, we will introduce and define latent variables, and based on these, develop a conceptual research model along with its corresponding hypotheses. The primary focus of the study includes an exploration of the concept of internal corporate social responsibility, supportive work-family culture, affective commitment, employee life well-being, and the development of a research model to examine the relationships between internal CSR and employee life well-being.

2.1. Concepts

Internal CSR

Carroll (1979, p.500) introduced the concept of CSR “encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time”. This comprehensive definition encompasses economic, legal, ethical, and philanthropic responsibilities, reflecting the multifaceted nature of CSR. Turker (2009a, p.191) defines it “as corporate behaviors which aim to affect stakeholders positively and go beyond its economic interest”. This definition highlights the proactive role of businesses in addressing the needs of their stakeholders and emphasizes the accountability of corporations for their actions (Carroll, 1999). CSR can be categorized into various forms based on different perspectives or approaches. CSR concentrates on macro (macro-CSR), also known as the organizational level, and micro (micro-CSR) approaches, also known as the individual level. Brammer et al. (2007) propose a two-pronged classification: internal CSR and external CSR. External CSR encompasses activities directed towards the community, business partners and suppliers, customers, government agencies, and non-governmental organizations representing the local community and the environment. These activities may include charitable donations, volunteer work, and environmental protection initiatives (Turker, 2009a). Internal CSR, on the other hand, focuses on activities directly related to the work environment, encompassing both the physical and psychological well-being of the employees (Droppert and Bennett, 2015). Internal CSR involves

fulfilling social responsibilities towards the employees, particularly in the areas of safety, health, and well-being, training and involvement in business operations, equal opportunities, and work-life balance (Carroll, 1999). Based on the research gap mentioned in the previous section, this article will focus on investigating the internal CSR aspect instead of overall CSR or external CSR to examine the benefits and impacts it creates.

Supportive work-family culture

Work-family culture has emerged as a relatively new concept in the global business landscape, particularly in Vietnam where research on this topic remains limited. The groundbreaking work of Thompson et al. (1999) introduced the first definition and measurement scale for work-family culture, characterizing it as the shared assumptions, beliefs, and values regarding the extent to which the employees perceived organizational support and appreciation for the integration of work and family life (Thompson et al., 1999). This multifaceted concept is categorized into three dimensions: (1) managerial support assesses the degree to which supervisors provide support and understanding for employees' family needs, (2) career consequences capture the perception of negative career implications associated with utilizing work-family benefits or dedicating time to family-related activities (over work-related activities), and (3) organizational time demands gauges the extent to which the employees perceive and adhere to societal socialization norms that prioritize work over family, particularly in terms of time expectations and standards. Consequently, work-family culture is conceptualized as a multidimensional construct encompassing both positive (supportive) aspects, such as managerial support, and negative (barrier) aspects, including career consequences and organizational time demands (Thompson et al., 1999; Mauno, 2010). Previous research has often overlooked the independent examination of these dimensions, despite their potentially differential impacts. Therefore, within the scope of this study, the author focuses solely on the managerial support dimension of work-family culture, henceforth referred to as supportive work-family culture.

Affective commitment

Organizational commitment, as conceptualized by Allen and Meyer (1990), represents an employee's psychological state characterized by their desire to remain employed and contribute to the organization. This multifaceted construct can be categorized into three distinct dimensions: (1) affective commitment, (2) continuance commitment, and (3) normative commitment. These dimensions, respectively, correspond to an employee's desires, perceived costs, and sense of obligation to maintain their employment within an organization (Allen and Meyer, 1990). Within the context of CSR, affective commitment has emerged as the most frequently researched and measured dimension (Brammer et al., 2007; Turker, 2009a). It reflects "the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization" (Allen and Meyer, 1990, p.2). This implies that the employees develop strong emotional ties, identification, and engagement with their organization, stemming from a genuine desire or willingness to contribute to the organization's benefits and remain committed to the organization (Allen and Meyer, 1990). In contrast, continuance commitment pertains to an employee's consideration of the costs associated with leaving the organization and is, therefore, understood as an economic attachment. Normative commitment, on the other hand, refers to an employee's sense of obligation and responsibility to continue working for and contributing to the organization (Allen and Meyer, 1990). Since continuance and normative commitment represent economic exchanges and perceived obligations that the employees have towards an organization, rather than arising from intrinsic emotions and desires, this study focuses on examining the affective dimension of employee commitment to the organization.

