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# The impact of institutional pressures on corporate social responsibility and green marketing adoption: an empirical approach in Vietnam banking industry

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## Abstract

**Purpose** - Institutional pressure and corporate social responsibility (*CSR*) are gaining increasing recognition in scholarly works; however, there is an apparent and unsettled relationship between these concepts and the concept of green marketing adoption (*GMA*) that influences efforts to gain a relative competitive advantage (*RCA*). This study is aimed at examining the roles of institutional pressure and *CSR* on *GMA* and *RCA* and proposes recommendations for promoting green marketing management and *CSC* in the banking industry in Vietnam.

**Design/methodology/approach** - In this study, partial least squares structural equation modeling is utilized to investigate the evolution of the structural model, while the hypotheses are evaluated using structural equation modeling (*SEM*). The data are scrutinized from 288 banking employees through an online survey.

**Findings** - The results show that the components of institutional pressure exert a significant impact on *GMA* and *RCA*, but the level and type of this impact differ. Additionally, the mediating role of the *CSR* variable in this relationship is revealed. Under the influence of institutional pressure, companies tend to increase their implementation of *CSR* activities, thereby promoting their *GMA* and *RCA*.

**Originality/value** - This study offers both theoretical and practical implications. Theoretically, this study adds to the extant evidence concerning the significance of *CSR* integration and institutional pressure to the advancement of *GMA*. In addition, maintaining a focus on fostering holistic *GMA* practices has enabled the banking industry in Vietnam to achieve an *RCA*.

**Keywords:** Institutional pressure, corporate social responsibility, green marketing adoption, relative competitive advantage, banking industry

## 1. Introduction

Corporate social responsibility (*CSR*) is a concept that encompasses the socially responsible actions of enterprises, their responsiveness to social issues and their efforts to contribute to society, resulting in overall benefits for the community (Lee et al., 2020; Shah and Khan, 2020; Tosun and Koykioglu, 2023). The concept has emerged as a topic of interest alongside profit-making objectives (Hao and He, 2022). Companies that endorse and implement *CSR* strategies cultivate and sustain a positive relationship with their stakeholders and the society where they conduct their business operations (Lee et al., 2018). On the one hand, increased pressure can incentivize companies to improve their reputation through strategic actions. On the other hand, companies operating in different political, economic and social systems may face varying levels of institutional pressure, which can be both beneficial and challenging. On the other hand, in terms of *CSR*, proactively demonstrating a firm's environmentally responsible behavior and encouraging green growth as a means of to address environmental challenges has become a crucial requirement for companies (Yuan and Cao, 2022; Thao and Tran, 2023). *CSR* policies are now incorporating actions such as advocating for the reimbursements of eco-friendly products and cultivating environmental awareness. As a result, green marketing adoption (*GMA*), which is aimed at spreading environmental principles throughout the company to establish broader *CSR*, is important in aligning green marketing strategies with the actions of those responsible for implementing relative competitive advantages (*RCAs*) in an organization. However, meeting these expectations can be difficult. The role of institutional pressure and *CSR* on *GMA* and *RCA* needs to be delineated; therefore, recommendations for promoting green marketing management and *CSC* are proposed.

Previous studies have demonstrated that green product and/or process improvements create a competitive advantage (Wei et al., 2020; Yang et al., 2019). Conversely, companies often adopt different managerial approaches to address environmental concerns, which, in terms of obtaining advantages, can be classified on a linear scale ranging from reactive behaviors to proactive behaviors (Thao and Tran, 2023). Reactive behaviors refer to short-term activities that align a company's strategy with environmental protocols, while proactive behaviors involve the voluntary implementation of strategic ascendancies by companies to preserve and protect the natural environment in a way that surpasses the minimum expectations of firm-level *CSR*. In Vietnam, green growth and sustainable development have become inevitable trends and goals. In particular, the banking system is also focused on the "green" factor in its operations. Some banks attach "greenness" to their marketing strategies and *CSR* development orientations and develop *CSR* processes throughout their internal regulations. To contribute to the execution of the national action plan on green growth, the government has issued several directives to promote green adoption and manage risks in the banking system (Vietnam Banking Review- The state bank of Vietnam, 2022). However, the application of green policies still faces many challenges, making it difficult to implement in commercial banks. Indeed, the green growth approach of the banking system can limit social and environmental risks by not providing loans to projects that cause pollution or exert adverse impacts on the environment and people's lives. However, there are still no specific regulations on green banking development strategies from the state, particularly regarding the association between the influence of *CSR* on *GMA* and the lack of legal documents stipulating the *CSR* responsibilities of commercial banks and credit institutions in the development process. Hence, this study is aimed at explicating the effects of institutional pressures and *CSR* on *GMA* and *RCA*, particularly in the banking industry of Vietnam.

This study employs institutional theory, which specifies that institutions have a significant responsibility in defining *CSR* adoption and implementation strategies. According to institutional theory, *CSR* is formed by pressure from stakeholders at the social stage under a conventional premise.

By affecting operational expenses and the security of property rights, institutions are believed to account for the incompatible capabilities of developing nations (**Frederiksen, 2019**). **Chung (2020)** argued that companies use an institutional approach to elucidate the diverse results that arise from green marketing strategies. This approach integrates an understanding of politics, central authority and institutional models such as manufacturing, product extension, production practices, research and development and waste management activities to examine how such factors impact stakeholders' interests. In this vein, this study seeks to enhance our understanding of the relationship among institutional pressure, *CSR*, *GMA* and company competitiveness.

A number of theoretical and practical contributions are made by clarifying and refining this relationship. Specifically, the role of integrated institutional pressure and *CSR* in pursuing green marketing strategies and discourses represents a critical knowledge gap in our understanding of the relationship between green marketing and companies' competitiveness. The results highlight the benefits of an embedded *CSR* culture that prioritizes *GMA*, and the empirically confirmed theoretical structure offers managers perceptible verification of the sustainable competitive advantage that can be gained by adopting an inclusive green marketing approach, particularly among the commercial banking system in Vietnam. The study's positive guidance in regard to competitiveness underscores the need for managers to prioritize green marketing to enhance future performance.

## **2. Literature review**

### *2.1 Institutional theory*

Institutional theory emphasizes that external environmental factors and social/cultural factors, such as the need for organizational legitimacy, play pivotal roles in shaping organizational adoption decisions that are not fully rational (**Kropp and Totzek, 2020**). In a more specific context, informal institutions allocate benefits and rents based on the equilibrium of political power and interests, and the misalignment of this distribution with the broader distribution of power can lead to conflicts. From this viewpoint, power plays a significant role in the formation of holding power, which refers to the ability of an individual or group to both levy charges on others and capture expenses as a means of engaging in and surviving such conflicts (**Frederiksen, 2019**).

