

Empirical study on the relationship between corporate social responsibility, corporate reputation and performance of e-commerce enterprises in Vietnam

Kieu Quoc Hoan*

Thuongmai University, Hanoi, Vietnam. Email: hoankq@tmu.edu.vn*

DOI: <https://doi.org/10.46382/MJBAS.2024.8210>

Copyright © 2024 Kieu Quoc Hoan. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.



Article Received: 15 March 2024

Article Accepted: 20 May 2024

Article Published: 25 May 2024

ABSTRACT

The article studies the relationship between corporate social responsibility (CSR), corporate reputation and performance of e-commerce enterprises. Testing on a sample of 212 Vietnamese e-commerce enterprises by SEM method, the research findings show a clear positive impact of corporate reputation on firm performance. Regarding CSR, CSR for customers has a direct impact on reputation, and a partial mediation impact through reputation on firm performance. While CSR for employees only has a full mediation impact through reputation on firm performance; CSR for the community has insignificant relationship with firm performance of Vietnamese e-commerce enterprises. Also, CSR for employees and community has no impact on the corporate reputation Vietnamese of e-commerce enterprises.

Keywords: Corporate social responsibility; Corporate reputation; Corporate performance; e-commerce; Vietnam.

1. Introduction

In Vietnam, although it was born later than the world, and only really exploded since 2015, the e-commerce market has had impressive developments. According to e-commerce market research in the first half of 2022 by data research company Metric.vn, Vietnam is becoming the second largest market in Southeast Asia, second only to Indonesia. Along with that rapid development, Vietnamese e-commerce businesses are also facing increasingly fierce competition inside and outside the industry, with increasingly high demands and demands from customers and, therefore, society. The Association has an increasingly strict view of businesses regarding their duties and responsibilities to the community and society. Therefore, e-commerce businesses that want to develop sustainably must always comply, not only with the standards of ensuring production and business must be profitable, but also with the standards of business ethics and social responsibility.

With the recognition of social responsibility as a content in business management activities (Baumgartner, 2014), businesses in general and e-commerce businesses in particular are increasingly paying more attention to social responsibility activities as well as the benefits. that it brings. Some studies have shown that social responsibility positively impacts the production and business activities of enterprises (Weber, 2008; Marquina Feldman & Vasquez-Parraga, 2013; Onete et al., 2021); This impact of social responsibility is often identified through intermediate factors (Singh & Misra, 2021).

However, for e-commerce businesses, with online characteristics leading to many differences in relationships with customers, employees and the community, empirical studies on the relationship between social responsibility and intermediary factors and operational results are still very limited in quantity and quality. Particularly in Vietnam, up to now there have been very few studies on social responsibility and there is still no research that has considered the impact of social responsibility on the reputation and performance of Vietnamese e-commerce enterprises.

In the above context, the article chooses to quantitatively research the relationship between social responsibility, reputation and performance results of Vietnamese e-commerce enterprises; to clarify the relationship between social responsibility, reputation and performance of e-commerce enterprises, thereby proposing some solutions to promote social responsibility practice at e-commerce enterprises, contributing to improving the performance of enterprises.

2. Rationale

2.1. Overview of e-commerce businesses

In terms of theoretical basis, there is still no unified definition of e-commerce (e-commerce), different researchers have proposed different concepts. In general, it can be understood that e-commerce is associated with financial transactions through the Internet, websites or mobile applications in exchange for products or services (Qin et al., 2014). Poon & Swatman (1999) define e-commerce as sharing business information, maintaining business relationships, and conducting business transactions using Internet-based technology.

In general, the definitions given have similar meanings, describing the activities of producing, purchasing, marketing and distributing products and services on online platforms, and businesses use them. This online business model is called an e-commerce business. The common characteristic of e-commerce businesses is that they all use technology platforms to post information about products and services, from which buyers can access, learn and make purchases. In particular, buyers can use different payment methods such as paying online or directly when receiving the product.

2.2. Social responsibility of e-commerce businesses

Social responsibility is a term used to describe how businesses demonstrate their responsibility to society, beyond economic criteria (Khojastehpour & Johns, 2014). Practicing social responsibility includes business activities that focus on the benefits of stakeholders, such as customers, communities, employees, shareholders, partners. (E. Park, 2019). According to the European Commission, social responsibility is understood as the voluntary engagement of social and environmental issues, in the daily business activities of enterprises, and in interactions with stakeholders (Benoit-Moreau & Parguel, 2011). Although defined in many different approaches, in general, corporate social responsibility is considered in three main aspects: responsibility to the community, responsibility to employees or workers, and responsibility to the community. for customers (Singh & Misra, 2021).

Freeman's (1984) stakeholder theory is commonly applied to explain corporate social responsibility practices; Accordingly, the existence and operation of an enterprise is associated with relationships with groups of internal and external actors, collectively known as stakeholders, that can affect or be affected by the actions of the enterprise. Businesses practice social responsibility because it affects stakeholders' perceptions and assessments of the business, contributes to building reputation and reduces conflicting information about the business (Bartok, 2018; Park, 2019).

Explaining more specifically, Weber (2008) gives five basic reasons that motivate businesses to practice social responsibility, including: positive impact on image and reputation; to work motivation, employee retention and

recruitment of new employees; Cost savings; increase revenue and market share; Minimize or manage risks related to social responsibility. In particular, the positive impact on reputation is considered a reason to motivate businesses to practice social responsibility. A good reputation can become a competitive advantage in markets where it is difficult to differentiate products; Competitive advantage and reputation from practicing social responsibility can play an important role for customers when choosing to buy products and services (Zhao, 2018; Park, 2019; Singh & Misra, 2021).

