

CORPORATE SOCIAL RESPONSIBILITY, SHARED LEADERSHIP, AND FIRM PERFORMANCE: EVIDENCE FROM MEKONG DELTA, VIETNAM

RESPONSABILIDADE SOCIAL CORPORATIVA, LIDERANÇA COMPARTILHADA E DESEMPENHO DA EMPRESA: EVIDÊNCIAS DO DELTA DO MEKONG, VIETNÃ

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Abstract

This study aims to explore the impact of corporate social responsibility (CSR) implementation, shared leadership (SL) on firm performance (FP) and the mediating role of work motivation (WM) and employee creativity (EC) in this relationship. A mixed methods approach was used, combining qualitative interviews and quantitative surveys for 405 enterprises in the Mekong Delta, Vietnam. To analyze the data and test the hypotheses derived from stakeholder theory, resource-based view (RBV) theory and social identity theory (SIT), social exchange theory, structural equation modeling (SEM) was used for analysis. According to the results of this study, the implementation of CSR, SL has a positive impact on WM, EC and FP, which once again confirms that the implementation of CSR, SL plays an important role for FP, contrary to the research of Buallay et al. (2020); Boies, Lvina & Martens (2010). Work motivation plays a mediating role in the relationship between CSR and FP; between SL and FP. While, EC only plays a mediating role in the relationship between CSR and FP. Enterprises in the Mekong Delta should proactively implement CSR, build a shared leadership style to promote employee motivation and creativity, improve business performance and enhance brand value.

Resumo

Este estudo visa explorar o impacto da implementação da responsabilidade social corporativa (RSC) e da liderança compartilhada (LC) no desempenho da empresa (DE) e o papel mediador da motivação para o trabalho (MT) e da criatividade dos funcionários (CF) nessa relação. Foi utilizada uma abordagem de métodos mistos, combinando entrevistas qualitativas e pesquisas quantitativas com 405 empresas no Delta do Mekong, Vietnã. Para analisar os dados e testar as hipóteses derivadas da teoria das partes interessadas, da visão baseada em recursos (VBR), da teoria da identidade social (TIS) e da teoria da troca social, foi utilizada a modelagem de equações estruturais (MEE). De acordo com os resultados deste estudo, a implementação da RSC e da LC tem um impacto positivo na MT, na CF e no DE, o que confirma mais uma vez que a implementação da RSC e da LC desempenha um papel importante no DE, contrariando a pesquisa de Buallay et al. (2020) e Boies, Lvina e Martens (2010). A motivação para o trabalho desempenha um papel mediador na relação entre RSC e DE, e entre LC e DE. Embora a CE desempenhe apenas um papel mediador na relação entre a RSC e o desempenho financeiro, as empresas no Delta do Mekong devem implementar proativamente a RSC, construir um estilo de liderança compartilhada para promover a motivação e a criatividade dos



Keywords: Social Responsibility. Shared Leadership. Work Motivation. Employee Creativity. Firm Performance.

funcionários, melhorar o desempenho dos negócios e aumentar o valor da marca.

Palavras-chave: *Responsabilidade Social. Liderança Compartilhada. Motivação no Trabalho. Criatividade dos Funcionários. Desempenho da Empresa.*

1 INTRODUCTION

Corporate Social Responsibility (CSR) is a topic that has always been a focus of management research. As organizations become increasingly concerned with social, humanitarian and environmental issues, corporate responsibility is also being examined more closely (Aguinis 2011). CSR is the actions and policies of an organization in a specific context that take into account the expectations of stakeholders and the triple bottom line of social, economic and environmental performance (Aguinis 2011).

CSR studies on corporate performance show that CSR has a positive impact on economic performance such as the study by (Okafor et al., 2021) providing quantitative evidence on the positive impact of CSR spending on the long-term growth of US technology companies. The main results indicate that technology companies that spend more on CSR will have corresponding increases in revenue and profits. This is also supported by the investigation study by (Hakimi et al., 2023) on the interrelationship between corporate social responsibility (CSR) and corporate performance (FP) which shows that CSR has a positive impact on performance.

However, Buallay et al., (2020) investigated the relationship between corporate social responsibility (CSR) disclosure and firm performance, measured as return on assets (ROA), return on equity (ROE), respectively in Mediterranean countries from a stakeholder perspective, with mixed results indicating that CSR disclosure negatively affects operating and market performance but does not affect financial performance... No consensus has been reached on the relationship between CSR and firm performance (Wang et al., 2022): studies by (Okafor et al., 2021), (Hakimi et al., 2023), Rettab et al., (2009), ... determined that CSR positively affects performance; While studies by (Buallay et al., 2020; Yeon et al., 2025; Abdullah, 2024; Prakash & Hawaldar, 2024) found that CSR negatively affects performance; So does CSR really have a positive impact on firm performance?.

Studies on CSR focus on individual-level aspects, mainly examining the relationship between CSR and job satisfaction, job love or employee connection to work such as Bauman and Skitka, (2012) argued that employees are key stakeholders, directly contributing to the success of the company, understanding employees' responses to corporate social responsibility can help address remaining questions about the potential impact of CSR on businesses, this opinion is agreed by (Aguinis, 2017) by commenting on the individual perspective from within, showing that when employees care about CSR, employees will find their work more meaningful, the result goes beyond financial results; but few studies have assessed the potential impact of corporate social responsibility on employee motivation and creativity, these are gaps that need further research.