Following institutional theory, companies transform, design and act within the boundaries of social acceptance, which are influenced by social norms and symbols (**Scott, 2013**). The purpose of social acceptance is to establish the sustainability of companies based on the assimilation of institutionalized standards and regulations among society and organizations. However, institutional pressure operates differently and can come from a variety of sources, such as customers, suppliers, partners, competitors, or governments. To maintain legitimacy, companies encounter three forms of institutional pressures, which require conformity to mutual behaviors and rules: mimetic pressure, normative pressure and coercive pressure (**DiMaggio and Powell, 1983; Kropp and Totzek, 2020**).

First, mimetic pressure arises from companies' tendency to imitate the actions of their competitors to sustain their competitive advantages and respond to the competition within their industries (**Huang et al., 2022**). This form of pressure regards the adoption of structural similarities with successful competitors in the industry. When faced with uncertainty, companies tend to emulate the successful businesses in their environment. For example, when facing emblematic uncertainty in the environment, a company with poor technologies must pursue innovation based on the success of other companies (**DiMaggio and Powell, 1983**). However, challenges may occur in determining a feasible

resolution with negligible expenditure once a company encounters a problem with unclear causes or abstruse resolutions.

Second, coercive pressure refers to official or unauthorized powers derived from political effects and regulations. This kind of pressure affects companies' work via their political dependence and the sociocultural prospects of their cultural environment. This type of pressure arises from the dynamics of apparatus and knowledge exchange through specific transaction investments (DiMaggio and Powell, 1983). Therefore, companies can find it challenging to resist this kind of pressure, especially when dependent on others, such as major customers or suppliers. Despite its power, coercive pressure may not always prevail, especially in cases where government rules forbid adoption (Kung et al., 2015). Such pressures may be felt as invitations, as forms of encouragement, or as forces with which to align.

Third, normative pressure is generated by communal prospects within the organizational setting of what is deemed to be acceptable behavior, as influenced by the level of interconnectedness between a company and its customers, suppliers and rivals. When an innovation is widely implemented in an industry, companies are more likely to view its implementation as an authentic action. One of the most important actions for attaining the reassurance of normative isomorphism is professional personnel categorization, especially those achieved through employing individuals from rivals in the same industry or from relevant training organizations (DiMaggio and Powell, 1983). Generally, a company's transformation achieves normative status primarily through professionalization. However, a professional plan is rarely completely accomplished. There are many types of specialists within a company with distinct positions. Therefore, professionals necessarily cooperate both with each other and with nonprofessional clients, superiors, or regulators to maintain normative isomorphism.

Generally, the enforceability of institutions can be undermined if excluded groups possess enough holding power to obstruct, contest and resist regulations. Thus, a certain compatibility between the power distribution and institutional structure for each type of institutional pressure must be considered.

## 2.2 Corporate social responsibility

The past few decades have witnessed a growing focus on CSR among researchers and practitioners alike (Shah and Khan, 2020; Balon et al., 2022; Tosun and Köylüoğlu, 2023). The CSR concept is characterized as businesses' ongoing commitment to conduct themselves ethically and positively contribute to economic development, as well as to improving the quality of life of their employees and their families, the local municipality and the overall society (Singh et al, 2021). This study explores the concept of CSR, which refers to the intentional incorporation of environmental and social considerations into a company's operations and connections with its stakeholders (Abaeian et al., 2019). The extant literature focuses on analyzing a company's CSR practices as a detached object. However, it is important to note that companies operate within a competitive environment and interact with various influential stakeholders (Tang et al., 2019). Accordingly, a company's decision in regard to CSR implementation is likely to be influenced by many peer groups. However, the extant literature fails to explain how a company's CSR performance in terms of scope and level is influenced by its similarity to peer companies (Singh et al., 2021). Shah and Khan (2020) indicated that the influence of peer companies plays a considerable role in forming a company's CSR policies. Nevertheless, there is a lack of investigation into the simultaneous influence of multiple stakeholders on a company's CSR activities (Yang et al., 2019). Thus, the decision-making process behind a company's CSR activities needs to be explored by examining the various stakeholders that can

influence these decisions, including industry competitors, local communities and the social norms of the surrounding area.

An effective *CSR* strategy includes the social and environmental responsibilities that a company maintains toward its stakeholders (Latif et al., 2020). Therefore, *CSR* encompasses both a company's inner operations (how it handles its employees) and its external effects. Certainly, *CSR* is cited as a strategic instrument that shifts the convergence from customer marketing to corporate marketing, which accounts for both stakeholders' prospects and the triple-bottom line of social, economic and environmental implementation (Maon et al, 2021). Furthermore, *CSR* holds great importance in activities related to corporate management. Such responsibility encompasses firm practices that prioritize social benefits over selfinterest (Han et al., 2020). Shah and Khan (2020) argued that an increase in *CSR* activities can play a crucial role in creating distinction in a firm's products/services. Likewise, a company's exceptional *CSR* efforts attract attention from both current and future customers (Lee et al., 2018; Lo, 2020). As a result, numerous companies are undertaking various initiatives regarding *CSR* performances, as there is a common belief that such practices can positively impact customer retention while also creating a favorable reputation for the company among the public.

In the contemporary competitive business landscape, numerous enterprises have adopted *CSR* as a strategic approach to balancing the concerns of various stakeholders while enhancing their communal standing and company image (Wang et al., 2020). As previously stated, many studies on *CSR* practices have involved the creation of *CSR* based on the principles of sustainable development (Shah and Khan, 2020; Tosun and Köylüoğlu, 2023). However, there is a scant understanding from the institute's perspective and that of the companies themselves because the aforementioned findings are mainly focused on the consumer (Thao and Tran, 2023). Indeed, the impact of peer companies and institutional pressure on *CSR* decision-making has become increasingly important due to the fiercely competitive business environment. *CSR* policy adoption is taken as a differentiating strategy for companies to imitate *CSR* practices in compliance with national laws and shifts in customer partialities concerning environmentally friendly sustainable products/services (Yang et al., 2019). Despite this growing importance, the institutional perspective regarding these issues remains relatively unexplored. In this study, multiple theoretical perspectives are integrated to enhance the understanding of institutions' influences on *CSR* practices. This work also contributes to our knowledge of the factors that drive *CSR* activities by studying the impact of multiple institutional groups on this decision-making process.

### *2.3 Green marketing adoption*

Green marketing is a comprehensive management process that involves identifying, foreseeing and satisfying the needs and expectations of both customers and society in a sustainable and profitable manner (Lam and Li, 2019). Previous research has highlighted the need for empirical analysis to provide a strategic assessment for understanding the relationship between green marketing and competitiveness. Papadas et al. (2019) argued that there should be long-term actions and policies taken by top management that specifically focus on a corporate eco-friendly approach, practical environmental tactics and engagement with outside environmental backers. Thao and Tran (2023) declared that companies must expand their marketing focus to encompass societal stakeholders and that natural environment fortification for strategic marketing purposes encompasses social, economic and especially environmental accomplishments.