Employee life well-being

Employee well-being, a term often understood yet challenging to define precisely (Lyubomirsky, 2001), has garnered significant attention from both management practitioners and researchers (Robertson and Cooper, 2010). The researchers have approached employee well-being from diverse perspectives, leading to a plethora of definitions tailored to specific research purposes and scope. Therefore, there is no unified definition and measurement scale for this construct (Zheng et al., 2015). Ilies et al. (2007), and Page and Vella-Brodrick (2009) proposed that employee well-being encompasses both work-related and non-work-related psychological experiences and health states. Page and Vella-Brodrick (2009) further refined the concept into three core components: subjective well-being, workplace well-being, and psychological well-being. Similarly, Zheng et al. (2015) identified life well-being, workplace well-being, and psychological well-being as the key dimensions of employee well-being. Subjective well-being, often synonymous with life well-being, encompasses life satisfaction and overall life emotions. Workplace well-being, on the other hand, refers to job satisfaction and work-related emotions. Psychological well-being, a more intricate dimension, comprises six facets: self-acceptance, positive relationships with others, environmental mastery, autonomy, personal growth, and purpose in life (Page and Vella-Brodrick, 2009). Despite the growing recognition of employee well-being (Robertson and Cooper, 2010), inconsistencies in terminology, structure, and measurement tools persist. This study, therefore, focuses on examining the life well-being dimension of employee well-being, aiming to contribute to a more comprehensive understanding of this multifaceted construct and its impact on employee outcomes.

2.2. Hypothesis Development

Internal CSR and Employee life well-being

Prior studies have explored the link between internal CSR and employee well-being, yielding conflict results. Bolt and Homer (2024) found no significant relationship between internal CSR and employee well-being with $\beta = 0.555$, $p > 0.05$, while Liu et al. (2023) reported a positive association with $\beta = 0.49$, $p = 0.000$. These conflict findings highlight the need for further investigation into the nuances of this relationship. Despite the conflict in existing research, a growing body of evidence suggests that internal CSR can positively influence employee life well-being. Employee-oriented CSR strategies have been shown to enhance employee behaviors that reflect well-being, such as job performance and helping behaviors (Shen and Benson, 2016), life satisfaction (Zhang and Tu, 2018), and turnover intention (Bolt et al., 2022). In terms of well-being, especially life well-being that is measured directly is often overlooked in research. Bibi et al. (2022) concluded that internal CSR practices foster higher levels of employee happiness. Similarly, Kim et al. (2018) and Hu et al. (2019) found that employees who perceive their organizations as socially responsible experience increased positive emotions and express higher levels of happiness, ultimately contributing to a positive employee mindset. Internal CSR encompasses a range of initiatives aimed at enhancing employee safety and health (Macassa et al., 2017). These initiatives are widely recognized as valuable contributors to human well-being (Hobfoll, 1989). Rupp and Mallory (2015) concluded that the core values of internal CSR are aimed at providing well-being for the employees and minimizing human suffering. Therefore, within the scope of this study, based on the empirical evidence, this study proposes the following hypothesis:

H1: There is a positive relationship between internal CSR and employee life well-being.

Supportive work-family culture and Employee life well-being

Supportive work-family culture refers to the supportive organizational environment created by management's actions and policies that promote a balance between work and family responsibilities (Agarwala et, 2020). Heikkinen et al. (2021) argued that these practices reflect socially responsible human resource management, indicating the extent to which an organization takes responsibility for employee life well-being. This includes recognizing employees' value to the organization while addressing their personal and societal expectations, such as the need to create a culture where the employees can balance work and family life to achieve their well-being (Heikkinen et al., 2021). Supportive work-family culture demonstrates an organization's commitment to providing and supporting employees with sustainable work and family lives. In organizations with a strong supportive work-family culture, employees' work has not been hindered by their family needs (Bolt and Homer, 2024). Consequently, employees are more likely to exhibit positive attitudes in the workplace, such as commitment and career aspirations (Chang et al., 2014). Bolt and Homer (2024) suggested that supportive work-family culture positively impacts employee well-being. This finding contradicts the results of Putri and Etikariena (2020), who completely rejected the hypothesis of a relationship between work-family culture and employee well-being. Similarly, Mauno (2010) argued that supportive work-family culture only positively impacts employee well-being after controlling for the baseline effects of the dependent variable and demographic factors. The two remaining aspects of work-family culture, organizational time and work-related negative consequences, are considered barriers and have not impacted employee well-being. Moreover, no previous studies have separately examined the relationship between the supportive aspect of work-family culture and the life aspect of employee well-being. Due to the research gap and conflicts in previous studies, the present study expects a direct and positive relationship between the supportive aspect of work-family culture and employee life well-being.