The leadership capacity and style of organizational managers play a decisive role in implementing social responsibility, helping to identify and shape issues that pave the way for innovation and creativity, facilitating interactions between employees in the organization and encouraging participation in innovation activities, allowing employees to participate more in the decision-making process (Curry, 1992; Gray, 1997) motivating employees to perform well; the shared leadership model with the leadership participation of members in the organization helps improve the performance of the organization and the group (Fransen et al., 2018), is a suitable leadership model to implement social responsibility, motivate and promote employees to be creative in their work, increasing business efficiency. Many studies show the positive impact of shared leadership on organizational performance Barnett & Weidenfeller, (2016); Hoch et al., (2010); Lauren & Mathieu (2014); Nicolaides et al., (2014); Wang et al., (2014); Kim & Han, (2019); Ho Dai & Huynh Tan (2023); however, some scholars did not find a positive impact of shared leadership on performance (Boies, Lvina, & Martens, 2010); it is necessary to determine the relationship between SL and performance to clarify the role of SL in business performance; in addition, studies have shown the potential impact of SL on intrinsic motivation and employee creativity (Zhang & Bartol, 2010); (Gong et al., 2009); (Fuadiputra, 2020), however, there have been no studies integrating the impact of CSR and shared leadership on employee motivation, creativity and performance, so our study investigates the impact of CSR and shared leadership on performance and examines the mediating role of employee motivation and creativity.

The Mekong Delta, Vietnam is the southwestern gateway of Vietnam, with an area of 40,577.6 km and a total population of 17,744,947 people (2022), the region

accounts for 12.8% of the country's area but has 17.9% of the country's population (in 2017, it increased by 8.8 while the whole country increased by 7.6%), with about 64,000 enterprises, holding an important position in politics, economy - society, culture, national defense - security and foreign affairs of the country. This is also a strategic location with great potential in resources and existing advantages in terms of geographical location, the Mekong Delta has many new opportunities to attract foreign investment enterprises. This has both created a driving force to promote the development of an important economic region in the South with countless potentials waiting to be exploited, and at the same time led to increased pressure on the regional economy, as well as enterprises operating in the Mekong Delta (*Chau Thi Le Duyen and Nguyen Thi Tuyet Anh, 2019*).

The CSR activities of enterprises in the Mekong Delta are contributing to improving the quality of life of the region, however, CSR is still mainly a formality, when many small and medium enterprises still consider CSR as a short-term charity activity, lacking a comprehensive understanding of the economic - social - environmental pillars. In addition, lack of resources, lack of consistent support policies from the government, and lack of an effective CSR evaluation system have hindered the sustainable development of CSR programs in the region.

2 LITERATURE REVIEW

2.1 The relationship between Corporate Social Responsibility (CSR) and Work Motivation (WM)

Carroll (1979) defined Corporate Social Responsibility (CSR) as the economic, legal, ethical, and philanthropic expectations that society has of organizations at a given point in time. Freeman (1984) and Freeman & Dmytriiev (2020) defined CSR as the responsibility of a business to all its stakeholders, with the stakeholder components being determined based on the specific industry and business model of the company. Key stakeholders typically include employees, customers, communities, suppliers, and funders (including owners and investors).

Turker, (2009) demonstrated that CSR to stakeholders are important predictors of organizational commitment. (Boudlaie et al., 2020) showed that social responsibility has a positive and significant impact on employee organizational commitment. Ali et al.,

(2020) found that organizational social responsibility activities increase job satisfaction, increase job engagement, thereby increasing employee satisfaction and effort. Inheriting the achievements of previous studies, the author proposes the hypothesis:

H1. CSR implementation has a positive impact on employee work motivation

H1a CSR implementation towards customers has a positive impact on employee work motivation

H1b CSR implementation towards employees has a positive impact on employee work motivation

H1c CSR implementation towards the state has a positive impact on employee work motivation

H1d CSR implementation towards social and non-social stakeholders has a positive impact on employee work motivation

2.2 The relationship between Corporate Social Responsibility (CSR) and Employee Creativity (EC)

Brammer et al.,(2007); Turker (2009); (Rettab et al., 2009) demonstrated that CSR affects employees' organizational commitment, one of the three manifestations of commitment is the willingness to make every effort to help the organization achieve its goals (Mowday et al., 1982; Allen & Meyer, 1996).

Jones's (2010) study argues that pride in working for a socially responsible organization enhances employees' self-esteem and improves work performance, thereby motivating employees to work better, seek creativity and achieve organizational goals.

Inheriting the results of studies on the role of CSR for employees, the author proposes the hypothesis:

H2. CSR implementation has a positive impact on employee creativity

H2a CSR implementation towards customers has a positive impact on employee creativity

H2b CSR implementation towards employees has a positive impact on employee creativity

H2c CSR implementation towards the state has a positive impact on employee creativity

H2d CSR implementation towards social and non-social stakeholders has a positive impact on employee creativity

2.3 The relationship between Corporate Social Responsibility (CSR) and Firm Performance (FP)

Studies by (Wang et al., 2022); (Okafor et al., 2021), (Hakimi et al., 2023), Rettab et al., (2009), determined that CSR has a positive impact on performance; while research by (Buallay et al., 2020) showed that CSR disclosure negatively affects performance and market but does not affect financial performance. To clarify this relationship, the author proposes the hypothesis:

H3. CSR implementation has a positive impact on business performance

H3a CSR implementation towards customers has a positive impact on firm performance.

H3b CSR implementation towards employees has a positive impact on firm performance.

H3c CSR implementation towards the state has a positive impact on firm performance.

H3d CSR implementation towards social and non-social stakeholders has a positive impact on firm performance.

2.4 The relationship between Shared Leadership (SL) and Work Motivation (WM)

Shared leadership has been defined in many ways, but there seems to be a consensus among researchers that shared leadership involves team members distributing leadership responsibilities to each other, without denying the possibility of vertical leadership (Pearce & Conger; 2003, Fransen et al., 2018)

Brooks (2007) argued that empowerment helps employees feel more responsible and motivated in their work. Zhang & Bartol (2010) and Le Cong Thuan (2019) demonstrated that leadership empowerment has a positive impact on psychological empowerment, which in turn affects employees' intrinsic motivation. Truong Duc Thao's (2020) study also showed that support from superiors has a direct impact on employees' work motivation.