However, the literature challenges a marketing principle centered around rising consumption, as it is recognized that such a stance conflicts with the principles of sustainability and responsibility (Papadas et al., 2019). Crane et al. (2014) stated that embracing environmental proactivity is consistent with this approach, as implementing environmental protection strategies that exceed the legal requirements represents a significant shift in this direction. Chung (2020) states that the incorporation of green values into a company's corporate strategy represents a departure from the traditional marketing practice that prioritizes sales growth and profit expansion and rather represents those who challenge this orientation. This requires companies to extend their marketing capacity and incorporate their stakeholders, the maintenance of social safety and the protection of the natural environment into their marketing goals. The study takes a corporate-wide perspective on green marketing, which encompasses both strategic and internal initiatives aimed to achieve a holistic green marketing strategy.

In simpler terms, *GMA* is a green marketing strategy closely tied to the environmental culture that should be integrated throughout the organization. Previous research has indicated that implementing an active environmental strategy can provide companies with a competitive advantage. This is because such a strategy enables the disposition of scarce, distinctive and composite capabilities that enable companies to distinguish themselves from their competitors (Nath and Siepong, 2022). In terms of green practices, competitive advantage is gained through eco-friendly performance, whether resulting from innovation or adopting a strategic environmental executive model. In essence, *GMA* measures the degree to which corporate environmental principles are adopted among stakeholders. Thao and Tran (2023) argued that encouraging the dissemination of knowledge and the establishment of an eco-friendly culture within the company enables employees to develop the skills and abilities necessary for the successful realization of green marketing approaches, which can create environmental champions who are committed to promoting sustainability within the company. Actions such as providing employee training, promoting eco-friendly understanding within the organization and engaging in direct environmental action are included in these efforts (Papadas et al., 2019).

#### *2.4 Hypothesis development*

Under the pressure of institutional demands, adopting *CSR* practices can enable enterprises to enhance their organizational legitimacy and mitigate their business risks. Despite the importance of institutional issues such as industry patterns, government law, country culture, social media and pressure governance in shaping *CSR*, only a few *CSR* studies have examined how these factors lead companies to engage in *CSR* (Singh et al., 2021). Bice (2017) argued that companies can enhance their connections with key external and internal stakeholders by engaging in *CSR* performance, which signals that they are both reliable and trustworthy. Wei et al. (2020) stated that effective government policy implementation can facilitate compliance and enable companies to achieve higher *CSR* legitimacy and efficiency while also enabling positive relationships with important stakeholders such as the public and media interest groups. Hence, companies engaging in *CSR* activities can improve their reputation and effectively address the pressure for legitimacy (Shah and Khan, 2020; Yuan and Cao, 2022).

Scholars have suggested that investing in *CSR* improvements can yield long-term advantages; thus, investors are motivated to incentivize companies to sincerely engage in their *CSR* endeavors (Chen et al., 2020). More specifically, companies that adopt *CSR* initiatives at an early stage may gain a competitive edge by capitalizing on first-mover compensation and distinguishing themselves from their rivals (Kropp and Totzek, 2020). Nofsinger et al. (2019) argued that industry alliances play a role in self-regulating the *CSR* and sustainability practices of companies. Moreover, Singh and Guha (2019)

suggested that companies can emulate the *CSR* practices of their industry peers to prevent them from gaining a competitive advantage through *CSR* implementation. In situations of uncertainty, companies frequently rely on social comparison as a decision-making tool, and this tendency becomes more pronounced in industries containing a small number of dominant players (**Tang et al., 2019**). Given that companies with limited *CSR* experience are prone to learning from and emulating their peers, mimetic pressure from industry competitors may have a beneficial effect on a company's *CSR* performance (**Wang et al., 2020**). Thus,

*H1a*. Mimetic pressure has a positive impact on a company's *CSR* behavior.

Social aspiration refers to the average or moderate performance of companies within their peer group (**Singh et al., 2021**). Scholarly research defines ambition intensity as a composite of a company's historical and social aspirations (**Chen et al., 2020**). Decision-makers are prompted to revise goals when facing a gap between an organization's actual performance and its performance goals (**Hoang and Ener, 2015**). This revision lowers the difference between the actual performance and the stated goals. When dominant suppliers and customers of a firm increase their demands, companies face significant coercive pressure. As they critically depend on these key stakeholders, companies are inclined to comply with their demands to safeguard their market position and resource assessment. Additionally, once a powerful company commits to pursuing performance improvement, it can exert coercive pressure on dependent companies to adopt new practices (**Kropp and Totzek, 2020**). Thus,

*H1b*. Coercive pressure has a positive impact on a company's *CSR*.

Companies pursue legitimacy via *CSR* initiatives (**Singh et al., 2021**). The better the alignment of a company's *CSR* activities with industry-wide standards is, the more reasonable its actions are perceived to be (**Bice, 2017**). Nevertheless, companies that face high levels of normative pressure may be less inclined to implement innovative approaches when employing strategic interpretation. Particularly in industries with financial or service assimilation, the importance of normative isomorphism is among the strongest features; however, the personnel clarification for directors and key employees is usually illustrated from mutual criteria, such as normatively authorized and legalized policies, measures and configurations, who attempt to perform decision-making in a similar vein (**DiMaggio and Powell, 1983**). Although complying with a norm may enhance a company's legitimacy, high normative pressure can also elicit reactance and curtail strategic opportunities.

In the field of competition, the company's advantages combined with the adoption of *CSR* can enhance a company's value (**Tosun and Köyliüoğlu, 2023**). Nevertheless, the research examining the impact of institutional possession on *CSR* has yielded mixed findings. While some studies have identified a positive correlation between institutional influences and company social performance, the evidence to support this is limited (**Singh et al., 2021; Wei et al., 2020**). In deciding whether to adopt an innovation, companies consider the acceptance comportment of their customers, suppliers and rivals (**Kropp and Totzek, 2020**). Innovation is widely regarded as a conventional practice that amplifies normative pressure. Consequently, many companies have already embraced innovation to avoid being excluded from collaborative partnerships and secure access to resources. This enables companies to enhance their legitimacy by adhering to norms and fostering a perception as competent business

associates. Previous research has explored the favorable influence of normative pressure on different types of innovation (**Kung et al., 2015; Wei et al., 2020**). Thus,

*H1c. Normative pressure has a positive impact on a company's CSR.*

Institutional shareholders frequently undertake; specifically, a company's responses to the environmental concerns of shareholders can be categorized by a spectrum of eco-friendly strategies. Thus, the anxiety of any stakeholder has a positive influence on the strength of this approach (**Chen et al., 2020**). Previous research has also indicated that companies tend to adopt varied environmental responses based on which stakeholders they deem most crucial (**Kim et al., 2019; Nofsinger et al., 2019**). In the green management and marketing literature, various stakeholders, such as shareholders, investors, employees, legislators, suppliers, governmental agencies, the media, the public, environmental institutes, competitors and labor unions, are often identified as posing important considerations for companies when developing green marketing strategies (**Papadas et al., 2019**).