H2. There is a positive relationship between supportive work-family culture and employee life well-being.

Affective commitment and Employee life well-being

Affective commitment refers to an employee's emotional attachment to their organization, characterized by identification with and involvement in the organization, and is largely related to the outcomes of the work experience (Meyer and Allen, 1991). Affective commitment to the organization is associated with various employee and organizational outcomes, including job involvement (Meyer et al., 2002), high performance, and citizenship behavior (Chênevert et al., 2015). Employees who are affectively committed to the organization's goals are more likely to be willing to act in support of the organization and actively engage in workplace activities (Afshari and Gibson, 2016; Kim et al., 2016; Afshari, 2020, 2022). Such employees develop meaningful self-perceptions related to their work, leading to positive emotional states (Gupta et al., 2016). Prior research has provided limited evidence on the direct relationship between affective commitment and employee well-being (Hayat and Afshari, 2022), particularly the life well-being aspect. Hence, this study aims to examine the relationship between internal CSR and employee life well-being. Therefore, the following hypothesis is proposed:

H3. There is a positive relationship between affective commitment and employee life well-being.

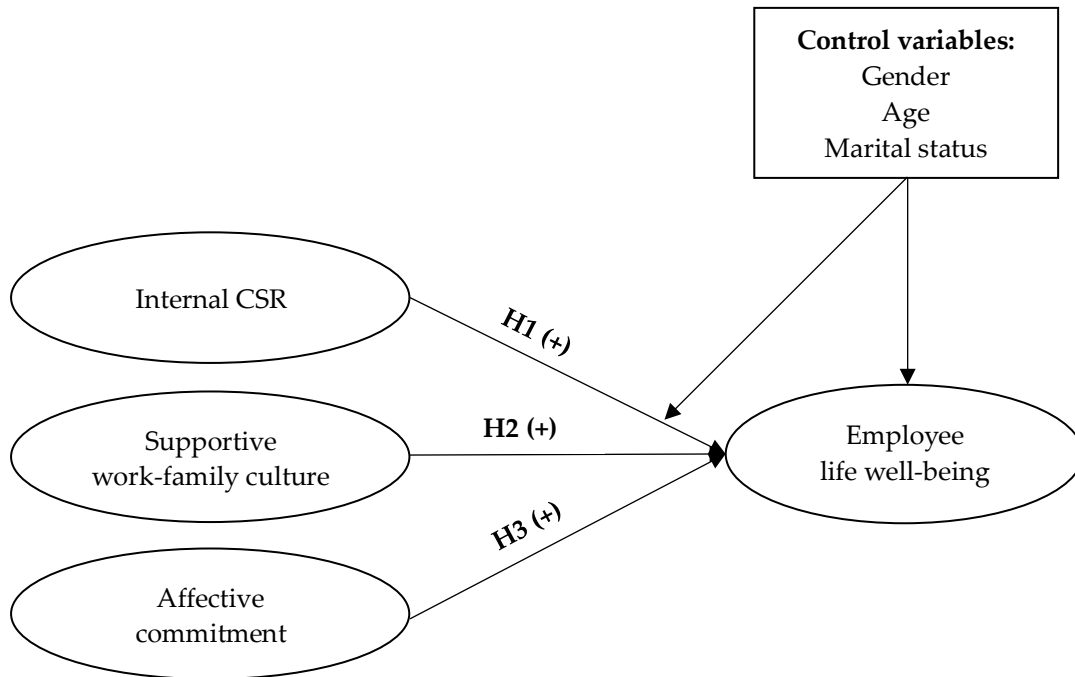


Figure 1. Proposed research model

3. METHODOLOGY

In this chapter, we will present the research design to evaluate the measurement scales and operationalize the research constructs. The research process, encompassing both qualitative and quantitative approaches, will be introduced. Through qualitative research, we will adapt the measurement scales and develop a questionnaire tailored to the current research context.