Based on the results from previous studies, hypothesis H4 is proposed to examine the impact of shared leadership on employee motivation in the context of enterprises in Vietnam.

Hypothesis H4: Shared leadership has a positive effect on employee motivation.

H4a: Task-oriented leadership has a positive effect on employee motivation

H4b: Relationship-oriented leadership has a positive effect on employee motivation

H4c: Participative leadership has a positive effect on employee motivation

2.5 The relationship between Shared Leadership (SL) and Employee Creativity (EC)

Gong et al. (2009) showed that transformational leadership has a positive relationship with employee creativity, indicating that leaders have the ability to inspire and motivate employees to participate in creative processes.

Zhang & Bartol's (2010) study found that empowering employees in the leadership process has a positive impact on their participation in creative activities. When employees feel empowered, they tend to contribute more to new ideas and initiatives. Ali et al.'s (2022) study confirmed that shared leadership has a positive impact on employees' creative work behavior. Based on the evidence and previous research achievements, hypothesis H5 is proposed:

Hypothesis H5: Shared leadership has a positive effect on employee creativity.

H5a: Task-oriented leadership has a positive effect on employee creativity

H5b: Relationship-oriented leadership has a positive effect on employee creativity

H5c: Participation-oriented leadership has a positive effect on employee creativity

2.6 The relationship between Shared Leadership (SL) and Firm Performance (FP)

Hmieleski et al. (2012) argued that shared leadership indirectly affects organizational performance. This style encourages cooperation and division of responsibilities, enabling members to be more proactive in their work, thereby enhancing work performance. Lauren & Mathieu (2014), Kim & Han (2019), and Hoch et al. (2010)

indicated that shared leadership is positively correlated with team performance, when team members are empowered and encouraged to participate in the decision-making process. Saythongkeo et al. (2022) also asserted that this leadership style helps optimize team capacity and improve work performance. Based on this evidence, hypothesis H6 is proposed to test the relationship between shared leadership and business performance in the context of enterprises in Vietnam.

Hypothesis H6: Shared leadership has a positive impact on Firm performance.

H6a: Task-oriented leadership has a positive impact on Firm performance.

H6b: Relationship-oriented leadership has a positive impact on Firm performance.

H6c: Participative leadership has a positive impact on Firm performance.

2.7 The relationship between Work Motivation (WM) and Firm Performance (FP)

The study of Pancasila et al., (2020) shows that work motivation has a positive impact on employee performance; The study of (Fahriana & Sopia, 2022) obtained the results that work motivation greatly affects a person's performance, both intrinsic and extrinsic motivation. The more motivated an employee is, the more effective his/her work performance will be. Inheriting the achievements of previous studies, the author proposes the hypothesis:

H7: Employee work motivation has a positive impact on the Firm performance.

2.8 The relationship between Work Motivation (WM) and Employee Creativity (EC)

Previous studies have shown that when employees are motivated to work, their creativity develops and their work efficiency increases. The study of Zhang and Bartol (2010) shows that increased employee intrinsic motivation will positively affect creativity.

Research by (Fischer et al., 2019) confirmed that the positive effects of intrinsic motivation on creative and innovative performance were found. Inheriting the results of previous studies, the author proposed the hypothesis:

H8: Employee work motivation has a positive impact on employee creativity.

2.9 The relationship between Employee Creativity (EC) and Firm Performance (FP)

The relationship between employee creativity and business performance has been studied by many scholars, employees who are creative in their work will have high work performance, the case study of Gong et al., (2009) shows that when a salesperson is creative in his work, his sales revenue increases and his work performance is highly appreciated. Creativity can affect performance at many levels and it is the ability of a company to truly promote creativity that will affect performance at the company level (Weinzimmer et al., 2011); the study of Ali & Jin, (2022) on the impact of employee creativity on organizational performance shows a strong positive correlation and a significant impact between employee creativity and organizational performance. Inheriting the achievements of previous studies, the author proposes the hypothesis:

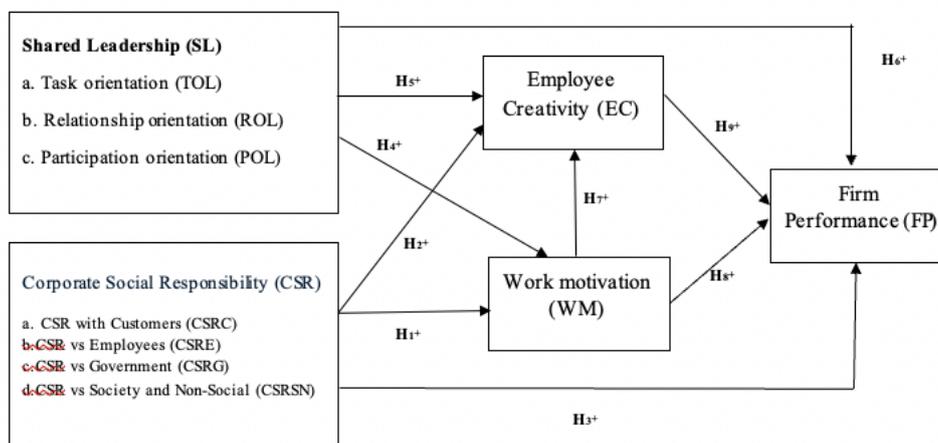
H9: Employee creativity has a positive impact on Firm performance.