**Wang et al. (2020)** argued that mimetic isomorphism can strengthen the legitimacy of shared practices. When more of a firm's peers adopt a particular *CSR* reporting standard, it can have a greater effect on the *CSR* of that firm (**Tosun and Köyliüglu, 2023**). Based on signaling theory, **Yang et al. (2019)** claimed that increasing the number of companies in an industry that provides environmental supervision data can signal that nonlisted companies invest more in environmental management. Similarly, **DeBoer et al. (2017)** argued that a company's green efforts are positively influenced by the number of its green competitive peers and its closeness to a green locality environment. Thus,

*H2a. Mimetic pressure has a positive impact on a company's GMA.*

Companies adopt environmental practices to address pressures, including voluntary strategic initiatives such as pollution deterrence or desertification (**Sarkis et al., 2010**). For instance, the company's transformation is a response to government directives to meet environmental regulations and for nonprofits to maintain financial records to meet tax requirements. Additionally, a company can hire an affirmative-action agent to protect the firm from claims of discernment (**DiMaggio and Powell, 1983**). **Papadas et al (2019)** stated that nongovernmental institutes and communities, including environmental agents and neighborhood entities, can exert external stakeholder pressures on organizations. **Huang et al (2022)** specified that the implementation of strategic environmental practices by organizations could facilitate the formation of partnerships with governmental bodies and regulatory agencies, who otherwise might resort to applying coercive pressures. Furthermore, client stakeholders can influence environmental practical adoption by requiring that suppliers observe specific standards and improve their eco-friendly behavior. From this viewpoint, the following hypothesis is proposed:

*H2b. Coercive pressure has a positive impact on a company's GMA.*

Institutional theory suggests that stakeholder engagement is crucial for companies in verifying societal authority (Sarkis et al., 2010; Scott, 2013). Through general promotional strategies, such as employing upper managers and skilled employees for particular positions, a firm can leverage commitment and professional loyalty (DiMaggio and Powell, 1983). A firm's environmental practice adoption strategies can be influenced by its internal and external stakeholders. Lee et al. (2018) showed that organizations are significantly motivated to adopt environmental practices as a result of stakeholder pressure. Therefore, according to institutional theory, given stakeholder pressure to adopt eco-friendly practices, improving the level of societal legitimacy can tame the extent to which companies pursue practical environmental strategies. Specifically, employees, who are the primary internal stakeholders, play a critical role in initiating an organization's environmental actions (Papadas et al., 2019).

*H2c. Normative pressure has a positive impact on a company's GMA.*

Marketing scholars have linked CSR to marketing in an attempt to expand the role of CSR within organizations (Chung, 2020). The concept of CSR is gaining increasing recognition in the literature, which aligns with the expanding role that CSR plays in businesses aiming to establish and uphold favorable connections with the community (Lee et al., 2020; Tosun and Köyliüğü, 2023). However, there is limited understanding regarding the relationships between marketing and CSR elements, and the understanding thus far is notably disjointed (Maon et al., 2021). Although there are demands for comprehensive and transformative methods that transcend simple technological solutions and product advancements, there is still an apparent and unsettled conflict regarding green marketing and fostering competitive advantages (Lim, 2016). An unwillingness to adopt a green marketing approach undermines the widespread adoption of sustainable business practices, which in turn exacerbates corporate risks and losses (Papadas et al., 2019). Firms adopting such an orientation recognize the importance of environmental preservation and integrate environmental values into their strategic marketing (Yang et al., 2019). Therefore, an organization that genuinely incorporates environmental strategies and sustainability into its business requires a consistent and tactical marketing strategy that aligns with these values. Thus,

*H3. A firm's CSR positively impacts their GMA.*

A company's GMA reflects the extent to which its environmental values are internalized by its stakeholders (Papadas et al., 2017). This concept entails disseminating environmental values throughout the organization to establish a broader corporate culture of environmental stewardship, including providing employee training, promoting ecological awareness and engaging in environmental management activities (Papadas et al., 2019). The literature posits a positive relationship between the development of green products and/or green processes and the creation of RCA. For example, Thao and Tran (2023) suggested that environmental "performance, either through innovation or the adoption of a strategic environmental management model, can drive RCA. Papadas et al (2017) argued that educating and training the entire company on environmental awareness can also foster environmental leadership from a GMA perspective. The actions of top management in ecologically proactive companies involve addressing and communicating crucial environmental topics, launching environmental strategies and regulations, incentivizing environmental orientations among employees and allocating executive resources toward environmental stewardship. Therefore, companies might

link their green marketing strategies to their environmental culture and actions for the benefit of the entire organization. Thus:

*H4*. GMA has a positive impact on a company's *RCA*.

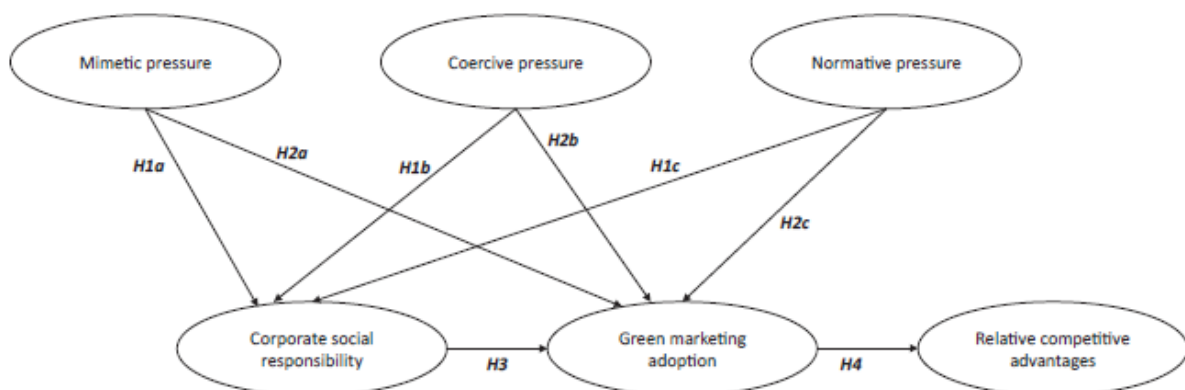
This study's conceptual framework is displayed in **Figure 1**.