Another approach, Marquina Feldman & Vasquez-Parraga (2013) shows that social responsibility practices have an impact on customers' awareness, attitudes and behavior towards a business and its products and services. Specifically, when customers know information about a business's social responsibility activities, they will have a positive perception and evaluation of the business, thereby creating a positive attitude toward purchasing the business's products (Šontaitė-Petkevičienė, 2015; Park, 2019). This has great significance for e-commerce businesses, because e-commerce cannot provide customers with a realistic feeling about products and services (through the senses or direct use of products and services). service), so it is often difficult to gain initial customer trust in product and service quality. Therefore, social responsibility makes it easier for customers to trust e-commerce businesses and the quality of their products and services, thereby making it easier to make purchasing decisions (Onete et al., 2021). Also banks show roles in e-commerce activities with technology solutions (NN Thach et al, 2021; TD Thang, DTN Huy, PA Dung et al, 2024).

2.3. Develop research hypotheses about the impact of social responsibility and reputation on the performance of e-commerce enterprises

Conceptually, corporate reputation is defined as the community's perception of past activities and expectations for future activities, in relation to a comparison of a business's performance with that of its competitors. competition (Fombrun, 1996; Walker, 2010). From a strategic perspective, reputation is one of the resources that brings competitive advantage to businesses; From an accounting perspective, reputation is an intangible asset whose value fluctuates in the market (Pires & Trez, 2018). Regardless of perspective, reputation as a competitive advantage or as an intangible asset affects a business's performance. Empirical studies have demonstrated the existence of this relationship. Specifically, Brown & Perry (1994) show that businesses with good reputations can lead to superior results; Carmeli & Tishler (2005) point out that reputation affects business performance, measured by growth, profitability, financial health, market share and sales. of business.

For e-commerce businesses, with the characteristics of online transactions, reputation plays an even more important role, directly affecting customers' choice behavior, overcoming the disadvantages of non-traditional forms of commerce (Onete et al., 2021). Reputation is associated with a good image of an e-commerce enterprise in the eyes of the community, and is an effective way to promote the brand to a large number of consumers, thereby increasing brand recognition and attracting customers. , at the same time, motivate customers to make decisions to buy products as well as services of the business (Bartok, 2018). Therefore, this study proposes the following hypothesis:

Hypothesis H1: Reputation has a positive and positive impact on the performance of e-commerce enterprises.

According to research by Sen & Bhattacharya (2001), social responsibility practices have a positive influence on customer evaluation of businesses. If a business does not treat its customers fairly, their trust in the business will decrease; On the contrary, if treated fairly and guaranteed a high level of satisfaction, customers' trust in the business will increase, and the business's reputation will be spread and spread by customers. Thus, social responsibility can play an important role in building a positive image and reputation of a business among customers and stakeholders (Park, 2019).

For e-commerce businesses, in the current conditions of the internet system and technology development, information is spread at a rapid speed, a customer review on the e-commerce business's website or sales application is not important. These create an immediate impact on other customers but also last and spread quickly to potential customers and stakeholders, greatly affecting the reputation of the business (Bartok, 2018; Zhao, 2018). From the above arguments, the study proposes the second hypothesis as follows:

Hypothesis H2: Social responsibility towards customers has a positive and positive impact on the reputation of e-commerce enterprises.

Hildebrand et al (2011) approach internal social responsibility, related to employee welfare and business ethics. When compared with other stakeholders, social responsibility towards employees not only significantly impacts the internal reputation of the enterprise but also affects the external image and reputation of the enterprise. For e-commerce businesses, the role of employees represents key human interactions (operating, managing systems, making final decisions) in the business cycle. E-commerce on online platforms, and at a higher level, can apply artificial intelligence in automatic interaction (Bartok, 2018; Onete et al., 2021). Therefore, if an enterprise does not properly implement social responsibility towards employees or business ethics, negative information about the enterprise is likely to spread not only within the enterprise but also in the labor market and in the workplace. the entire business market of the enterprise. Based on the above analysis, the third hypothesis is proposed as follows:

Hypothesis H3: Social responsibility towards employees has a positive and positive impact on the reputation of e-commerce enterprises.

Carrying out activities aimed at social welfare and community support will help attract the attention of stakeholders (such as organizations and local authorities), enhance business reputation and influence. positively influence the decisions of stakeholders in a direction that is beneficial to the business (Singh & Misra, 2021). Park et al. (2014) clarify ethical activities and charity work, contributing to forming and promoting customer confidence in compliance with high ethical standards and concern for social welfare. of businesses, thereby positively affecting society's assessment of corporate reputation. When a business builds a positive reputation and image in the minds and perceptions of society, community and stakeholders, its reputation and level of brand recognition are also enhanced (Šontaitė-Petkevičienė, 2015; Park, 2019).

Compared to traditional industries and business forms, e-commerce businesses are still a fairly new model in developing countries like Vietnam, and are gradually being recognized by stakeholders such as the government and the community. Therefore, contributing and contributing to the community not only helps e-commerce businesses make a good impression, build a positive image in the community's awareness, but also win titles and

awards from organizations, organizations, communities and authorities, thereby creating a good reputation for businesses (Zhao, 2018; Onete et al., 2021). On that basis, the study proposes the next hypothesis as follows:

Hypothesis H4: Social responsibility to the community has a positive and positive impact on the reputation of e-commerce enterprises.

From the perspective of approaching stakeholders, the theory of the role and impact of social responsibility on business performance is associated with benefits from good feelings and assessments of stakeholders, which The general concept is the reputation of the business, typically among customers and employees. In other words, practicing social responsibility contributes to building reputation, thereby positively impacting business performance; or reputation plays a mediating role in the relationship between social responsibility and business performance.