2.10 Research model

Applying the theories of RBV, SET, SIT, stakeholder theory, two-factor theory and summarizing previous research works, the author proposes the following research model:

Figure 1

Proposed research model



3 RESEARCH METHODOLOGY

3.1 Sample

With the EFA analysis method, the sample size is based on the minimum size or the number of measured variables included in the analysis. The minimum size is 50, preferably 100; the ratio of observations to measured variables is 5:1, preferably 10:1. If the sample based on the number of measured variables is larger than the minimum sample size, determine the sample based on the number of measured variables; otherwise, based on the minimum sample size (Hair et al., 2010).

With the PLS-SEM tool, the sample must be 10 times the largest number of observed variables measuring a single research variable, or 10 times the largest number of structural paths leading to the research variable; this is a confirmatory and exploratory study, the sample should be larger than 250 (at this time the results of CB-SEM and PLS-SEM are very similar (Hair et al., 2017)). Therefore, the largest suitable sample is 40 observed variables * 10 = 400. The sample includes 405 enterprises in the Mekong Delta region. With 33.4% being manufacturing enterprises, 33.3% being service enterprises, 33.3% being trading enterprises.

3.2 Measures

The research process includes two steps: (1) Based on the theory of previous studies to build hypotheses, theoretical models and conceptual scales; qualitative research to explore, adjust and supplement measurement variables for the conceptual scale using face-to-face interview tools with the first group of 13 experts and managers of enterprises, focus group interviews with the second group of 15 employees of enterprises; (2) Quantitative research was conducted to test and evaluate the scale using Cronbach Alpha coefficient, exploratory factor analysis tool (EFA), test hypotheses and theoretical research model using partial least squares structural equation modeling tool (PLS-SEM), with Smart PLS 3.2.8 software selected to analyze relationships in the model including the outcome model, causal model and structural model.

3.3 Data analysis

The scales of concepts are inherited from previous studies: The Social Responsibility scale includes four second-order scales (CSR for social and non-social stakeholders with 3 observed variables; CSR for employees with 6 observed variables; CSR for customers with 4 observed variables; CSR for government with 4 observed variables) based on the scale of Turker, (2009); Rettab et al., (2009); the shared leadership scale includes three second-order scales (task-oriented leadership with 4 observed variables; relationship-oriented leadership with 3 observed variables; participation-oriented leadership with 4 observed variables) based on the scale of (Sarin & O'Connor (2009), Ho Dai & HuynhTan (2023), Fisher & Bibo (2004)); Work motivation scale with 4 observed variables based on the scale of (Amin et al., 2021; Fischer et al., 2019; Zhang & Bartol, 2010); employee creativity scale with 4 observed variables based on the scale of Yoshida et al., (2014), Baer & Oldham, (2006), Zhang & Bartol, (2010) and business performance scale with 4 observed variables based on the scale of Nwankpa & Roumani (2016).

4 RESEARCH RESULTS AND DISCUSSION

4.1 Reliability analysis and exploratory factor analysis

Table 1

The reliability analysis Cronbach's alpha and exploratory factor analysis EFA

Table 1. Preliminary analysis results												
	Factor										Corrected Item-Total Correlation > .3	
	1	2	3	4	5	6	7	8	9	10		
CSRE1		.905										.761
CSRE2		.695										.705
CSRE3		.554										.575
CSRE4		.688										.350
CSRE5		.911										.724
CSRE6		.641										.642
CSRG1				.722								.614
CSRG2				.691								.656
CSRG3				.754								.681
CSRG4				.859								.733
EC1									.651			.595

EC2									.760		.659	
EC3									.861		.700	
EC4									.583		.531	
CSRSS1									.892		.829	
CSRSS2									.757		.744	
CSRSS3									.871		.822	
POL1								.688			.609	
POL2								.787			.688	
POL3								.708			.664	
POL4								.796			.720	
ROL1										.736	.608	
ROL2										.728	.616	
ROL3										.681	.580	
CSRC1						.814					.717	
CSRC2						.730					.677	
CSRC4						.771					.705	
CSRC5						.786					.710	
WM1			.768								.684	
WM2			.716								.710	
WM3			.743								.580	
WM4			.750								.763	
TOL1	.890										.883	
TOL2	.923										.903	
TOL3	.963										.933	
TOL4	.941										.908	
FP1					.637						.674	
FP2					.819						.751	
FP3					.889						.749	
FP4					.783						.745	
Number of observable variables	4	6	4	4	4	4	4	4	3	4	3	$\Sigma=40$
Cronbach's alpha	.962	.845	.845	.838	.874	.857	.838	.897	.805	.763		
HS Eigenvalues	7,630	4,082	3,740	3,398	2,745	1,976	1,620	1,575	1,342	1,241		
Cumulative %	18,184	27,527	36,494	44,036	49,963	54,129	57,278	60,256	62,651	64,788		

(Source: from research results, 2025)

The results in Table 1 show that the α coefficient of the scales has values greater than 0.7 and the total correlation coefficient of all scales in the range $(0.531 \div 0.933) > 0.3$, the scales ensure reliability; the Eigenvalue coefficient is $1.241 > 1$, 10 factors are extracted that fit the model, the weights of the factors vary from 0.554 to 0.963 greater than 0.5, the total variance extracted is $64.788\% > 50\%$, the results show that the scales ensure convergent validity and discriminant validity.

4.2 PLS-SEM analysis results

4.2.1 Results of the evaluation of the result model

The results of the evaluation of the external loading factors of WM, EC, FP vary from (0.844 to 0.895), (0.860-0.899), (0.826-0.896) respectively, greater than 0.7; the reliability of WM, EC, FP (0.712-0.801), (0.739-0.808), (0.682-0.802) is greater than 0.5; The extracted variance (0.771; 0.760; 0.748) is greater than 0.5, the composite reliability (0.931; 0.927; 0.922) is greater than 0.6; Cronbach's alpha (0.901; 0.895; 0.887) is greater than 0.6, the HTMT value of the scale of observed variables of WM, EC, FP does not contain the value of 1 and is less than 0.85, showing that the scales meet the requirements of convergent validity, internal consistency reliability, and discriminant validity; the scale of variables WM, EC, FP after assessment includes (WM has 4 observed variables; EC has 4 observed variables; FP has 4 observed variables)

The measurement content of the resulting model is shown in Table 2.