### 3. Methodology

In this study, partial least squares structural equation modeling (*PLS – SEM*) is used to investigate the evolution of the structural model and evaluate the hypotheses (**Hair et al., 2011**). This technique is used to estimate composite cause-effect relationships in path models through latent variables *SEM*, which is suitable for the discipline of marketing (**Sarstedt et al., 2022**). The data is scrutinized via Smart *PLS* 4.0 software.

#### 3.1 Case background and data collection

As an important financial supply channel of the economy, the banking industry determines the roles and responsibilities in “greening” investment capital flows for social responsibility and sustainable development (**The State Bank of Vietnam, 2023**). Banks have impacted society through their implementation of *CSR* and impacting businesses by offering credit for businesses to address social, ethical and environmental issues. Many credit institutions have actively cooperated with and received technical support from international financial institutions to advance their internal policies regarding environmental risk control for a number of credit-granting activities for customers, for the promulgation of environmental policies and the greening of institutions.



Source(s): Created by authors

**Figure 1.** Conceptual framework

The Governor of the State Bank promotes approving green banking development projects in Vietnam by increasing the awareness and responsibility of the banking industry toward the environment and society. Directive No. 03/CT-NHNN dated March 24, 2015, Decision No. 1604/QD-NHNN dated 07 August 8, 2018 and Decision No. 34/QD-NHNN dated January 7, 2019 (**Vietnam Banking Review - The**

**State Bank of Vietnam, 2022**), are aimed at strengthening the capacity of the banks to develop credit deployment and loan products. In fact, many institutions have been looking for ways to develop their brand image as eco-friendly. There are some banks that are truly serious about this issue.

Despite achieving preliminary results, the implementation of green credit promotion in Vietnam still faces problems. Despite many efforts to support green finance for organizations, there is still no effective taxonomy for organizations. Additionally, some businesses deliberately deceive customers and greenwash their brands, which risks the misuse of capital (**Vietnam Banking Review- The State Bank of Vietnam, 2023**). Banks are under great pressure to satisfy the needs and expectations of their stakeholders, such as the government, investors, consumers and employees about their operational responsibilities. The legal basis for green marketing activities is lacking, and there is also a lack of specialized guidance for state management agencies to develop incentives and incentive mechanisms to promote green activities and motivate banking businesses toward green credit development. The number of banks interested in or currently instituting internal processes regarding green banking is still small. Bank employees have not been intensively and professionally trained to carry out green marketing activities or assess and manage the risks of environmental activities, either socially or financially. Therefore, exploring *GMA* and its *RCAs* through the role of institutional pressure and *CSR* is becoming urgent.

For data collection, an online survey was conducted among banking employees. Experts translated the questionnaire from English to Vietnamese and then back-translated. Five research assistants who were members of the senior management of the target banks were employed for data collection. Through the human resources departments of the banks in Vietnam, the questionnaire was delivered to employees as an official email requesting the completion of the survey. A total of 436 questionnaires were returned and after checking for outliers (invalid respondents and missing data), 288 (66.06%) were retained for analysis.

### *3.2 Proposed measure*

This investigation relies on the literature to operationalize six constructs: mimetic, normative, coercive, *CSR*, *GMA* and *RCA*. Specifically, institutional pressure constructs are borrowed from **Khalifa and Davison (2006)** and **Liu et al. (2010)**, with three items allocated to mimetic pressure, three to normative pressure and four to coercive pressure. Additionally, four items come from **Pedersen et al. (2018)** and are employed to measure *CSR*, four come from **Kim (2002)** and are used to measure *GMA* and three come from **Rijsdijk et al. (2007)** and are used to measure *RCAs*. The Likert scale used in the measurement of each item ranges from 1 (strongly disagree) to 5 (strongly agree).

## **4. Results**

### *4.1 Descriptive statistics*

In this study, 288 people were surveyed, of which 152 were male (52.78%) and 136 were female (47.22%). The professional experience of the respondents ranges from under 5 years to more than 10 years. Specifically, 120 respondents (41.67%) had less than 5 years of working experience, while 99 respondents (34.38%) had been working from 5 to 10 years. The remaining 69 respondents (23.95%) had more than 10 years of professional experience. Most of the samples are staff (51.74%), followed by middle managers (35.07%) and senior managers (13.19%). Respondents mainly come from state

companies (62.5%), whereas the remaining come from private or foreign-owned companies, with percentages of 27.1% and 10.4%, respectively. The descriptive statistics are presented in **Table 1**.

#### 4.2 Common method bias

In this study, a common method bias test is conducted for all latent variables based on a simultaneous evaluation of the variance inflation factor (*VIF*) of all latent variables. A *VIF* equal to or higher than 5 indicates a potential collinearity problem (Hair et al., 2011), and a *VIF* value of greater than 3.3 indicates that the model could be corrupted and exhibit pathological collinearity (Kock, 2015). Ordinarily, the model is considered free from common method bias if all *VIF* values are equal to or less than 3.3. The results show that all *VIF* values in this study are less than 3.3, with the highest value being 3.294 (see **Table 2**), thus confirming that the model is free from both pathological collinearity and common method bias.

#### 4.3 Measurement analysis

This study uses six factors with 21 observed variables (**Table 3**). The item means vary from 3.240 (*GMA\_2*) to 4.108 (*CSR\_1*). The standard deviations range between 0.740 (*CSR\_1*) and 1.106 (*GMA\_2*). For the *t*-statistics, the minimal value is 1.992 (*Normative\_1*), while the highest is 4.522 (*Mimetic\_3*). Reliability is verified based on the factor loading. The factor loading for all items runs from 0.804 to 0.945 and thus is above 0.5. The *p*-values for all items are less than 0.001, meaning that all items are significant.

The average variance extracted (*AVE*) and Cronbach's alpha values are tools for assessing confirmatory factor analysis results (Sarstedt et al., 2022). The results show that Cronbach's alpha exceeds 0.7 for all variables, the composite reliabilities are above 0.7 and the *AVE* for each variable is 0.694-0.841, which is above 0.5, thus confirming the internal consistency of the measurement model (Fornell and Larcker, 1981). The discriminate validity is investigated to identify the correlations among latent variables. The convergent and discriminant validity is determined depending on whether the *AVE* of each variable is larger than its correlation with other variables, and each variable conveys a greater weight on its dispensed variable than it does on other variables (Fornell and Larcker, 1981). The results displayed in **Table 4** imply that discriminant validity is verified.