Empirical studies, with the research object being businesses in general, some found (Saeidi et al., 2015; Zhu et al., 2014), some did not determine (Singh & Misra, 2021) the mediating role of reputation. However, for e-commerce businesses, where remote transactions carry many risks without direct contact as well as online payments, the business factor is considered to play an important role, affecting decisions. customers' product and service selection behavior. Therefore, this study identifies the mediating role of reputation in the impact relationship of social responsibility on the performance of e-commerce enterprises will be clearer. From there, the fifth hypothesis is proposed as follows:

Hypothesis H5: Social responsibility has a positive impact mediated by reputation on the performance of e-commerce enterprises.

From the theoretical basis mentioned above, the research model is built as follows:

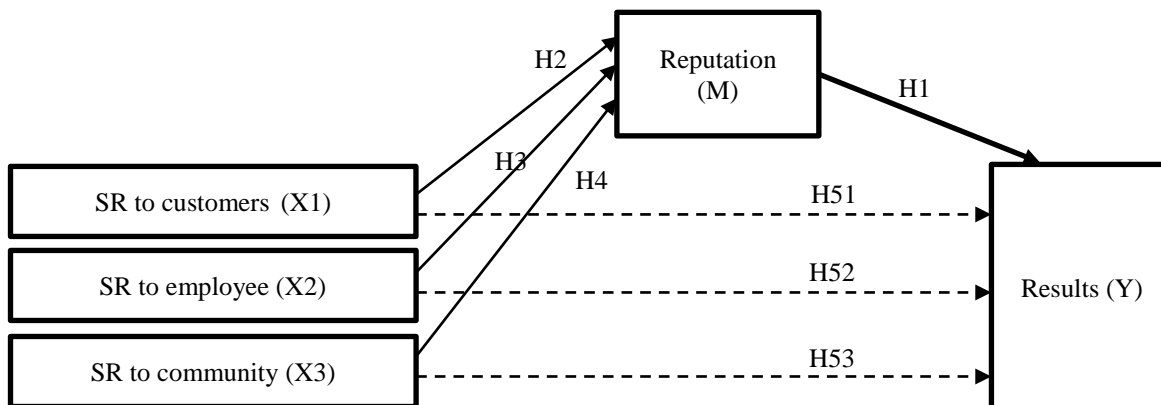


Figure 1. Quantitative study of the relationship between social responsibility, reputation and performance of e-commerce enterprises

3. Research Methods

To understand the relationship between social responsibility, reputation and performance of e-commerce enterprises, first, the study conducts an overview and analysis of published works, from which to build a theoretical basis and develop research hypotheses and models. To test, the network modeling method (SEM -

structural equation modeling) is used to evaluate and analyze a sample of Vietnamese e-commerce enterprises. This sample was collected from a random questionnaire survey of 250 e-commerce enterprises in Vietnam; The results were 212 validly answered questionnaires, forming the research sample.

Regarding sample distribution, over 70% of respondents are people with high positions (from department or group management level or higher), the majority (77%) of e-commerce businesses have been in operation for 3-10 years, consistent with reality because e-commerce has only really exploded in Vietnam in the past 10 years, and this is the period when many e-commerce businesses were established. Over 80% of e-commerce businesses surveyed are medium-sized businesses with over 50 employees and revenue of 10 billion VND or more. These numbers reflect quite accurately the reality in Vietnam - the second largest e-commerce market in Southeast Asia with the leading growth rate in the region in recent years.

Table 1. Survey survey sample

Criteria	No.	Ratio	Criteria	No.	Ratio
<i>Year established</i>	212	100%	<i>Labor scale</i>	212	100%
< 3 yr	14	6.60%	< 50 people	22	10.38%
3–5 yr	94	44.34%	50–99	79	37.26%
6–10 yr	69	32.55%	100–199	87	41.04%
11–15 yr	24	11.32%	200–499	18	8.49%
> 15 yr	11	5.19%	>= 500	6	2.83%
<i>Position</i>	212	100%	<i>Revenue size</i>	212	100%
Leader	31	14.62%	< 10 b	25	11.79%
Department manager	44	20.75%	10 – < 100 b	43	20.28%
Team leader	74	34.91%	100 – < 300	76	35.85%
Specialists	55	25.94%	300 – < 1000	60	28.30%
Others	8	3.77%	> = 1.000 b	8	3.77%

A set of scales for research variables was developed and the statistical results are described as shown in the table below:

Table 2. Research scale set

	Var	Sign	Mean	Std dev	Source
1	Social responsibility towards customers	X1			Sen & Bhattacharya (2001); Park (2019); Šontaitė-Petkevičienė (2015).
	Meets usage needs	X1-1	1.49	0.829	
	Quality	X1-2	2.00	1.075	
	Information is transparent, complete and consistent	X1-3	1.46	0.698	
	Ready to serve	X1-4	1.92	0.842	
2	Social responsibility for employees	X2			Hildebrand và cộng sự (2011); Park (2019); Šontaitė-Petkevičienė (2015).
	Labor conditions & safety	X2-1	4.27	1.011	
	Welfare	X2-2	3.45	1.149	
	Training and fostering	X2-3	3.42	1.284	
	Welfare and family care for workers	X2-4	3.68	1.224	
3	Social responsibility towards the community	X3			Singh & Misra (2021); Park et al (2014) Šontaitė-Petkevičienė (2015).
	Volunteer activities	X3-1	2.11	1.255	
	Charity, health, education	X3-2	1.73	0.984	
	Campaign for the community	X3-3	2.48	1.368	
	Change social behavior	X3-4	2.44	1.259	
4	Corporate reputation	M			Brown & Perry (1994); Carmeli & Tishler (2005); Šontaitė-Petkevičienė (2015).
	Level of recognition	X1	1.93	0.797	
	Reputation	X2	2.22	0.816	
	Trust level	X3	2.65	1.370	
	Relationship	X4	2.14	0.852	
5	Results	Y			Saeidi et al(2015); Zhu et al (2014); Singh & Misra (2021).
	Revenue	Y1	4.64	1.059	
	Profit	Y2	4.41	1.183	
	Market share and position	Y3	4.63	1.043	
	Strategic objectives	Y4	4.20	1.076	