Table 2

Reflective Measurement Model Evaluation

Latent Variable	Convergent Validity			Internal Consistency Reliability		Discriminant validity	Conclusion
	Loadings > 0,7	Indicator Reliability >0,5	AVE >0,5	CR >0,6	Cronbach alpha >0,6	HTMT <0,85	
WM	0,844-0,895	0,712-0,801	0,771	0,931	0,901	0,050-0,807	Accept
EC	0,860-0,899	0,739-0,808	0,760	0,927	0,895	0,037-0,770	Accept
FP	0,826-0,896	0,682-0,802	0,748	0,922	0,887	0,070-0,789	Accept

Source: author's calculation.

4.2.2 Scale of the social responsibility variable

Evaluation results: The residual analysis of the variables in the range (0.762-0.848) is all greater than 0.7. The test values of the variables include the external weight varying in the range (0.204-0.297), the external loading factor in the range (0.750-0.916), the t value varying in the range (3.037-32.821), the BCa confidence interval meets the requirements, the multicollinearity test shows that the VIF values (1.807-3.956) are all less than 5; statistically significant. With this test result, the corporate social responsibility scale consists of four component variables, after evaluating the CSRE variable including

6 observed variables (CSRE1- CSRE6), the CSRC variable including 4 observed variables (CSRC1, CSRC2, CSRC4, CSRC5), the CSRG variable including 4 observed variables (CSRG1- CSRG4), the CSRSS variable including 4 observed variables (CSRSS1-CSRSS4).

4.2.3 Shared leadership scale

Evaluation results: The variables have residual analysis in the range (0.777-0.845), external weight (0.191-0.459), external loading factor (0.754-0.954), t value (0.938-25.359), multicollinearity test VIF coefficients values are all less than 5; BCa confidence interval meets the requirements and P value is less than 0.05; statistically significant. In particular, the TOL variable has P value =0.09>0.05 but less than 0.1 is acceptable. With this result, the Shared Leadership scale includes three component variables, after evaluating the POL variable, there are four observed variables (POL1-POL4), the ROL variable has three observed variables (ROL1-ROL3), the TOL variable has four observed variables (TOL1-TOL4). The results of the causal model evaluation are presented in Table 3.

The results of the evaluation of the outcome model and the causes of the scales ensure the requirements for testing the structural model.

Table 3

Formative Measurement Model Evaluation

Causal research variables	Redundancy analysis	Outer Weights (Outer loadings)	T-Values	P-Values <0,05	Confidence intervals Bias corrected Bca 95%	VIF <5	Conclusion
CSRE	0,762	0,204-0,218 (0,750-0,861)	16,107-22,754	0,000	(0,150-0,201) (0,192-0,243)	1,807-2,622	Accepted
CSRC	0,848	0,263-0,288 (0,904-0,916)	29,361- 32,821	0,000	(0,246-0,272) (0,279-0,309)	3,122-3,541	Accepted
CSRG	0,828	0,263-0,288 (0,862-0,904)	24,833-32,649	0,000	(0,241-0,218) (0,283-0,314)	2,640-3,275	Accepted
CSRSS	0,835	0,269-0,297 (0,771-0,792)	3,037-4,000	0,000	(0,097-0,273) (0,642-0,791)	2,423-3,956	Accepted
POL	0,845	0,421-0,440 (0,861-0,904)	19,910-25,359	0,000	(0,251-0,273) (0,293-0,332)	1,284-1,367	Accepted
ROL	0,823	0,366-0,459 (0,754-0,848)	4,919-7,517	0,000	(0,206-0,341) (0,497-0,583)	1,352-1,543	Accepted
TOL	0,777	0,191-0,399 (0,773-0,887)	0,938- 1,668	0,09	(-0,830-0,176) (0,398-1,221)	2,046-3,313	Accepted

Source: author's calculation

4.2.4 Evaluation of structural model

SRMR index is $0.049 < 0.08$, VIF values are all less than 5, no multicollinearity appears, t, f2 values, BCa confidence intervals are statistically significant, the model is suitable (Table 4.5, 4.6 and Figure 4.1). The adjusted R2 index of EC, WM and FP (0.664; 0.621 and 0.632) is greater than 0.5, indicating that these variables are well explained by the independent variables in the model (Table 4).