**Table 1.** Respondents' demographic characteristics

Demographic characteristics	<i>n</i> = 288	Percentage	
Gender	Male	152	52.78
	Female	136	47.22
Experience	Less than 5 years	120	41.67
	From 5 to 10 years	99	34.38
	More than 10 years	69	23.95
Work position	Staff	149	51.74
	Middle manager	101	35.07
	Senior manager	38	13.19
Types of organization	State	180	62.5
	Private	78	27.1
	Foreign-owned	30	10.4

*Source(s):* Created by authors



**Table 2.** Variance inflation factor value

Items	VIF
CSR_1	1.804
CSR_2	2.292
CSR_3	2.326
CSR_4	1.750
Coercive_1	2.555
Coercive_2	3.212
Coercive_3	3.277
Coercive_4	2.999
GMA_1	2.574
GMA_2	3.079
GMA_3	2.874
GMA_4	2.443
Mimetic_1	1.624
Mimetic_2	3.249
Mimetic_3	3.294
Normative_1	2.730
Normative_2	2.877
Normative_3	3.278
RCA_1	2.517
RCA_2	2.936
RCA_3	2.688

*Source(s):* Created by authors

**Table 3.** Scale properties of measurement model

Variable	Item	Item mean	Factor loadings	Standard deviation	T statistics	P value
CSR	CSR_1	4.108	0.804	0.740	3.869	0.000
	CSR_2	3.917	0.851	0.878	2.771	0.000
	CSR_3	3.729	0.866	0.864	3.038	0.000
	CSR_4	3.983	0.809	0.872	2.846	0.000
Coercive	Coercive_1	3.795	0.870	0.835	3.067	0.000
	Coercive_2	3.913	0.908	0.860	2.855	0.000
	Coercive_3	3.858	0.923	0.844	3.012	0.000
	Coercive_4	3.809	0.890	0.834	3.091	0.000
GMA	GMA_1	3.559	0.885	0.995	2.289	0.000
	GMA_2	3.240	0.895	1.106	2.062	0.000
	GMA_3	3.580	0.883	0.990	2.320	0.000
	GMA_4	3.642	0.865	1.014	2.133	0.000
Mimetic	Mimetic_1	3.733	0.814	0.875	2.864	0.000
	Mimetic_2	3.434	0.917	0.797	4.086	0.000
	Mimetic_3	3.385	0.923	0.782	4.522	0.000
Normative	Normative_1	3.587	0.910	1.047	1.992	0.000
	Normative_2	3.965	0.896	1.003	2.752	0.000
	Normative_3	3.764	0.945	0.982	2.311	0.000
RCA	RCA_1	3.906	0.887	0.936	2.706	0.000
	RCA_2	3.580	0.922	0.993	2.196	0.000
	RCA_3	3.771	0.916	0.966	2.354	0.000

*Source(s):* Created by authors

Furthermore, the discriminant validity between the two latent variables is also confirmed when the heterotrait-monotrait ratio (*HTMT*) index is less than 1 (**Garson, 2016**) and below 0.9 (**Henseler et al.,**

2015). The result of the correlation matrix between variables is illustrated in **Table 5**. The *HTMT* values are less than 0.9, thus satisfying the conditions following **Kline (2015)**. Thus, the factors all meet the requirements of discriminant value and the model is confirmed to be free of common method bias (**Nekmahmud et al., 2022; Rasoolimanesh et al., 2017**).

**Table 4.** Reliability and discriminant validity

Variable	Number of items	Reliability (Cronbach's alpha)	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Discriminant validity					
						CSR	Coercive	GMA	Mimetic	Normative	RCA
CSR	4	0.853	0.856	0.901	0.694						
Coercive	4	0.920	0.920	0.943	0.806	0.580					
GMA	4	0.905	0.910	0.934	0.779	0.778	0.457				
Mimetic	3	0.861	0.866	0.916	0.785	0.512	0.782	0.497			
Normative	3	0.906	0.926	0.941	0.841	0.581	0.354	0.518	0.295		
RCA	3	0.894	0.905	0.934	0.825	0.773	0.443	0.685	0.369	0.855	

**Source(s):** Created by authors

This study follows **Henseler et al (2015)** in measuring model fitness. The saturated model and standardized root mean square residual (*SRMR*) were both examined at a 95% bootstrap quantile (**Ogbeibu et al., 2018**). As shown in **Table 6**, the standardized root mean square residual (*SRMR*) is 0.055, which is less than 0.08, indicating the fitness of the measurement model. The exact fit criteria, including unweighted least squares discrepancy (*d<sub>ULS</sub>*) and geodesic discrepancy (*d<sub>G</sub>*), are 0.710 and 0.525, respectively, which are both less than 0.95, indicating a well-fitted measurement model. Thus, the measurement model fit is confirmed to have a good fit quality throughout multiple criteria.

#### 4.4 Structural model

The bootstrap resampling method is conducted to detect the significance of the structural model paths. The result reveals the path coefficient and significance and examines the hypotheses. **Hypothesis 1a** is not supported ( $\beta = 0.128, p = 0.067 > 0.05$ ), whereas **Hypotheses 1b** and **1c** are supported ( $\beta = 0.296, p < 0.05$  and  $\beta = 0.387, p < 0.05$ , respectively). The results show that coercive pressure and normative pressure have positive effects on *CSR*. **Hypotheses 2a** and **2c** are thus supported ( $\beta = 0.190, p = 0.001 < 0.05$  and  $\beta = 0.161, p = 0.002 < 0.05$ , respectively), revealing the significant effect of mimetic pressure and normative pressure on *GMA*. **Hypothesis 2b** is unsupported ( $\beta = -0.050, p = 0.415 > 0.05$ ), implying that coercive pressure has no influence on *GMA*. **Hypotheses 3** and **4** are based on the structural relationships of *CSR – GMA* and *GMA – RCA*, respectively. The results show that the former has a positive impact on the latter ( $\beta = 0.550, p < 0.05$  and  $\beta = 0.626, p < 0.05$ ). Therefore, **Hypotheses 3** and **4** are both supported. **Table 7** displays the results in detail, and **Figure 2** illustrates the relationship between variables. **Table 8** shows the direct effect, indirect effect and total effect of each variable.

