

The Impact of Corporate Social Responsibility, Green Supply Chain Management on The Performance of Small and Medium Enterprises in Vietnam: A Systematic Literature Review and Directions for Future Research

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ABSTRACT

The topics of green supply chain management (GSCM) and corporate social responsibility (CSR) have attracted many research works as the sustainable economic model is growing. Most of the previous research on CSR and GSCM has focused on large enterprises and corporations. However, there are very few studies in Vietnam written about CSR and GSCM applications and their impact on firm performance, especially in small and medium-sized enterprises (SMEs). Therefore, this study was carried out to analyze the impact of CSR on firm performance of SMEs in Vietnam with the intermediaries of GSCM. The study was conducted using qualitative research methods, from previously related studies and based on the theory of CSR, GSCM, firm performance, and stakeholder theory. On that basis, the study points to research gaps that could be carried out in the future.

Keyword: Corporate social responsibility, Green supply chain management, Firm performance, SMEs

1. INTRODUCTION

Currently, issues related to the environment, global warming, and climate

change are becoming increasingly hot and attracting attention from public opinion. Along with that is the trend of globalization and integration of the world economy, expressed through tariff agreements, non-tariff, associations, more and more regional agreements are signed, and technical and environmental standards are increasingly enhanced, bringing the level international. Therefore, the application of GSCM is considered the best method and choice for businesses to meet the needs above. The implementation of GSCM helps reduce resource waste and improve environmental performance (Zaid et al., 2018). More and more businesses are starting to integrate and commit to applying environmental standards to their operations to optimize supply chain management (Choudhary et al., 2015). Businesses can fully improve business results through the management and saving of input resources (Jawaad et al., 2019). By committing to carrying out environmentally or socially responsible activities, businesses also improve their corporate reputation and indirectly improve their corporate reputation business performance (Schmidt et al., 2017).

CSR is being increasingly focused on supply chain management activities as well as on consumer lifestyles. CSR is no longer an individual activity of the business; it is considered an integrated activity throughout the supply chain (M.Andersen, 2009). According to a study by Ghoniyah et al. (2019), corporate social responsibility is included in the chain of supply chain management activities and has a positive impact on the financial performance of member enterprises of the supply chain. As can be seen, CSR is a necessary element for organizations to build the image and reputation of the brand in the eyes of people, consumers, and stakeholders (Malik, 2015; Gao et al., 2016). In the two decades pouring back, businesses have also actively provided sustainability reporting materials, CSR activity reports (Omoloso et al., 2020) not only demonstrates legal compliance but also aim to preserve long-term relationships with parties related. The evidence also shows that the commitment of enterprises to implement CSR in business activities helps maintain a competitive advantage. The business is ahead of the competition in the market.

In Vietnam, small and medium-sized enterprises are one of the important parts of the private sector and account for a large proportion of the sector. Vietnamese business community. Small and medium-sized enterprises account for about 96.7% of the total number of enterprises in the country, employing 51% of the workforce and contributing more than 40% to GDP. According to statistics in 2020, Vietnam has about 400,000 Semin operation. These businesses play a vital role in Vietnam's economy, although capital and revenue are not their strengths.

For small and medium-sized enterprises in developing countries, the application of CSR management actions, sustainable development, and environmental efficiency in Supply chain processes often face more barriers than large-scale enterprises (Valdez-Juárez, 2018). However,

SMEs always have an invisible link to the supply chain of many member enterprises, so the lack of effective management capacity and Environmental productivity can have a negative impact on financial performance and brand image in the eyes of customers (Lee et al., 2008). For small and medium-sized enterprises, the integration between CSR operations and supply chain management can determine the survival of and development of the business in the current highly competitive environment (Hsueh, 2014).

There are very few research topics on CSR in the country and its effect on the efficiency of small and medium-sized enterprises through GSCM. Tran Thi Thuy Hang (2021) pointed out the positive impact relationship between GSCM and the efficiency of small and medium enterprises. In addition, there is still no topic that directly addresses the current CSR issue of small and medium-sized enterprises and its impact on the effectiveness of the business through GSCM.

Stemming from the above research and practices, the team conducted an overview of CSR, GSCM, firm performance, and the relationship between them. To propose the next research directions that will be carried out.