Table 4

R Square

	R Square	R Square Adjusted
EC	0,671	0,664
FP	0,629	0,621
WM	0,638	0,632

Source: author's calculation

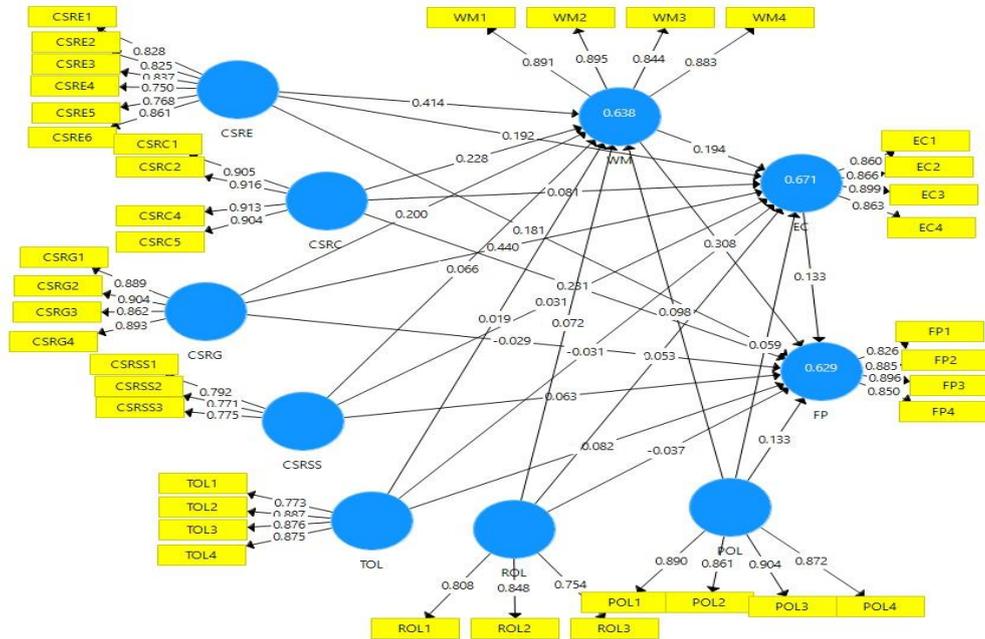
4.2.5 Social responsibility and work motivation

The results show that CSRC has a positive impact on WM with $\beta_{\text{CSRCWM}}=0.228$; $P=0.000$, hypothesis H1a is accepted; CSRE has a positive impact on WM with $\beta_{\text{CSRCWM}}=0.414$; $P=0.000$, hypothesis H1b is accepted; CSRG has a positive impact on WM with $\beta_{\text{CSRGWM}}=0.200$; $P=0.000$, hypothesis H1c is accepted; CSRSS has a positive impact on WM with $\beta_{\text{CSRSSWM}}=0.066$; $P=0.089$, hypothesis H1d is accepted (with 90% confidence).

4.2.6 Social responsibility and employee creativity member

The results show that CSRC has a positive impact on EC with $\beta_{\text{CSRCEC}}=0.081$; $P=0.077$, hypothesis H2a is accepted (with 90% confidence); CSRE has a positive impact on EC with $\beta_{\text{CSREEC}}=0.192$; $P=0.000$, hypothesis H2b is accepted; CSRG has a positive impact on EC with $\beta_{\text{CSRGEC}}=0.440$; $P=0.000$, hypothesis H2c is accepted; CSRSS has a positive impact on WM with $\beta_{\text{CSRSSSEC}}=0.031$; $P=0.348$, not statistically significant, hypothesis H2d is not accepted.

Figure 2
Hypotesis testing results



4.2.7 Social responsibility and firm performance

The results show that CSRC has a positive impact on FP with $\beta_{\text{CSRCFP}}=0.231$; $P=0.000$, hypothesis H3a is accepted; CSRE has a positive impact on FP with $\beta_{\text{CSREFP}}=0.181$; $P=0.006$, hypothesis H3b is accepted; CSRG has an impact on FP with $\beta_{\text{CSRGFP}}=-0.029$; $P=0.548$ is not statistically significant, hypothesis H3c is not accepted; CSRSS has an impact on FP with $\beta_{\text{CSRSSF}}=0.063$; $P=0.106$ is not statistically significant, hypothesis H3d is not accepted. The results of structural model evaluation and hypothesis testing are shown in Tables 5 and 6.

Table 5
Structural Model Measurement Evaluation

Hypotheses	Correlation	β	T-Values	f ² -Values	VIF (<5)	Confidence intervals Bias corrected Bca 95%	P-Values	Conclusion
H _{1a}	CSRC -> WM	0,228	4,369	0,094	1,530	(0,124 - 0,328)	0,000	Accepted
H _{1b}	CSRE -> WM	0,414	7,090	0,226	2,096	(0,298 - 0,528)	0,000	Accepted
H _{1c}	CSRG -> WM	0,200	3,907	0,061	1,826	(0,100 - 0,300)	0,000	Accepted

H _{1d}	CSRSS -> WM	0,066	1,704	0,009	1,344	(0,015 - 0,138)	0,089	Accepted *
H _{2a}	CSRC -> EC	0,081	1,768	0,012	1,674	(-0,006 - 0,173)	0,077	Accepted
H _{2b}	CSRE -> EC	0,192	3,536	0,044	2,571	(0,089 - 0,300)	0,000	Accepted
H _{2c}	CSRG -> EC	0,440	9,373	0,304	1,937	(0,343 - 0,528)	0,000	Accepted
H _{2d}	CSRSS -> EC	0,031	0,939	0,002	1,356	(-0,033 - 0,096)	0,348	Rejected
H _{3a}	CSRC -> FP	0,231	4,349	0,085	1,695	(0,129 - 0,339)	0,000	Accepted
H _{3b}	CSRE -> FP	0,181	2,759	0,033	2,683	(0,045 - 0,301)	0,006	Accepted
H _{3c}	CSRG -> FP	-0,029	0,601	0,001	1,617	(-0,120 - 0,071)	0,548	Rejected
H _{3d}	CSRSS -> FP	0,063	1,617	0,008	1,620	(0,010 - 0,143)	0,106	Rejected
H _{4a}	TOL -> WM	0,019	0,526	0,001	1,042	(-0,054 - 0,087)	0,599	Rejected
H _{4b}	ROL -> WM	0,072	1,952	0,011	1,356	(0,001 - 0,148)	0,051	Accepted *
H _{4c}	POL -> WM	0,098	2,047	0,017	1,583	(0,002 - 0,192)	0,041	Accepted
H _{5a}	TOL -> EC	-0,028	0,872	0,003	1,043	(-0,093 - 0,026)	0,383	Rejected
H _{5b}	ROL -> EC	0,053	1,734	0,006	1,370	(0,003 - 0,117)	0,083	Accepted *
H _{5c}	POL -> EC	0,059	1,197	0,007	1,609	(-0,033 - 0,160)	0,231	Rejected
H _{6a}	TOL -> FP	0,082	2,413	0,017	1,046	(0,010 - 0,143)	0,016	Accepted
H _{6b}	ROL -> FP	-0,037	0,976	0,003	1,379	(-0,112 - 0,037)	0,329	Rejected
H _{6c}	POL -> FP	0,133	2,587	0,029	1,620	(0,036 - 0,238)	0,010	Accepted
H ₇	WM -> EC	0,194	2,935	0,041	2,763	(0,062 - 0,318)	0,003	Accepted
H ₈	WM -> FP	0,308	4,790	0,089	2,877	(0,181 - 0,434)	0,000	Accepted
H ₉	EC -> FP	0,133	2,132	0,016	3,040	(0,007 - 0,252)	0,033	Accepted