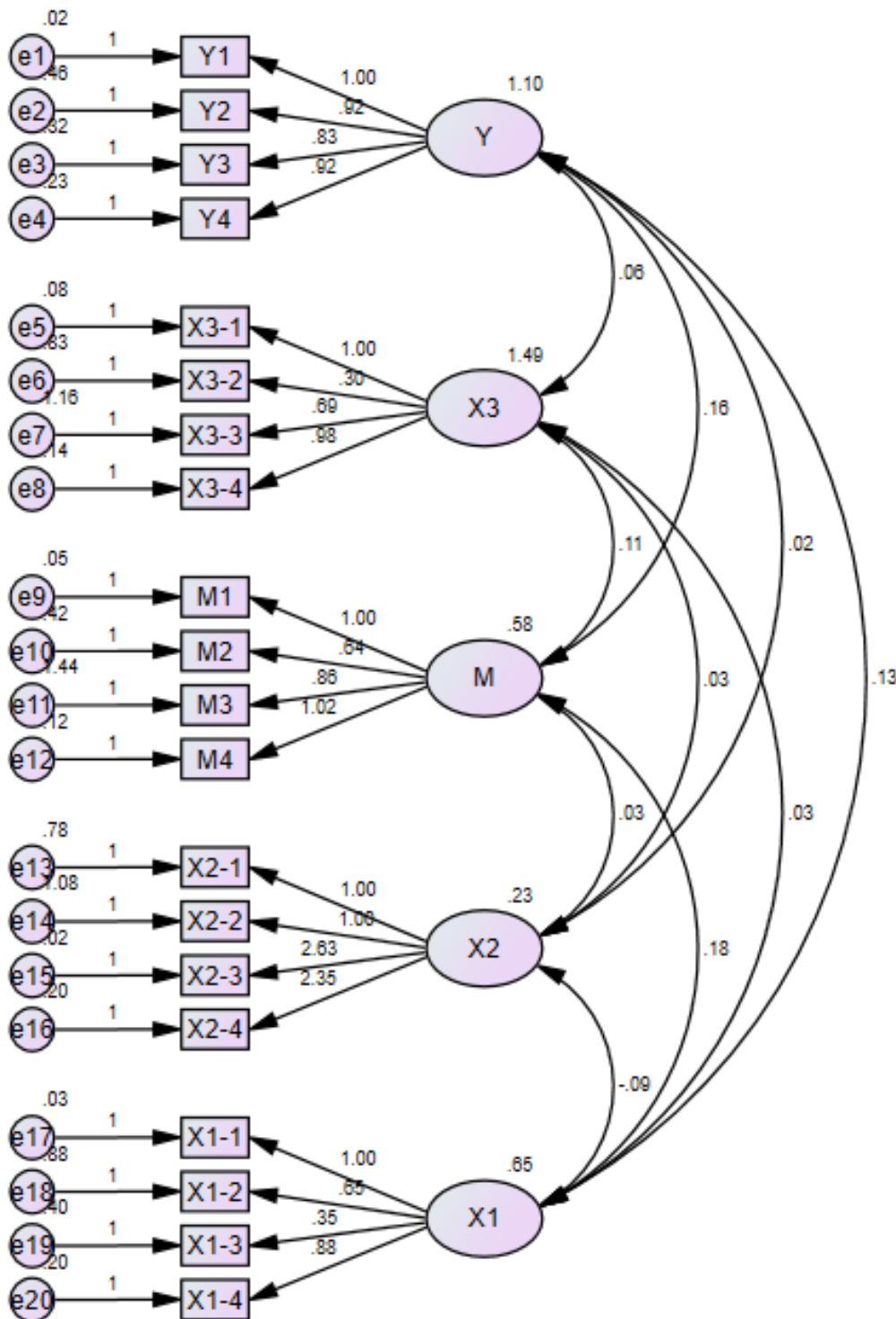


Figure 2. EFE exploratory component analysis of research variables

4. Research Results

The results of the SEM model analysis obtained appropriate indexes to meet the allowable standard thresholds, specifically: $CMIN/DF = 1.505 < 3$; $GFI = 0.901 > 0.9$; $TLI \rho^2 = 0.965 > 0.9$; $CFI = 0.970 > 0.9$; $RMSEA = 0.049 < 0.5$; $PCLOSE = 0.544 > 0.05$. On that basis, it can be confirmed that the overall research model is correctly tested, thereby allowing continued testing of the proposed research hypotheses.

Table 3. SEM model results

			Coefficient	Std dev	Reliability	P
M	<---	X3	0.066	0.043	1.540	0.123
M	<---	X2	0.220 [†]	0.113	1.944	0.052
M	<---	X1	0.307**	0.069	4.483	0.000
Y	<---	X3	0.016	0.06	0.263	0.792
Y	<---	X2	0.105	0.155	0.678	0.498
Y	<---	X1	0.151	0.098	1.532	0.125
Y	<---	M	0.214*	0.103	2.085	0.037
X3	<-->	X2	0.029	0.042	0.699	0.484
X2	<-->	X1	-0.092**	0.031	-2.987	0.003
X3	<-->	X1	0.030	0.070	0.428	0.669

Chi-square = 240.730

CMIN/DF = 1.505; GFI = 0.901;

Degrees of freedom = 160

TLI rho2 = 0.965; CFI = 0.970;

Probability level = 0.000

RMSEA = 0.049; PCLOSE = 0.544.