2. RESEARCH METHOD

With the goal of providing an overview of research conducted and published on the topic of firm performance, the author conducted a systematic review. In particular, this study uses both qualitative research techniques and quantitative research to provide a broad understanding of corporate social responsibility and green supply chain management, as well as research methods and theories being used in previous publications.

2.1. Research procedure

Multiple approaches were used to identify and categorize relevant articles during the review process. The author

begins by conducting manual searches and filtering articles related to Corporate Social Responsibility, Green Supply Chain Management, and Firm Performance. Through a process of manually examining keywords, article titles, and summaries to identify relevant articles, the author obtained a list of typically related articles. The main databases are Scopus, Elsevier Science Direct, and PubMed. In addition, the author expanded the search by reviewing the reference list of related articles discovered in the previous step, also known as the Backward and Forward Reference Search method (Johnson & Jaramillo, 2017).

2.2. Inclusion criteria

All articles are further evaluated based on the following criteria: First, international articles must be published in peer-reviewed journals to ensure the quality and reliability of research results. For studies in Vietnam, the scope has been expanded, including a number of articles from journals that have not been evaluated because of their significant impact in the field in Vietnam.

Second, this paper focuses on evaluating empirical studies, and theoretical studies that have been eliminated to prioritize the flexibility of the subject while investigating in different aspects and contexts, as well as ensuring the subject of the study results is high.

2.3. Evaluation methods

After the above search and selection process, the relevant articles have been compiled and categorized into two angles: The article on the overall performance of the business and the article on the impact of corporate social responsibility factors and green supply chain management on the firm performance of small and medium-sized enterprises. All are arranged in chronological order to present the growth of small and medium-sized enterprises in countries around the world. After that, the

authors presented a few key factors that are considered to have a great impact on the performance of small and medium-sized enterprises in Vietnam. In addition, after collecting quantitative data, the team also used supporting tools to accurately and differently evaluate the results. From there, identify the issues, extent, and scopes raised in the relevant works, point out research gaps in previous research, and propose some research directions in the specific context of Vietnam.

3. LITERATURE OVERVIEW

3.1. Corporate Social Responsibility (CSR) Research

3.1.1. Overview of corporate social responsibility (CSR) concept

Corporate Social Responsibility (CSR) is a topic that has received the attention of researchers. According to Dahlsrud (2008), there are 37 different definitions related to the term CSR (Since the 1950s), and to this day, science has not yet agreed on the concept. The exact concept of CSR.

Back decades, the phrase CSR first appeared in Bowen's Social Responsibilities of the Businessmen (1953). Here, CSR is defined as the responsibility of the entrepreneur in making proposals and implementing new policies, ensuring the rights of others. In 2007, Hopkins pointed out and emphasized that CSR affects the responsibility of the business to behave with stakeholders (both inside and outside the business).

In 2010, Wood suggested that different audiences would have different perspectives on CSR, so the concept is difficult to define. One of the definitions chosen by quite a few studies is Carroll (1979, 1991) "Social responsibility is all the economic, legal, ethical, and charitable issues of an organization that society expects in every given moment."

The European Commission (2001) refers to the term CSR as the integration of the environment and the concerns of society

into the business operation of the business with the support of stakeholders on a voluntary basis. In 1972, Votaw again emphasized that CSR is a locally responsible business that is operating, however, different organizations will have different factors.

3.1.2. Studies on factors in Corporate Social Responsibility (CSR)

According to stakeholder theory, CSR is divided into different forms and types, depending on the nature of the contributions a company has made to stakeholders. According to Freeman (1984), stakeholders are "any group or individual that may be influenced or affected by the achievement of the company's objectives." These stakeholders are categorized into several groups of components, each with its own interests. Therefore, the company has a role to play in balancing and managing interest relationships between these subjects (Lee, 2011).

This approach originated from the CSR pyramid proposed by Carroll (1991). Accordingly, only when the business meets the needs at the bottom can the needs at the top be realized. The first responsibility that businesses need to fulfill is economic responsibility. The next of the ladder is, in turn, legal and ethical responsibility, and above all philanthropic responsibility.

Economic responsibility defines the obligation of the company in maximizing its profits (Khan, Khan, Ahmed, and Ali, 2012; Carroll, 1979). This can be achieved through the provision of products that satisfy customer needs and receive a fair return from shareholder funds (Lantos, 2001). Shareholders need to benefit from their contributed resources. This win-win situation helps the company attract profits from shareholders' investments but allows for an increase in the value of shares.