3.1. Sample and Data Collection

Appropriate sample size is crucial for ensuring the accuracy and generalizability of the results obtained from PLS-SEM analysis. According to Hair et al. (2022), to achieve a statistical significance level of 5% and a minimum expected effect size for path coefficients (β) ranging from 0.11 to 0.20, the minimum sample size (n) is required to be greater than $(2.486/\beta \min)^2$. Within the scope of this study, the author expects a minimum β of 0.20 and a significance level of 5%, the minimum required sample size for this study is 155.

To ensure the representativeness of the collected data, the survey was administered to bank employees in various districts and counties of Ho Chi Minh City. Employees were asked to complete all questions in the questionnaire thoroughly and accurately.

Between early May 2024 and late June 2024, a total of 298 questionnaires were collected. After data cleaning procedures, 272 questionnaires were used for further analysis, in which the ratio of male participants was 33.1% (90) and females was 66.9% (182). 26.1% (71) participants belong to the under 24 age group; 39.0% (106) participants belong to the 24–39 age group; 28.7% (78) participants belong to the 39–54 age group; and 6.3% (17) participants belong to the 54-plus age group. 8.5% (23) respondents have acquired lower degrees than bachelor’s degrees; 61.8% (168) have acquired bachelor’s degrees; and 29.8% (81) have acquired master’s degrees and higher degrees. 12.5% (34) participants have less than 1 year of work experience; 21.0% (57) have 1–3 years; 49.6% (135) have 3–5 years; 11.0% (30) have 5–7 years; and 5.9% (16) have more than 7 years of work experience. 27.2% (74) employees have a monthly income of less than 10 million VND; 32.7% (89) employees have 10–25 million VND; 24.3% (66) employees have over 25–40 million

VND; and 15.8% (43) employees have the monthly income over 40 million VND. 43.0% (117) participants were single or divorced without children; 21.0% (57) were married without children; 28.7% (78) were married with children; and 7.4% (20) were divorced with children at the time of data collection.

3.2. Measures

The instrumentation employed in this study is based on well-established measures from prior research, adapted to suit the Vietnamese context. Each measure was carefully reviewed and modified to ensure its relevance and cultural appropriateness. The internal CSR scale (ICSR1 to ICSR5) was adapted from Story and Castanheira (2019), and Turker (2009b). The affective commitment scale (AC1 to AC6) was adapted from Story and Castanheira (2019), and Meyer et al. (1993). The supportive work-family culture scale (WFC1 to WFC11) was adapted from Bolt and Homer (2024), and Thompson et al. (1999). Employee life well-being was measured using six items (LWB1 to LWB6), adapted from Zheng et al. (2015).

To ensure the accuracy and cultural appropriateness of the measures, the author translated the questionnaires from English into Vietnamese and conducted a preliminary pre-test. This involved collecting feedback from 10 experts and lecturers in the field of CSR to verify the wording, ensuring the clarity and comprehensibility of the questions and responses. The questionnaires were then formatted using a 5-point Likert scale, with 1 representing “Strongly Disagree” and 5 representing “Strongly Agree”.

4. RESULTS

In this chapter, we will present the formal research findings, encompassing key elements such as the assessment of scale reliability, and the validation of the structural model.

4.1. Measurement Model

Internal consistency was evaluated by composite reliability and Cronbach’s Alpha with a standard value of 0.70 (Hair et al., 2022). The scores of Cronbach’s Alpha in this paper fall within the range of 0.759 – 0.916 and composite reliability values range from 0.839 to 0.931.

This study assessed the convergent validity of the scale by examining both the outer loading factors and the average variance extracted (AVE). AVE scores ranged from 0.512 to 0.648 and surpassed the acceptable value of 0.50 and the outer loading has values ranging from 0.574 to 0.861. Three items (WFC8, WFC9, WFC11) that have outer loading of <0.40 were excluded (Hair et al., 2022).