[†] statistically significant with $p < 0.1$; * statistically significant with $p < 0.05$; ** statistically significant with $p < 0.01$; *** has statistical significance with $p < 0.001$.

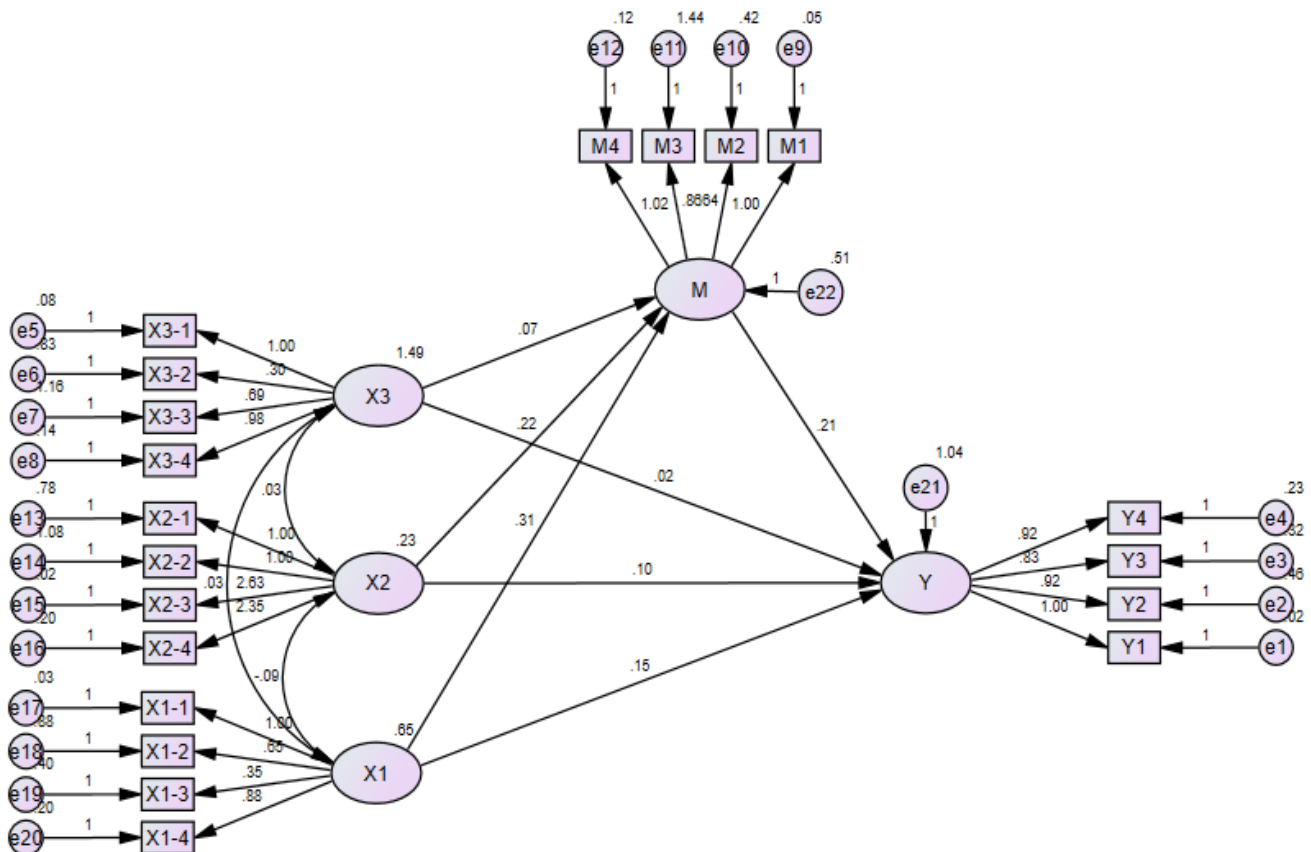


Table 4. SEM model results on the intermediate impact on the dependent variable

X1		X2		X3	
Co efficient	Sig.	Co efficient	Sig.	Co efficient	Sig.
<i>(Total effects)</i>					
0.217**	0.004	0.152	0.330	0.030	0.625
<i>(Direct effects)</i>					
0.151*	0.040	0.105	0.557	0.016	0.833
<i>(Indirect effects)</i>					
0.066**	0.005	0.047*	0.031	0.014	0.114

*statistically significant with $p < 0.05$;

** statistically significant with $p < 0.01$;

*** has statistical significance with $p < 0.001$.

4.1. Analyze the impact of social responsibility on the reputation of e-commerce enterprises

Impact of social responsibility on customers

The SEM model results in table 3 show that variable X1 - Social responsibility towards customers has a positive impact on the reputation (M) of e-commerce enterprises, with statistical values $B = 0.307$ and $P = 0.000$. This result allows us to confirm that hypothesis 2 is correct at the 95% confidence threshold: The better the social relations with customers of an e-commerce enterprise, the more enhanced the enterprise's reputation will be. This is consistent with the theory, according to which, activities demonstrate the responsibility of e-commerce businesses to customers - such as providing good quality products and services, in accordance with advertising, and satisfying customer needs. Products at reasonable prices, on-time delivery, good customer service, convenient and safe payment - will make customers satisfied and thereby create a positive impression about the product and the business in their hearts. Customers tend to appreciate the reputation of the business and recommend it to everyone around them, helping the reputation and brand recognition of that business to increase rapidly. On the other hand, thanks to the support of technology and the internet, good or bad customer reviews have an increasingly strong influence on the reputation of e-commerce businesses.