Legal and ethical responsibilities also attract attention in business research and the social sciences. Khan, Khan, Ahmed, and Ali (2012) suggested that legal

responsibilities help the company follow the rules of the game (Lantos, 2001), besides supporting economic responsibility. But liability is often followed involuntarily, with the aim of avoiding punishment. These limitations are overcome by ethical responsibility (Lantos, 2001). These ethical duties go beyond the law and do the right thing with justice (Khan, Khan, Ahmed and Ali, 2012; Lantos, 2001; Carroll, 1979). Lantos (2001) attributed it to ethical CSR which relates to religious beliefs, traditions, human rights, and principles as defined by each different society. Business leaders are nurtured by social values and ethical principles, become ethical agents, and make their companies ethical businesses.

Philanthropic responsibility or Humane-oriented CSR, according to Lantos (2001) is the act of providing voluntary services to society using corporate resources such as time and funds (Khan, Khan, Ahmed, and Ali, 2012). Humane-oriented CSR argues that companies should help or benefit society regardless of whether the benefiting social members have a direct impact on the company.

3.2. Research on Green Supply Chain Management (GSCM)

3.2.1. Studies on the concept of green supply chain management (GSCM)

The concept of GSCM originated in both environmental management theory and supply chain management theory. The concept of GSCM could have been found in the early 1990s, but the evolving trend of GSCM studies suggests that the term became popular after the 2000s (Tseng, 2019).

First of all, in 1997, Hill discussed how businesses can cope with environmental pressures by integrating solutions into the same supply chain network. From there, some later studies began to call the concept green supply chain management (GSCM). In the same year, Handfiel (1997) also came up with the concept that GSCM is the application of

environmental management principles to the entire operation of the customer order cycle, including design, procurement, manufacturing, assembly, packaging, logistics, and distribution. One of the first works to consider applying green elements to supply chain operations included research by Sarkis (1995), Min H (1997), and Walton (1998).

Zhu et al. (2005) defined GSCM as an important criterion for helping businesses achieve their profitability and market share goals by minimizing risks and environmental impacts while improving their ecological efficiency. In the same year, Rao and Holt (2005) asserted that collaboration between suppliers and end consumers, reverse logistics, green consumption, green design, product recall, and product reuse were elements of GSCM.

Srivastava et al. (2007) also suggested that GSCM is an activity that integrates environmental thinking into supply chain management factors, including activities such as product design, sourcing, material selection, manufacturing processes, and final product delivery to consumers as well as post-use product lifecycle management.

In 2012, H. Min and colleagues compiled a series of studies on the integration of environmental factors into supply chain management practices as well as GSCM theories developed over the past two decades and suggested that GSCM could be achieved by looking at environmental issues at the buying stages, product design, and development, production, transportation, packaging, storage, disposal, disposal and end of the product life cycle.

It can be seen that over years GSCM is defined quite a few times with many different perspectives, as well as the elements of GSCM practice are constantly being put into research and development. In addition to the typical works mentioned above, there are quite a few other studies that give the definition for GSCM to be put

into application (Min and Galle, 1997; Murphy and Poist, 2000; Young and Kielkiewicz-Young, 2001; Sarkis et al., 2011).

Globalization and environmental issues of increasing concern are among the factors driving businesses to apply GSCM in their operations. Since then, there have also been many different research papers on this issue by scholars in Vietnam with many definitions and ways of dividing aspects of GSCM. Some of the typical research articles can be mentioned:

Nguyen Do Quyen (2020) defined a green supply chain as the process of using environmentally friendly inputs and turning byproducts in the process of use into products that can be recycled in the current environment. Since then, GSCM is the management activity of enterprises from the procurement of raw materials to the delivery of final products without affecting the environment. The study divided GSCM into four factors: Green purchasing, green production, green distribution, and reverse logistics.

Nguyen Xuan Hung and Le Tuan Anh (2020) concluded that the development of GSC is a new approach to help businesses enhance their competitiveness. They define GSCM as the process of using environmentally friendly input materials and turning by-products into products that can be improved or recycled similar to Nguyen Do Quyen's definition (2020). The paper is based on three main aspects of GSCM: Green Purchasing, Green Logistics, and Green Manufacturing.