Table 1. Convergent Validity and Reliability

Constructs	Items	Outer Loading	Cronbach’s Alpha	Composite reliability	AVE
ICSR	ICSR1	0.761	0.759	0.839	0.512
	ICSR2	0.750			
	ICSR3	0.638			
	ICSR4	0.772			
	ICSR5	0.645			
AC	AC1	0.817	0.890	0.916	0.648
	AC2	0.636			
	AC3	0.853			
	AC4	0.823			
	AC5	0.855			

Constructs	Items	Outer Loading	Cronbach's Alpha	Composite reliability	AVE
	AC6	0.825			
WFC	WFC1	0.746	0.916	0.931	0.630
	WFC10	0.805			
	WFC2	0.796			
	WFC3	0.809			
	WFC4	0.806			
	WFC5	0.744			
	WFC6	0.846			
	WFC7	0.791			
LWB	LWB1	0.698	0.815	0.868	0.526
	LWB2	0.742			
	LWB3	0.861			
	LWB4	0.712			
	LWB5	0.734			
	LWB6	0.574			

Note: ICSR = Internal Corporate Social Responsibility; WFC = Supportive Work-Family Culture; AC = Affective Commitment; LWB = Employee Life Well-Being. The reference value for AVE is 0.50 and for composite reliability and Cronbach's Alpha is 0.70.

Table 2 presents the correlation and discriminant validity. There are two different methods of assessing discriminant validity: Fornell and Larcker's (1981) criterion and the HTMT ratio. My outcomes specified that each indicator's AVE was larger than its association with other indicators conforming with Fornell and Larcker's (1981) criterion. The scores of the HTMT ratio fall within the range of 0,580 – 0,899 within the acceptable range (<0.90) (Henseler et al., 2015). Both Fornell and Larcker's (1981) criterion and HTMT ratio confirmed that discriminant validity was not an issue.

Table 2. Fornell-Larcker Criterion Values

	AC	ICSR	LWB	WFC
AC	0.805			
ICSR	0.743	0.716		
LWB	0.625	0.694	0.725	
WFC	0.532	0.722	0.625	0.793

Table 3. Heterotrait-Monotrait (HTMT) ratio

	AC	ICSR	LWB	WFC
AC				
ICSR	0.899			
LWB	0.727	0.880		
WFC	0.580	0.863	0.720	

4.2. Structure Model and Hypotheses Testing

After the reliability analysis of the measurement model, we will perform statistical tests on the structural model and hypotheses.

4.2.1. Structure Model

As presented in Table 4, the variance inflation factors (VIF) values for all observed variables in the SEM range from 2.363 to 4.039. These values are all below the recommended threshold of 5 proposed by Hair et al (2022), suggesting that multicollinearity is not a significant issue in this model.

The adjusted R-squared value for the dependent variable LWB is presented in Table 5 as 0.645. This indicates that the independent variables collectively explain 64.5% of the variance in LWB.

Table 4. VIF Values

	AC	ICSR	WFC
LWB	2.461	4.039	2.363

Table 5. R square and Adjusted R Square Values

	R square	Adjusted R square
LWB	0.667	0.645

The detailed results of the effect sizes (f square) for all relationships are presented in Table 6. The f square values indicate the proportion of variance in life well-being explained by each independent variable.

Table 6. f Square Values and Effect Sizes

	f square	Effect sizes
ICSR → LWB	0.033	Small
AC → LWB	0.051	Small
WFC → LWB	0.053	Small

The outcome of the current study verified the predictive relevance of the research framework as scores of Q² were greater than zero (Hair et al., 2022).

Table 7. Q² Value

	Q ²
LWB	0.329

To validate the significance of the relationships in the model, a bootstrapping procedure was conducted. In this study, bootstrapping was performed with 272 samples, each was resampled 10,000 times. This procedure provides a more robust assessment of the significance of the relationships compared to traditional hypothesis-testing methods. The results of the PLS model

are presented in Figure 1. The figure illustrates the standardized path coefficients and t-values for each relationship in the model. The standardized path coefficients represent the strength of the relationships, while the t-values indicate the statistical significance of the relationships.