In reality today, the social responsibility of e-commerce businesses towards customers also includes the issue of protecting customers' personal information. Recently, when there were many articles mentioning cases of personal information of online shopping customers being leaked, causing many customers to be defrauded and damaged, there was a wave of outrage from people. Consumption has increased, many customers have begun to worry and turn away from online shopping, and the reputation of e-commerce businesses has been seriously affected. Immediately after this incident, e-commerce businesses (typically Shopee and Lazada) had to immediately issue warnings to their customers and review the business's cybersecurity system, and from then on. Nowadays,

e-commerce businesses are starting to pay more attention to customer information security. Thus, it can be seen that social responsibility towards customers has a strong positive impact on the reputation of e-commerce businesses and e-commerce businesses are also increasingly paying more attention to this issue.

Impact of social responsibility on employees

SEM model results show that variable X2 - Social responsibility for employees has a positive impact on corporate reputation (M), with statistical values $B = 0.220$ and $P = 0.052$. Thus, hypothesis 3 is only confirmed correctly at the 90% confidence threshold: The better the social relations for employees of an e-commerce enterprise, the more enhanced the reputation of the enterprise will be. This result can be explained in three aspects.

Firstly, reality shows that highly capable employees also act as customers of e-commerce businesses, so satisfying employees is also satisfying customers, thereby enhancing the reputation of the business. Second, social responsibility for employees is shown through the way a business treats its employees, if employees are treated fairly, work in a favorable environment and conditions, and feel satisfied with their work. Enterprise remuneration, employees will have a more positive working attitude, increase work performance, thereby serving customers better and ensuring customer satisfaction, helping to improve the reputation of the enterprise. Third, when businesses perform social responsibility with employees well, making employees satisfied and satisfied, employee commitment will increase, reducing employee turnover and corporate reputation in the market. Labor force is also improved, attracting good workers. Therefore, it can be affirmed that social responsibility towards employees helps e-commerce businesses improve their reputation.

Impact of social responsibility on the community

SEM model results show that variable X3 - Social responsibility towards the community has no impact on corporate reputation (M), with statistical values $B = 0.066$ and $P = 0.123$. Thus, hypothesis 4 is not confirmed at the 90% or 95% confidence threshold; The impact of social responsibility on corporate reputation may also depend on different contents of social responsibility practice. For example, a good record of environmental performance may affect reputation differently depending on whether a firm's activities are consistent with the environmental concerns of its stakeholders. Therefore, there are many reasons to explain the results of this study.

Firstly, in the current economic and social context of Vietnam, social welfare activities, environmental protection and community support are not the top concerns of consumers and stakeholders. Instead, product quality, service and price are issues that receive more attention when it comes to e-commerce for e-commerce businesses. Second, Vietnamese e-commerce businesses have not widely propagated and announced their social responsibility activities towards the community, so customers do not know about the participation and contributions of e-commerce businesses to the community. and society. Third, compared to customers or employees, which are specific, small-scale groups of subjects, the community has a much larger scope and scale, including many different issues, fields, and subjects. So the impact of social responsibility activities will be more diluted. Therefore, if an enterprise's social responsibility activities for the community are not truly outstanding, cannot be effective on a large scale, or do not have a strong and comprehensive impact on the target audience, it cannot be effective. attracts stakeholders, therefore, does not make a significant contribution to enhancing the reputation of the business.

4.2. Analyze the relationship between social responsibility, reputation and performance of e-commerce enterprises

The impact of reputation on the performance of e-commerce enterprises

SEM model results show that variable M - reputation has a positive impact on business performance (Y), with statistical values $B = 0.214$ and $P = 0.037$. This result allows us to confirm that hypothesis 1 is correct at the 95% confidence threshold: the higher the reputation of an e-commerce enterprise, the better its performance. This result is similar to previous studies by Brown & Perry (1994), Carmeli & Tishler (2005). Accordingly, a good reputation of an e-commerce enterprise brings better business results. This is explained by the fact that a good reputation helps improve the level of brand recognition and reputation of e-commerce businesses, thereby attracting customers and motivating customers to buy products and services of the business, leading to increased revenue and market share. On the other hand, reputation also helps e-commerce businesses attract investors, increase credit to develop business activities and expand business scale, thereby improving the financial results of the business. In addition, a good reputation also helps e-commerce businesses attract the attention and interest of relevant parties such as the media, press and government agencies, thereby creating favorable conditions for building relationships. with the parties to gain benefits in terms of communication, marketing efficiency, brand promotion and legal support to help e-commerce businesses develop more smoothly.

***Direct impact of social responsibility on the performance of e-commerce enterprises**

SEM model analysis shows that all three social responsibility variables X1, X2, X3 do not have a significant impact on business performance (Y), with pairs of statistical values $B = 0.151$ & $P = 0.125$; $B = 0.105$ & $P = 0.498$; $B = 0.016$ & $P = 0.792$. This result shows that social THH does not have a significant impact on the performance of e-commerce enterprises. Because social responsibility brings many benefits and opportunities to e-commerce businesses, but to turn benefits and opportunities into business results, it also requires the capabilities and resources of the business. Even though a business is proactive in social responsibility activities, but does not have enough capabilities and resources to maximize benefits and take advantage of opportunities from social responsibility activities, it cannot improve the business's performance results. Therefore, it can be said that social responsibility does not have a significant direct impact on the performance of e-commerce enterprises.

