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DISSERTATION INFORMATION

Title: **The impact of corporate social responsibility, market orientation, and digital transformation on firm performance: The case of joint-stock commercial banks in the southeast region of Vietnam**

Major: **Business administration** Major code: **9340101**

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1. Summary of dissertation

The dissertation was conducted to determine the impact of Corporate Social Responsibility (CSR), Market Orientation (MO), and Digital Transformation (DT) on Firm Performance (FP), specifically focusing on joint-stock commercial banks in the Southeast region of Vietnam. Based on the findings, the study proposes managerial implications to help banks improve performance by integrating CSR, MO, and DT strategies.

The study adopted a mixed-methods approach, combining qualitative and quantitative research. The qualitative phase aimed to build the theoretical model and refine the concepts and measurement scales to suit the Vietnamese context through expert interviews. Subsequently, the quantitative phase was implemented with 350 questionnaires distributed both in-person and online, yielding 344 valid responses. Data were analyzed using Structural Equation Modeling (SEM) to test hypotheses and evaluate the relationships among the constructs in the research model.

The results indicate that CSR, MO, and DT all have positive effects on firm performance. Notably, DT plays a mediating role in the relationship between CSR and FP, as well as between MO and FP. This suggests that CSR and MO strategies can achieve greater effectiveness when integrated with digital transformation. Furthermore, the study identified strong interrelationships among the three factors, thereby extending the existing theoretical framework and confirming the strategic importance of digital transformation in modern banking operations.

Based on the research findings, the dissertation proposes several managerial implications to support banks in the Southeast region of Vietnam in developing sustainable strategies, enhancing

technological investment, increasing CSR awareness, and adopting a customer-centric approach to optimize performance in an increasingly digital and competitive environment.

2. Results of dissertation

First, the dissertation developed and integrated three key concepts—Corporate Social Responsibility, Market Orientation, and Digital Transformation—into a comprehensive research model to evaluate their impact on firm performance. This represents a novel approach that has received limited attention in previous studies, especially within the context of the banking sector in developing countries like Vietnam.

Second, the study demonstrated the mediating role of digital transformation in the relationship between CSR and firm performance, as well as between MO and firm performance. This finding carries significant theoretical and practical implications, clarifying the indirect impact mechanisms of CSR and MO on performance through DT—an insight not previously verified in studies within the Vietnamese context.

Third, the dissertation identified mutual and amplifying relationships among CSR, MO, and DT. This synergy not only enhances firm performance but also forms the basis for proposing an integrated strategic model suitable for the banking industry during the digital transformation era.

Fourth, the study employed a mixed-methods approach, combining qualitative and quantitative research, and conducted a large-scale empirical investigation with 344 valid survey responses from joint-stock commercial banks in Southeast Vietnam. The research design was rigorous, and the measurement scales were adapted appropriately to the Vietnamese context, providing a solid foundation for replication in future research.

Fifth, the dissertation proposed specific managerial implications aimed at improving firm performance through systematic implementation of CSR strategies, customer-oriented market strategies, and increased investment in digital infrastructure..

3. Pratical application, and future research direction

Practical contributions

First, the research provides practical insights that help managers of joint-stock commercial banks in the Southeast region of Vietnam clearly recognize the strategic role of Corporate Social Responsibility as a modern marketing tool, contributing to enhancing corporate reputation, customer trust, and overall firm performance.

Second, the study helps managers understand that digital transformation is not only a technological upgrade but also a vital solution to improving operational efficiency, service innovation, and customer

experience. This understanding enables firms to formulate appropriate technology investment strategies aligned with their organizational capabilities and market expectations.

Third, the findings serve as a foundation for banks to place greater emphasis on market orientation, from leveraging customer data to developing products and services that meet rapidly changing needs in a highly competitive environment. This contributes to strengthening market position and maintaining customer loyalty.

Finally, the study offers practical managerial implications for synchronizing CSR, MO, and DT as an integrated strategy to enhance comprehensive firm performance and promote sustainable development in the digital era.

Future research directions

First, future research could expand the sample size by including surveys of banks in other regions across the country, thereby increasing the generalizability and applicability of the proposed research model.

Second, the model could be applied in sectors beyond banking—such as commerce, education, or manufacturing—to test its relevance and broaden the applicability of the integrated CSR–MO–DT framework.

Finally, future studies should delve deeper into individual components of the model, such as Corporate Social Responsibility or Digital Transformation, to develop more tailored measurement scales for specific industries, while also proposing policy recommendations to support businesses and regulatory bodies in strategic planning and sustainable development.

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