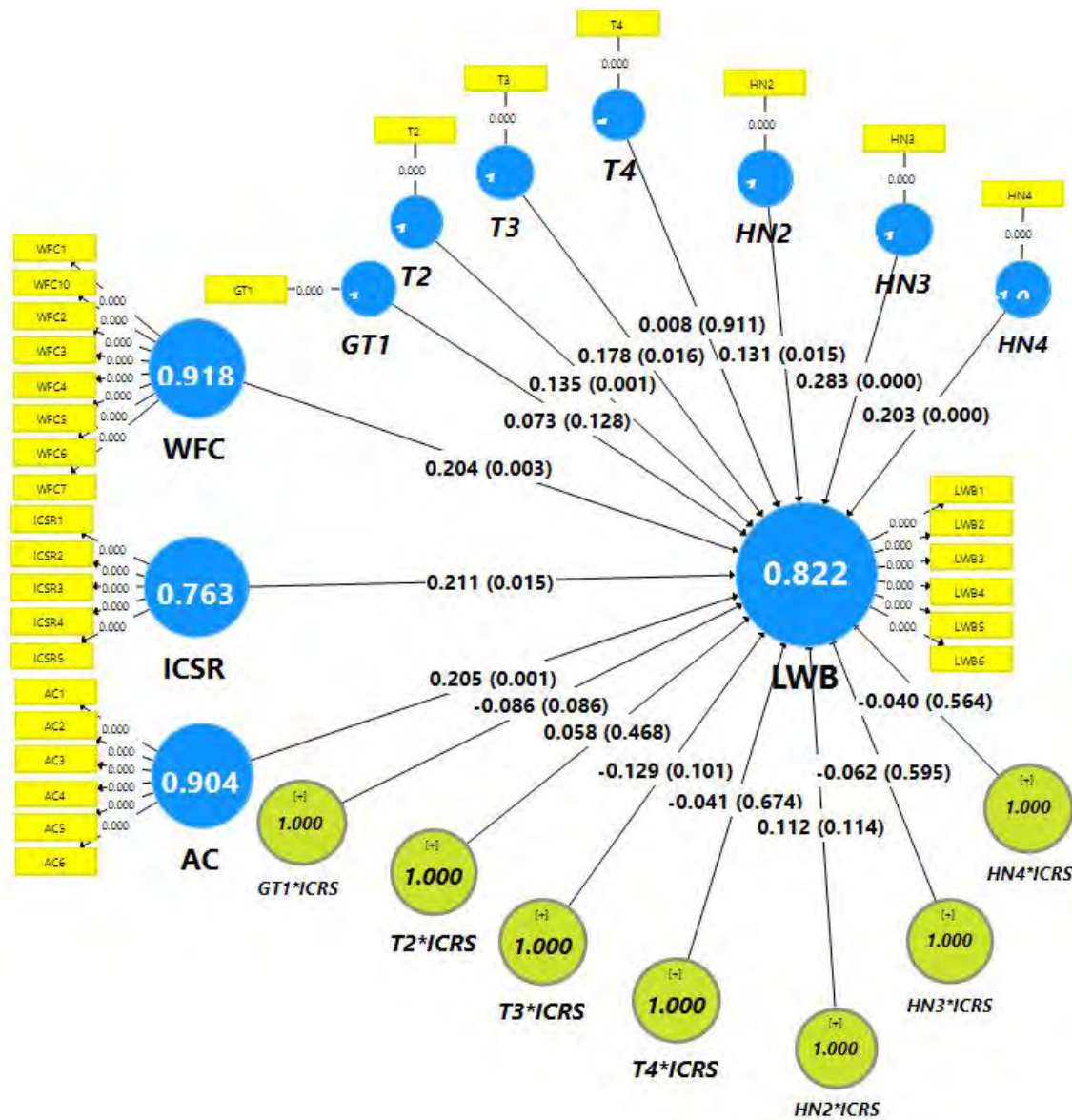


Figure 2. PLS-SEM results for the proposed research model

4.2.2. Hypotheses Testing

The results of the parameter estimation for the structural relationships in the research model are presented in Table 8. The table provides the standardized path coefficients (β) and p-values for each relationship. The results demonstrate the strongest significant positive relationship between internal CSR and employee life well-being (H1: $\beta = 0.211$; $p = 0.015$); next, affective commitment (H2: $\beta = 0.205$; $p = 0.001$) and supportive work-family culture (H3: $\beta = 0.204$; $p = 0.003$) have the approximate positive impact on employee life well-being. Thus, all three hypotheses are supported (H1, H2, H3). The results highlight the critical role of internal CSR, affective commitment, and supportive work-family culture in promoting employee life well-being.

Among the control variables, only age ($\beta = 0.135$ and 0.178) and marital status ($\beta = 0.131$; 0.283 ; 0.203) exhibited statistically significant relationships with employee life well-being. The remaining control variables did not demonstrate statistically significant effects on life well-being.