The mediating role of reputation in the relationship between social responsibility and performance of e-commerce enterprises

The SEM model results in table 4 show that variable X1 has a partial mediation effect both directly on Y and indirectly through M to Y, with statistical values $B = 0.151$ & $P = 0.040$, respectively. and $B = 0.066$ & $P = 0.005$, both significant at the 95% confidence threshold. At the same time, the variable while variable X3 has no significant mediating effect with $B = 0.014$ & $P = 0.114$.

This result allows to partially confirm hypothesis 5: Only social relations with customers and employees have an intermediate impact through reputation on the performance of e-commerce enterprises. Thus, social responsibility, depending on different contents, can have a direct, intermediate or no impact on the performance of e-commerce

enterprises. Intermediate effects often affect reputation, customer satisfaction and employee engagement, from which businesses gain competitive advantage and the benefits that a good reputation brings, helping to improve the performance of e-commerce businesses. In other words, social responsibility towards customers and social responsibility towards employees indirectly affect the performance of e-commerce enterprises through corporate reputation.

5. Solutions

Based on the research, the author proposes some solutions to improve social responsibility activities of Vietnamese e-commerce enterprises.

Some solutions for Vietnamese e-commerce businesses

To perfect and improve the effectiveness of social responsibility activities for customers, e-commerce businesses need to constantly improve the quality of products and services, strengthen activities to prevent and combat counterfeit and counterfeit goods, this is one of the top criteria that determines consumer shopping behavior, as well as a business's ability to retain customers. In addition, the challenge of safety, network security and personal security in e-commerce transactions also needs to be resolved by promoting investment in upgrading technology infrastructure, both software and hardware, to ensure Secure customer information and online payment transactions, contributing to improving customer trust in online shopping activities and enhancing brand image for e-commerce businesses. In addition, customer care services such as answering questions, after-sales service, product warranty, exchange and return policies need to be appropriately built to give customers a comfortable and convenient shopping experience.

According to a survey by the Vietnam E-commerce Association in 2021, in the three years from 2018 to 2020, the trend of businesses having difficulty recruiting workers with skills in e-commerce and information technology is increasing, of which 46% of businesses have difficulty recruiting workers with skills in e-commerce and information technology. Surveyed businesses said they had difficulty recruiting workers with skills to manage websites and e-commerce trading floors. Therefore, Vietnamese e-commerce businesses need to pay more attention to social responsibility activities for employees to increase work motivation and retain old employees, while attracting more talented workers to serve development. enterprise's business. To do that, e-commerce businesses need to pay closer attention to the material and spiritual lives of their employees, not only need to offer appropriate remuneration policies, but also need to satisfy their learning needs. training, personal development, entertainment, communication, and health training needs of employees.

Training activities not only help employees themselves, but businesses also benefit by improving work performance and increasing employee commitment. Exchange, entertainment, and health training activities such as festivals, performances, participation in sports tournaments of delegations, associations, groups, and annual travel help build and maintain colleague relationships. good, increase internal solidarity and contribute to creating a healthy corporate culture. On the other hand, e-commerce businesses also need to pay attention to ensuring safe and convenient working conditions for employees to create a favorable, fair, and friendly working environment to promote working spirit and attitude.

For community-oriented social responsibility activities, e-commerce businesses first need to conduct investigations and surveys to identify current issues of concern to society and the community, from there design and build appropriate and feasible social responsibility activities depending on the situation and capacity of the enterprise, and at the same time promoting propaganda and promotional activities to raise awareness of relevant parties about the enterprise's social responsibility, to ensure Social responsibility activities create strong effects and resonate in the community as well as attract stakeholders. Thus, social responsibility activities aimed at the community need to be carried out centrally and focus on scale and real effectiveness for the environment, society and the community instead of being scattered into many small, high-impact activities. Only then can social responsibility towards the community play its role in enhancing the reputation of businesses.

Some recommendations to state agencies on policies to support and promote e-commerce businesses in practicing social responsibility

State agencies need to continue to improve mechanisms and policies, review, supplement, amend and promulgate new policies and legal documents in the direction of creating conditions, supporting and encouraging E-commerce enterprises implement their social responsibility. When e-commerce businesses organize community social responsibility activities in localities, state agencies and local authorities need to support businesses to quickly complete legal procedures for smooth implementation of activities. At the same time, state agencies need to have policies and regimes to reward and honor businesses that are proactive in social responsibility activities and create strong and practical effects for the environment, community and society. In addition, the State needs to strengthen the capacity of technological infrastructure systems to create conditions for e-commerce businesses to carry out social responsibility towards customers in information security. On the other hand, the State also needs to support e-commerce businesses in ensuring the quality of products and services and enhancing consumer trust by strengthening the prevention and combat of smuggling, buying and selling counterfeit goods and goods. counterfeiting as well as building a legal framework and more deterrent sanctions to severely punish criminals, avoiding the widespread buying and selling of smuggled goods, counterfeit goods, and counterfeit goods on social networking sites and e-commerce trading floors, causing negative impacts on the reputation and prestige of e-commerce businesses.

6. Conclusion

Based on research, analysis and assessment of the relationship between social responsibility, reputation and operating results of Vietnamese e-commerce enterprises, the author points out the positive impacts of social responsibility, including social responsibility on customers. and social responsibility to employees, to the reputation of e-commerce enterprises. At the same time, the author also points out the positive relationship in the same direction between social responsibility, reputation and corporate performance, in which reputation directly impacts corporate performance, while social responsibility has an indirect impact. on the performance of e-commerce enterprises through reputable intermediaries.