**Table 5.** Heterotrait-monotrait ratio (*HTMT*) matrix

	CSR	Coercive	GMA	Mimetic	Normative	RCA
CSR						
Coercive	0.580					
GMA	0.778	0.457				
Mimetic	0.512	0.782	0.497			
Normative	0.581	0.354	0.518	0.295		
RCA	0.773	0.443	0.685	0.369	0.855	

Source(s): Created by authors

**Table 6.** Model fit

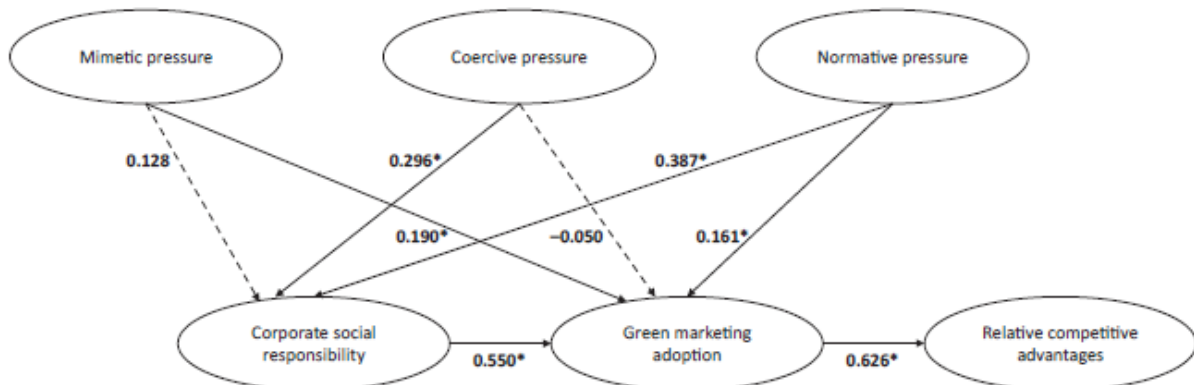
	Saturated model
SRMR	0.055
d_ ULS	0.710
d_ G	0.525
Chi-square	902.365

Source(s): Created by authors

**Table 7.** Hypotheses test

Hypothesis	Path	Estimates	Standard deviation	T-statistics	P-value	Decision
H1a	Mimetic → CSR	0.128	0.070	1.831	0.067	Rejected
H1b	Coercive → CSR	0.296	0.071	4.180	0.000	Accepted
H1c	Normative → CSR	0.387	0.048	8.098	0.000	Accepted
H2a	Mimetic → GMA	0.190	0.060	3.193	0.001	Accepted
H2b	Coercive → GMA	(0.050)	0.062	0.815	0.415	Rejected
H2c	Normative → GMA	0.161	0.053	3.057	0.002	Accepted
H3	CSR → GMA	0.550	0.057	9.632	0.000	Accepted
H4	GMA → RCA	0.626	0.042	14.793	0.000	Accepted

Source(s): Created by authors



Note(s): \*P value < 0.01; Dotted lines indicate insignificant path Source(s): Created by authors

**Figure 2.** Results of structure model

**Table 8.** Effects of factors

		CSR	GMA	RCA
Mimetic	Direct effect	0.128	0.190*	–
	Indirect effect	–	0.071	0.163*
	Total effect	0.128	0.261*	0.163*
Coercive	Direct effect	0.296*	(0.050)	–
	Indirect effect	–	0.163*	0.071
	Total effect	0.296*	0.113	0.071
Normative	Direct effect	0.387*	0.161*	–
	Indirect effect	–	0.213*	0.234*
	Total effect	0.387*	0.374*	0.234*
CSR	Direct effect	–	0.550*	–
	Indirect effect	–	–	0.344*
	Total effect	–	0.550*	0.344*
GMA	Direct effect	–	–	0.626*
	Indirect effect	–	–	–
	Total effect	–	–	0.626*

**Note(s):** \**p* value < 0.01 **Source(s):** Created by authors

## 5. Implications

This study deepens the literature on institutional pressures, *GMA* and *RCA*. In particular, this study presents both theoretical and practical implications.

### 5.1 Theoretical implications

The relationship between corporate pressures on sustainability-oriented activities, including *CSR* and green marketing, is analyzed in this study. Further, the relationship between the result of these activities and corporate competitive advantages is inferred. Institutional theory is applied to divide corporate pressure into three types: coercive pressure, normative pressure and mimetic pressure (**Kropp and Totzek, 2020**). However, these forces affect the way a business operates differently.

From the results, institutional pressure is shown to have a positive impact on corporate *CSR* activities. When looking specifically at each type of pressure, mimetic pressure has not appeared to exert a clear impact, while normative pressure and coercive pressure both have a clear effect. This contradicts **Singh and Guha (2019)**, who claimed that companies can and tend to imitate their competitors to learn from their *CSR* implementation experience. With a higher influence, the results of normative pressure confirm the findings of previous studies that indicated that companies need to account for the adoption behavior of customers, suppliers and competitors to avoid being excluded from partnerships and to ensure access to resources (**Wei et al., 2020; Kung et al., 2015**). Additionally, companies are subject to high coercive pressure from powerful suppliers and customers. When a powerful company advocates an eco-friendly approach to the environment and society, they can force their dependent companies to increase their *CSR* activities toward that end.

While previous studies have mostly focused on the strategy of green marketing and its association with corporate outcomes, the influence of institutional pressure on *GMA* is confirmed in this study. Mimetic pressure, whereby companies have different responses to the environment depending on which stakeholders they acknowledge as being the most critical, is determined to have the strongest impact on *GMA* (**Papadas et al., 2019**). Furthermore, the findings of this study confirm that the number of competitors adopting a green marketing strategy also exerts a positive influence on a company's green

efforts (DeBoer et al., 2017). Normative pressure often arises from regulators, governments, NGOs, communities and customer stakeholders (Huang et al., 2022; Papadas et al., 2019). Under this pressure, companies must comply with definite practices and enhance their environmental achievement. The results also confirm the role of normative pressure on *GMA* with the influence level only after mimetic pressure (Lee et al., 2018). In contrast to the above two pressures, coercive pressure showed almost no effect on *GMA*. Although stakeholder pressure has been shown to result in substantial incentives in the environmental activities of firms, environmental pressure from stakeholders is currently not sufficient to promote the implementation of proactive environmental strategies by companies.

*CSR* exerts both a direct effect on *GMA* and an indirect effect on *RCAs* through the mediator variable for *GMA*. This is in line with the literature claiming that *CSR* has become a critical need for manufacturing companies aiming to fully implement their ecological protection behavior while promoting the growth of *GMA* (Hao and He, 2022; Yuan and Cao, 2022; Tosun and Köylüoğlu, 2023). However, a consistent and organized marketing approach is needed in an organization that truly cares about environmental safeguards and sustainable development (Papadas et al., 2019). In addition, although not specifically mentioned above, the research outcomes show a crucial effect of *CSR* activities on the competitive advantage of enterprises (Nath and Siepong, 2022). This can be explained by the fact that an important part of *CSR* activities is oriented toward environmentally friendly products and services. Whereas a proactive environmental strategy gives companies a competitive advantage, the promotion of *CSR* significantly contributes to increasing a company's strength in the market compared to its competitors.

Finally, the hypothesis claiming a positive impact of *GMA* on the *RCAs* of a company is supported. This result is in line with previous works that posit that environmentally oriented strategies give companies a competitive advantage due to the implementation of scarce, unique and complicated abilities that serve to differentiate companies (Nath and Siepong, 2022). Circulating knowledge and building an environmentally friendly culture throughout the organization is necessary to encourage employees to foster the skills and capabilities needed for successfully executing *GMA* campaigns, thereby enhancing a firm's competitiveness.