Table 8. Direct and Indirect Model Summary

Hypothesis	Relationship	β	STDEV	t-value ($ \beta/\text{STDEV} $)	p-value	Result
H1	ICSR \rightarrow LWB	0.211	0.087	2.435	0.015	Supported
H2	AC \rightarrow LWB	0.205	0.060	3.433	0.001	Supported
H3	WFC \rightarrow LWB	0.204	0.069	2.950	0.003	Supported

Table 9. Summary of Interaction Effects of Demographic Variables

Relationship	β	STDEV	t-value ($ \beta/\text{STDEV} $)	p-value	Result
GT1 \rightarrow LWB	0.073	0.048	1.523	0.128	Insignificant
GT1*ICRS \rightarrow LWB	-0.086	0.050	1.715	0.086	Insignificant
HN2 \rightarrow LWB	0.131	0.054	2.425	0.015	Significant
HN2*ICRS \rightarrow LWB	0.112	0.071	1.579	0.114	Insignificant
HN3 \rightarrow LWB	0.283	0.079	3.567	0.000	Significant
HN3*ICRS \rightarrow LWB	-0.062	0.117	0.532	0.595	Insignificant
HN4 \rightarrow LWB	0.203	0.052	3.907	0.000	Significant
HN4*ICRS \rightarrow LWB	-0.040	0.069	0.577	0.564	Insignificant
T2 \rightarrow LWB	0.135	0.043	3.178	0.001	Significant
T2*ICRS \rightarrow LWB	0.058	0.080	0.726	0.468	Insignificant
T3 \rightarrow LWB	0.178	0.073	2.418	0.016	Significant
T3*ICRS \rightarrow LWB	-0.129	0.078	1.640	0.101	Insignificant
T4 \rightarrow LWB	0.008	0.073	0.112	0.911	Insignificant
T4*ICRS \rightarrow LWB	-0.041	0.098	0.421	0.674	Insignificant

5. DISCUSSION, CONCLUSION AND IMPLICATIONS

Based on the comprehensive review of the preliminary survey results and the relevant literature, several key insights and discussions emerge regarding internal CSR, supportive work-family

culture, affective commitment, and employee well-being. This section delves into a detailed analysis of our findings, culminating in robust conclusions, recommendations for future research endeavors, and managerial implications for banking leadership.

5.1. Discussion

The proposed research model comprises four constructs: internal CSR, supportive work-family culture, affective commitment, and employee life well-being. The measurement instrument employed in this study consists of 28 observed variables, in which three observed variables (WFC8, WFC9, and WFC11) were removed from the model as exhibiting low outer loadings (<0.40).

The results of PLS-SEM analysis show that all three hypotheses H1, H2, and H3 are supported. Hypothesis H1 is supported in the study aligning with the work of Liu et al. (2023), who also found a significant association between internal CSR and employee subjective well-being. However, it contradicts the findings of Bolt and Homer (2024), who did not find a direct relationship between internal CSR and employee well-being. This discrepancy may stem from the different conceptualizations of employee well-being employed in the respective studies. Bolt and Homer (2024) focused on the psychological and physical aspects of employee well-being, while this study encompassed another perspective that includes life well-being as a crucial dimension of well-being. In line with the findings of Bolt and Homer (2024), Hypothesis H2, which posits a positive influence of supportive work-family culture on employee life well-being, is supported by the current study. This finding contradicts those of Putri and Etikariena (2020). These researchers suggested that supportive work-family culture did not directly influence employee well-being but instead impacts indirectly through work-family conflict. The observed discrepancy between the current study and Putri and Etikariena (2020) may stem from differences in the characteristics of the study samples and the economic contexts of the research settings. The current study focuses on employees from various banks in Ho Chi Minh City, Vietnam, representing a diverse sample from a large, economically vibrant metropolitan area. In contrast, Putri and Etikariena (2020) limited their research to employees of three branches of an automotive company in Lampung, Indonesia. Lampung, with its smaller scale, agriculture-based economy, and slower economic growth, may present a different work-life balance dynamic compared to Ho Chi Minh City, while Ho Chi Minh City, with its larger scale, diversified economy, higher economic growth rate, and higher living standards, may expose employees to different levels of work-related pressure compared to those in Lampung. The findings of this study provide support for Hypothesis H3, which posits a positive relationship between affective commitment and employee life well-being. This aligns with the findings of Hayat and Afshari (2022), who also observed a significant positive association between these constructs. However, the path coefficient obtained in this study for the relationship between affective commitment and employee life well-being is lower compared to the results reported by Hayat and Afshari (2022). This discrepancy may be attributed to several contextual factors that influence the nature and strength of these relationships. Firstly, these two studies differ in their industry context. The current study examines the banking sector in Ho Chi Minh City, Vietnam, while Hayat and Afshari (2022) focused on the hotel industry in Pakistan. Secondly, the studies were conducted in different geographical regions. Vietnam is located in Southeast Asia, while Pakistan is situated in South Asia. The specific characteristics, demands of different industries, cultural norms, societal expectations, and workplace practices may vary between regions, potentially impacting the strength of the relationship between affective commitment and employee life well-being.