(* = 90%) *Source: PLS_SEM analysis results*

Table 6*Model fit assessment*

SRMR	0,049	0,049
d_ULS	1,931	1,931
d_G	0,889	0,889
Chi-Square	2144,567	2144,567
NFI	0,825	0,825

Source: PLS_SEM analysis results

Performing partial least squares structural equation modeling (PLS-SEM) analysis, Bootstrap with N=5000, the study achieved the following results:

4.3 Relationship between social responsibility and work motivation

Performing social responsibility towards customers has a positive impact on employees' work motivation with an impact level of $\beta_{CSRCWM} = 0.228$; $p = 0.000$; performing social responsibility towards employees has a positive impact on their work motivation with an impact level of $\beta_{CSREWM} = 0.414$; $p = 0.000$; performing social responsibility towards the state has a positive impact on employees' work motivation with an impact level of $\beta_{CSRGWM} = 0.200$; $p = 0.000$; Implementing social responsibility

towards social and non-social stakeholders has a positive impact on employee motivation, with an impact level of $\beta_{\text{CSRSSWM}} = 0.066$; $p=0.089$ (90% confidence level). This result continues to affirm that when businesses fully implement their responsibilities towards customers, employees, the state, and society, employees in the business see the business's concern for themselves, for customers, comply with state regulations, and care about society. They trust, feel secure, and feel proud of their business, thereby striving to work well to be worthy of being a member of the business; specifically, for implementing social responsibility towards social and non-social stakeholders with a confidence level of 90%, it can be explained that the reason is that businesses in the Mekong Delta do not implement this responsibility much and a part of employees do not understand the meaning of this social responsibility. These results are consistent with the studies of Turker (2009), Nguyen Thanh Hung (2018), Hoang Thi Phuong Thao and Nguyen Kieu Viet Nhu (2021), Ali et al., (2022).

4.4 The relationship between social responsibility and creativity

The survey results show that: implementing social responsibility towards customers has a positive impact on employee creativity with an impact level of $\beta_{\text{CSRCEC}} = 0.081$; $p=0.077$ (90% confidence level), proving that the business always serves customers well, provides quality products, protects consumer rights, making employees proud of the business, thereby making them strive and be creative to serve customers better and better; implementing social responsibility towards employees has a positive impact on employee creativity with an impact level of $\beta_{\text{CSREEC}} = 0.192$; $p=0.000$; This affirms that paying attention to the needs and desires of employees, implementing fair and reasonable employee-related policies, creating favorable working conditions for employees, making them trust, loyal to the business, actively working and being creative contributes to promoting the development of the business; fulfilling social responsibility towards the state has a positive impact on employee creativity with an impact level of $\beta_{\text{CSRGEC}} = 0.440$; $p=0.000$; this shows that employees working for legal businesses, always complying with the law, being responsible to the country makes them feel secure about the business, thereby striving to be creative in performing their tasks to contribute to the development of the country; fulfilling social responsibility towards social and non-social stakeholders has a positive impact on employee creativity with an impact level of

$\beta_{\text{CSRSSEC}} = 0.031$; $p=0.348$ is not statistically significant, activities to support social organizations, protect and improve the environment... have not made employees see the benefits of these activities and at the same time the level of participation is not large enough to motivate employees to be active in their work.

4.5 Relationship between social responsibility and performance

Carrying out social responsibility towards customers has a positive impact on performance with an impact level of $\beta_{\text{CSRCFP}} = 0.231$; $p=0.000$; carrying out social responsibility towards employees has a positive impact on performance with an impact level of $\beta_{\text{CSREFP}} = 0.181$; $p=0.006$; carrying out social responsibility towards the state has an impact on performance with an impact level of $\beta_{\text{CSRGFP}} = -0.029$; $p=0.548$; carrying out social responsibility towards social and non-social stakeholders has an impact on performance with an impact level of $\beta_{\text{CSRSSF}} = 0.063$; $p=0.106$; This result affirms that when a business fully fulfills its responsibilities to customers and employees, it will gain the trust of customers, create a stable customer base, attract potential customers, increase sales, make employees satisfied and confident in their work efforts, improve labor productivity, and increase business efficiency; increasing social responsibility to social and non-social stakeholders and the state will increase costs. According to the survey results of the interviewees, this is unlikely to increase efficiency.

4.6 Relationship between shared leadership and work motivation

Task-oriented leadership style has a positive impact on employee work motivation with an impact level of $\beta_{\text{TOLWM}} = 0.019$; $p = 0.599$; not statistically significant, clearly showing that within the scope and subject of this study, setting challenging goals for employees and expecting them to perform at the highest level creates work pressure for employees, causing them to be inhibited at work, therefore, the results are not statistically significant.