Research results show that social responsibility has become one of the most important driving forces promoting the reputation of e-commerce enterprises. Therefore, Vietnamese e-commerce businesses, whether large or small, can strengthen their business reputation by participating in social responsibility activities. To do that, e-commerce

businesses need to perfect social responsibility activities and improve implementation efficiency with specific measures such as improving product and service quality, strengthening prevention and control of counterfeit and counterfeit goods; Promote investment and upgrade technology infrastructure to ensure the safety of customer information and online payment transactions; establish customer care services, after-sales services, product warranties, and convenient exchange and return policies for customers; develop attractive employee remuneration policies; Meet the learning, entertainment, and communication needs of employees to increase commitment; build a healthy, good and fair corporate culture; ensure safe and convenient working conditions and environment; Select appropriate community social responsibility activities based on issues of social concern and attention; Deploy centrally, focusing on the scale and effectiveness of community social responsibility activities; Promote propaganda and raise awareness of relevant parties about the social responsibility of e-commerce enterprises. In addition, the author also makes a number of proposals for relevant state agencies to create legal conditions. for e-commerce businesses to carry out social responsibility activities, encourage businesses to implement social responsibility with reward and honor policies, and at the same time support businesses to protect consumers by strengthening prevention, combat and strict punishment of behavior buying and selling fake and counterfeit goods, upgrading technology infrastructure systems to help e-commerce businesses secure customer information.

Declarations

Source of Funding

The study has not received any funds from any organization.

Competing Interests Statement

The author has declared no competing interests.

Consent for Publication

The author declares that he consented to the publication of this study.

Acknowledgement

Thank you editors, friends to support this publication.

References

- [1] Bartok, O. (2018). The use of CSR in E-commerce as a way to compete. *Journal of Competitiveness*, 10(4): 5–20. <https://doi.org/10.7441/joc.2018.04.01>.
- [2] Baumgartner, R.J. (2014). Managing corporate sustainability and CSR: A conceptual framework combining values, strategies and instruments contributing to sustainable development. *Corporate Social Responsibility and Environmental Management*, 21(5): 258–271. <https://doi.org/10.1002/csr.1336>.
- [3] Benoit-Moreau, F., & Parguel, B. (2011). Building brand equity with environmental communication: An empirical investigation in France. *EuroMed Journal of Business*, 6(1): 100–116. <https://doi.org/10.1108/14502191111130334>.

- [4] Brown, B., & Perry, S. (1994). Removing the Financial Performance Halo from Fortune's "Most Admired" Companies. *Academy of Management Journal*, 37(5): 1347–1359. <https://doi.org/10.5465/256676>.
- [5] Carmeli, A., & Tishler, A. (2005). Perceived Organizational Reputation and Organizational Performance: An Empirical Investigation of Industrial Enterprises. *Corporate Reputation Review*, 8(1): 13–30. <https://doi.org/10.1057/palgrave.crr.1540236>.
- [6] Tinh, D.T., Thuy, N.T., et al. (2021). Doing Business Research and Teaching Methodology for Undergraduate, Postgraduate and Doctoral Students-Case in Various Markets Including Vietnam. *Elementary Edu Online*, 20(1).
- [7] Fombrun, C. (1996). Realising value from the corporate image. Harvard Business School Press, Boston, MA.
- [8] Freeman, R.E. (1984). Strategic Management: A Stakeholder Approach. In *Reflecting on School Management*, Pitman, Boston. <https://doi.org/10.4324/9780203982211-18>.
- [9] Hildebrand, D., Sen, S., & Bhattacharya, C.B. (2011). Corporate social responsibility: A corporate marketing perspective. *European Journal of Marketing*, 45(9–10): 1353–1364. <https://doi.org/10.1108/03090561111151790>.
- [10] Mai, H.T., et al. (2021). Digital and technological solutions for Vietnam tourism services development. *Advances in Data and Information Sciences: Proceedings of ICDIS 2022*, Pages 515–522.
- [11] Khojastehpour, M., & Johns, R. (2014). The effect of environmental CSR issues on corporate/brand reputation and corporate profitability. *European Business Review*, 26(4): 330–339. <https://doi.org/10.1108/EBR-03-2014-0029>.
- [12] Marquina Feldman, P., & Vasquez-Parraga, A.Z. (2013). Consumer social responses to CSR initiatives versus corporate abilities. *Journal of Consumer Marketing*, 30(2): 100–111. <https://doi.org/10.1108/07363761311304915>.
- [13] Thach, N.N., et al. (2021). Technology quality management of the industry 4.0 and cybersecurity risk management on current banking activities in emerging markets-the case in Vietnam. *International Journal for Quality Research* 15(3).
- [14] Thao, N.T.P., et al. (2021). Measuring citizen's satisfaction when using E-Government online public services: Lessons from Vietnam, *The Journal of Contemporary Issues in Business and Government*, 27(1): 2709–2723.
- [15] Park, E. (2019). Corporate social responsibility as a determinant of corporate reputation in the airline industry. *Journal of Retailing and Consumer Services*, 47: 215–221. <https://doi.org/10.1016/j.jretconser.2018.11.013>.
- [16] Park, J., Lee, H., & Kim, C. (2014). Corporate social responsibilities, consumer trust and corporate reputation: South Korean consumers' perspectives. *Journal of Business Research*, 67(3): 295–302.
- [17] Qin, Z., Chang, Y., Li, S., & Li, F. (2014). *E-Commerce Strategy*. Springer Berlin Heidelberg.
- [18] Thang, T.D., Huy, D.T.N., Dung, P.A., et al. (2024). Measurement of Successful Management and Leadership Via A Multi Factor Model on Bank Profit-A Case of BIDV. *European Economic Letters*, 14(1): 567–579.
- [19] Zhu, Y., Sun, L.Y., & Leung, A.S.M. (2014). Corporate social responsibility, firm reputation, and firm performance: The role of ethical leadership. *Asia Pacific Journal of Management*, 31(4): 925–947. <https://doi.org/10.1007/s10490-013-9369-1>.