The study's findings further revealed significant moderating effects of age and marital status on the relationship between internal CSR and employee life well-being. There is a difference in

employee life well-being and in the impact of internal CSR on employee life well-being between age groups from 24–39 and over 39–54 compared to the employees under the age of 24, and between different marital status groups. In contrast, gender and being over 54 years of age have no significant moderating effects on employee life well-being, even in the relationship between internal CSR and employee life well-being.

5.2. Conclusion

This study investigated the impact of internal CSR, supportive work-family culture, and affective commitment on employee life well-being among bank employees in Ho Chi Minh City. The study hypothesized that all three predictors would positively impact employee life well-being.

As hypothesized, internal CSR, supportive work-family culture, and affective commitment were all found to have positive relationships with employee life well-being. These findings support the theoretical framework and provide empirical evidence for the importance of these factors in promoting employee well-being.

5.3. Managerial implications

The findings of this study have significant implications for practice, particularly for bank managers and human resource professionals responsible for employee life well-being initiatives. The study highlights the importance of internal CSR practices, supportive work-family culture, and affective commitment in promoting employee life well-being. These findings provide valuable insights and practical strategies for organizations to address the life well-being of their employees.

Firstly, the findings of this study underscore the critical role of internal CSR policies and practices in fostering employee life well-being. In light of the study's findings, the following recommendations are offered to the bank leadership for enhancing employee life well-being through effective internal CSR practices. Bank leaders should pay more attention to applying flexible policies to create work-life balance for employees. Additionally, the bank leadership ensures that decisions affecting employees are made transparently and fairly, involving employee representation, and considering their perspectives; establishes clear procedures for addressing employee concerns and grievances, ensuring timely and effective resolution to maintain a positive work environment. The bank leadership should implement initiatives to promote employee health and well-being, such as workplace fitness programs, stress management workshops, and employee assistance programs; and provide comprehensive training and development opportunities for employees at all levels, enabling them to enhance their skills and advance their careers.

Secondly, the second key finding of this study highlights the significant impact of employees' affective commitment on their life well-being. For that reason, organizations, businesses in general, and banks in particular should effectively communicate the organization's vision and mission to employees, ensuring that they understand the broader purpose and impact of their work. This helps employees connect their contributions to the organization's goals, fostering a sense of meaning and purpose. The banks must cultivate a strong organizational culture based on shared values and beliefs, and implement a robust system for recognizing and rewarding employee contributions. This demonstrates the organization's appreciation for their efforts, reinforces positive work behaviors, and creates a sense of unity and belonging among employees, making them feel valued and appreciated as part of a cohesive team.

Finally, the banks should implement a comprehensive set of strategies that encompass organizational policies, support programs, and cultural shifts. The bank leadership should establish a position transition program that allows the employees to move to positions with more

flexible work requirements to accommodate family responsibilities and support the employees to experience different roles and responsibilities within the bank, promoting career development and providing growth opportunities. To promote a healthy work-life balance among employees and encourage a clear separation between work and personal life, the banks should implement strict work hours to create a working environment that helps the employees focus on work during work hours, and not bring work home. The bank leadership should provide family support policies for the employees, such as childcare subsidies, elder care assistance, and paid parental leave, to alleviate the burden of caregiving responsibilities on employees.

5.4. Limitations and directions for future research

This study may exist some limitations that may offer opportunities for future studies. The sample of this study focuses on the employees working in the banks in Ho Chi Minh City which may not represent other economic sectors. Secondly, the study has not analyzed any mediators, which contributes to guiding further findings in focusing more on testing the mediating factors in the proposed model. Finally, future studies may consider choosing other outcomes to have a more multidimensional perspective of the impact of research factors.

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