Relationship-oriented leadership style has a positive impact on employee work motivation with an impact level of $\beta_{\text{ROLWM}} = 0.072$; $p = 0.051$; In fact, according to the assessment of the survey sample at enterprises in the Mekong Delta, the friendliness, approachability, and concern for the happiness of employees in the company and the

respect shown by leaders towards employees have created motivation for them to work. Participative leadership style has a positive impact on employee motivation with an impact level of $\beta_{POLWM} = 0.098$; $p=0.041$; once again showing that consulting with team members, soliciting their contributions, considering these suggestions when making decisions, and delegating authority to subordinates really motivates employees, these results are consistent with the research of Brooks, (2007); Zhang & Bartol, (2010) and Le Cong Thuan (2019).

4.7 Relationship between shared leadership and creativity

Surprisingly, unlike the studies of Gong et al., (2009); Zhang & Bartol, (2010); Ngo Mai Kim Ngan (2022); Task-oriented leadership style has an impact on employee creativity with an impact level of $\beta_{TOLEC} = -0.028$; $p=0.383$ and Participative leadership style has an impact on employee creativity with an impact level of $\beta_{POLEC} = 0.059$; $p=0.231$ both have statistically insignificant impacts, while relationship-oriented leadership style has an impact on employee creativity with a positive, albeit small, impact level $\beta_{ROLEC} = 0.053$; $p=0.083$; This shows that task-oriented leadership always puts pressure on employees, employees run after performing tasks, limiting creativity, relationship-oriented and participative leadership has not been properly implemented for the research sample, so the active creative activities of employees are mainly through friendly and close relationships of leaders, which is consistent with the psychology of Western people who always value friendly relationships. These are contents that need to be studied in other regions and industries to be able to fully evaluate.

4.8 Relationship between shared leadership and firm performance

Task-oriented leadership style has an impact on the company's performance with an impact level of $\beta_{TOLFP} = 0.082$; $p = 0.016$; Task-oriented leadership with regulations, standards, and supervision of managers makes employees complete assigned tasks, thereby achieving performance, however, the impact level is low, business leaders need to consider when building this style. Participative leadership style has an impact on the company's performance with an impact level of $\beta_{POLFP} = 0.133$; $p = 0.010$; This shows that decentralization to subordinates, encouraging initiative, and flexibility in handling

situations increases productivity and performance, consistent with the research of Lauren & Mathieu (2014), Kim & Han (2019).

4.9 The relationship between work motivation and creativity

Employees' work motivation has a positive impact on employees' creativity with an impact level of $\beta_{WMEC} = 0.194$; $p=0.003$; this confirms that when motivated, employees will try to find creativity to improve their work efficiency. This result is consistent with the studies of Amabile and colleagues (1996), Forson and colleagues (2021), Pancasila et al., (2020).

4.10 The relationship between work motivation and performance

Employees' work motivation has a positive impact on the company's performance with an impact level of $\beta_{WMFP} = 0.308$; $p=0.000$; The results confirm that when employees are motivated to work, they will be self-aware and motivated to work enthusiastically, make efforts to contribute to the organization, thereby improving performance. This result is consistent with the research of Jain et al., (2019), Pancasila et al., (2020).

4.11 The relationship between creativity and performance

Employee creativity has a positive impact on the company's performance with an impact level of $\beta_{EFCFP} = 0.133$; $p=0.033$; this shows that when employees are flexible and creative in their work, technical innovation increases performance. This result is consistent with the research of Gong et al., (2009), Weinzimmer et al., (2011), Ali & Jin, (2022).

5 CONCLUSION AND MANAGERIAL IMPLICATIONS

The research results of the thesis confirm that CSR implementation has a positive impact on business performance, once again pointing out the limitations of the studies of Buallay et al., (2020); Yeon et al., (2025); Abdullah, (2024); Prakash & Hawaldar, (2024)

which only focused on financial performance, not considering non-financial performance such as promoting employee motivation and creativity, building brand and trust of the state and society.

Affirming the positive relationship between CSR, work motivation and employee creativity, while previous studies only considered the relationship between CSR and employee satisfaction and commitment. Affirming that implementing shared leadership style has a positive impact on performance, which is different from the study of Boies, Lvina, & Martens, (2010).

Affirming the role of shared leadership in promoting employee motivation and creativity, consistent with the studies of Zhang & Bartol, (2010); Gong et al., (2009); Fuadiputra, (2020).

The research results discovered and confirmed the model combining the concepts of resource-based theory, social identity theory, social exchange theory, agency theory, management theory, two-factor theory, stakeholder theory in promoting performance, specifically the model combining CSR implementation, shared leadership promoting employee motivation and creativity to increase performance is appropriate.

With the results of this study, enterprises in the Mekong Delta should actively implement social responsibility in their development strategy to motivate employees to be creative and improve operational efficiency, especially CSR for employees and customers, which has a dual impact of both indirect and direct positive impacts on operational efficiency, impact on motivation and creativity. In the process of implementing social responsibility, it should be timely and regular, not only material but also through closeness, empathy, sharing and tact, avoiding creating skepticism from employees, customers and society, reducing motivation and operational efficiency. At the same time, building a sharing leadership style that always cares and is close to employees, boldly delegating power to motivate them to be creative and improve operational efficiency, especially the relationship-oriented and participation-oriented leadership style has a dual impact of both indirect and direct positive impacts on operational efficiency. In the process of urging, checking and evaluating the performance of employees, it should be public, transparent, fair and tactful to avoid creating employee dissatisfaction, reducing motivation and efficiency.

The scope of data collection for the study was conducted in the Mekong Delta, but with the convenience sampling method (non-probability sampling), the

representativeness is not high, limiting the generality of the study, so it is necessary to expand the scope of the study area. The study is only conducted in the case of commercial service, trade and manufacturing enterprises that need to be inspected for other business lines to fully assess the role of CSR in corporate governance, while affirming the generality of the research results. These are the limitations of the study and also the direction for further research.

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Authors' Contribution

Both authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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