## 5.2 Practical implications

In this study, the empirical effect of institutional pressure on green marketing implementation and the competitive advantage of the banking industry in Vietnam was investigated. The results show that the components of institutional pressure have a slight impact on *GMA* and *RCA*, but the level and type of these impacts are different. The mediating aspect of the *CSR* variable in this relationship is also revealed in this study. Under institutional pressure, bank managers tend to increase their implementation of *CSR* activities, thereby also promoting their firm's *GMA* and *RCA*. Specific recommendations related to the research results are presented below.

From the findings, normative pressure can be seen to exert significant effects on *GMA* and *RCA*, both directly and indirectly. Thus, to increase the capacity to adopt green marketing strategies and enhance the competitive advantages of banks, it is necessary to adapt to the normative pressure exerted by current investors, customers and competitors. In developing nations, normative pressure is viewed as a facilitating factor affecting both responsibilities and norms, thereby ensuring that organizations and stakeholders operate in a socially compliant manner and promoting environmental activities. In that context, banks need to prepare financial, technological and human resources to avoid being left behind. If banks choose to separate themselves from the common standards of the community, then

they will be out of the game. Rather, they need to constantly monitor the changes in the sentiment of the community. Some concerns concerning normative pressure include compliance with professional regulations and ethics, encouragement of environment-related activities and the implementation of professional training courses according to common standards.

Coercive pressure forces companies to comply with the regulations and laws of the authorities, investors, media, environmental organizations, customers and the public. In an attempt to survive and grow, banks must follow laws and regulations; otherwise, they face sanctions, their reputation and image are negatively affected, or even worse, their business license can be revoked. However, in contrast to the other two types of institutional pressures, coercive pressure showed no significant impact on either the adoption of green marketing or on their *RCA*. This result can be explained by the fact that the motivation stemming from coercion does not engender good results for both parties and can sometimes cause a backlash. Thus, in the application of strategies that exceed their expected economic returns, voluntariness is a critical aspect. Businesses should be encouraged rather than regulated and sanctioned to engage in such activities. In addition, this study reveals that coercive pressure exerts a positive influence on *CSR* activities. This is also an indirect way of encouraging *GMA* and improving the *RCAs* of businesses because *CSR* has been demonstrated to be an important driver for both of these factors.

The results of this study reveal the impacts of mimetic pressure on *GMA* and *RCA*, where this pressure directly affects *GMA* and indirectly influences *RCA*. Hence, with the goal of enhancing *GMA* and promoting competitive advantages for banks, adopting green marketing practices and promoting eco-friendly products or services, as other successful industry pioneers have done, are indispensable strategies for banks. Accordingly, information exchange with peers that enables the simulation of successful *GMA* models is critical. Specifically, banks should collaborate strongly with each other in an attempt to learn about best practices, share resources and support each other in employing green marketing strategies. Furthermore, from such useful experiences, managers should develop a clear and thorough green marketing strategy to educate and empower employees by training and to provide incentives for green marketing behavior.

The significance of *CSR* in affecting *GMA* and establishing *RCA* is also highlighted in this study. In particular, the outcomes support the claim that *CSR* directly affects *GMA* and indirectly influences *RCA*. Due to the close link between *CSR* and *GMA*, companies should use *CSR* initiatives to promote their green marketing attempts. A complete *CSR* strategy for banks that provides a robust basis for green marketing endeavors that are trustworthy, reliable and affiliated with overall *CSR* goals is vital. Furthermore, with the goal of building trust with customers and with other stakeholders and demonstrating a commitment to the environment that is both convincing and reliable, banks should be transparent in their communication regarding *CSR* activities and green marketing endeavors. Accordingly, green marketing practices serve as an extra advantage for banks both financially and in terms of market performance to ensure a balance between environmental sustainability and development. In other words, *GMA* enables banks to gain new business opportunities and achieve competitive advantages.

## **6. Conclusions**

Businesses now energetically engage in environmental conduct and support green growth to address ecological concerns due to *CSR*, which is formed at the social level by stakeholder pressures around a shared motive. A dedicated environmental strategy enables companies to gain a competitive edge by using uncommon, distinctive and sophisticated capabilities that enhance a company's reputation.

Despite this, the literature on institutional pressure, *CSR*, and the effect on *GMA* and *RCA* remains limited. Hence, this study endeavors to elaborate on the relationships between institutional pressure and *CSR* on *GMA* and *RCA*. To do so, a *PLS – SEM* is used to evaluate eight hypotheses and examine the growth of the path structural model. The data were analyzed through the use of Smart *PLS* 4.0.

The analysis reveals the positive influence of institutional pressure on *CSR* activities. Specifically, normative pressure and coercive pressure each have an effect on *CSR*, while mimetic pressure does not show a definite effect. Institutional pressure also influences *GMA*. In particular, mimetic pressure shows the strongest effect on *GMA*, followed by normative pressure. Coercive pressure exerts no impact on *GMA*. *CSR* directly influences *GMA* and indirectly affects *RCA* via the mediator variable *GMA*. Furthermore, *GMA* has a positive impact on the *RCA* of companies. Such findings provide critical implications for company managers. They give prominence to the need to promote *CSR* activities and bolster *GMA* to enhance the *RCA* of companies.

Theoretical and practical implications are offered in this study. From the theoretical perspective, this study adds to the contemporary evidence concerning the significance of *CSR* synthesis and institutional pressure on *GMA*. Furthermore, a crucial knowledge gap is addressed by furthering our understanding of the association between *GMA* and competitiveness. *GMA* should be given implementation priority, as it leads to improving *RCA*. Practically, the importance of institutional pressure and *CSR* on *GMA* and *RCA* in the context of Vietnam is explored in this study. This can help banks in Vietnam focus on fostering *CSR*, as this can directly affect their *GMA*. Furthermore, adaptation to pressure from contemporary investors, customers, and competitors and compliance with regulations and laws is essential for increasing *GMA* in companies. In addition, concentrating on fostering holistic *GMA* enables the banking industry in Vietnam to achieve *RCA*.

There are some limitations to this study. First, the data used in this study focuses on the role of institutional pressures, including mimetic pressure, normative pressure, coercive pressure and *CSR*, on *GMA* and *RCA* in the context of Vietnam, which restricts the external generalizability of the findings. Future studies should collect numerous data from a greater number of countries to overcome this issue. Second, *CSR* consists of four main types: environmental, ethical/human rights responsibility, philanthropic responsibility and economic responsibility. Hence, future studies should investigate the impacts of each type of *CSR* on *GMA* and *RCA* to provide a more comprehensive overview of such issues.

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