Next, Le Thi Tam's study (2020) on the influence of GSCM in the construction materials manufacturing industry identified and divided GSCM activities into four factors related to stakeholders in the supply chain (suppliers, designers, manufacturers, and customers): Green purchases, green design, green production, and green distribution.

Finally, in Tran Thi Thuy Hang's study (2021), the author identified 6 factors

in GSCM that affect the efficiency of SMEs: green policy, green marketing, environmental protection cooperation with customers and environmental protection cooperation with suppliers, monitoring the customer's environment for the business and monitor the environment of the business for the supplier.

3.2.2. Research on factors affecting the conduct of green supply chain management

Overview of the factors driving the implementation of green supply chain governance

Motivating factors or pressures are the factors that lead enterprises to carry out GSCM activities such as pressures from stakeholders, from the provisions of law, technological progress...

Chien et al. (2007) conducted research and assessed that factors such as environmental regulation, government environmental policies, international environmental agreements, suppliers, customers or related communities are all important factors that help pressure and motivate power generation enterprises, Electronics in Taiwan conducts GSCM activities.

Zhu and Sarkis (2007) argued that the emergence of leading factors including market pressure and regulation has affected businesses in adopting GSCM to pursue environmental goals. Meanwhile, Walker et al. (2008) identified internal and external leading factors including organizational factors, supplier environmental regulatory compliance requirements, regulations, customers, competitors, and society that have navigated small and medium-sized businesses in the adoption of GSCM.

Mudgal et al. (2009) ranked 15 key drivers and supporting factors that help address environmental concerns in supply chain management or contribute to the direction of GSCM implementation, thereby helping senior managers identify key variables they should focus on to greening

their supply chains. These factors include: commitment of senior management, society's interest in the protection of the natural environment, government regulations and policies, environmental understanding among partners in the supply chain, customer satisfaction through environmental activities, ISO certification: 14001 EMS, appropriate workplace management: hygiene practices, green product development, green procurement practices, availability of clean technology, lean manufacturing practices, economic benefits, eco-labeling products, reverse logistics and competitiveness.

Lu Manh Hien and colleagues (2021) identified 4 factors: awareness inside the hotel, cooperation with suppliers, commitment to customers, and compliance with environmental regulations are the factors that promote the application of GSCM in hotels. Similarly, Do Anh Duc et al. (2020) also pointed out four factors: internal awareness, supplier pressure, customer perception, and regulatory pressures that have impacted the efficiency and GSCM activities of FDI enterprises in Vietnam.

In general, studies have shown that the factors that motivate businesses to conduct GSCM activities are mainly: regulations, environmental management systems, management commitments of management, supplier management, factors belonging to customers and stakeholders.

Overview of factors that hinder the implementation of green supply chain management

Ravi and Shankar (2005) suggested that five barriers including: lack of awareness of reverse logistics, lack of commitment from senior managers, problems with product quality, lack of strategic planning, and financial constraints are strong drivers. It depends less on other factors. The above five barriers can be considered the source of obstacles in the

implementation of GSCM activities in general and reverse logistics in particular.

Dube and Gawande's (2016) research and analysis of barriers in GSCM have found a lack of commitment and support from senior leaders and managers, a lack of training in GSCM, limitations in the application of advanced technologies, and financial constraints are among the great barriers to operational success. GSCM. In addition, Walker et al. (2008) have noticed a number of internal and external barriers that hinder GSCM. In particular, internal barriers include cost and lack of legitimacy, external barriers include regulations, poor supplier commitments, and industry specifics.

Overall, from the above studies, it can be seen that the lack of commitment from senior leaders and managers is a frequent barrier to conducting GSCM activities (Luthra et al., 2014).

3.3. Research on firm performance of Vietnamese SMEs

Doan Ngoc Phi Anh (2009) demonstrated that the optimal financial structure will bring high financial efficiency. In addition, the article also clarifies the factors affecting the financial structure, such as: Debt ratio, short-term debt ratio, average asset growth, average revenue growth, profit-to-revenue ratio, average assets, average revenue, number of employees, and the ratio of long-term assets to total assets.

In recent years, there have been many studies related to the operational efficiency of enterprises including SMEs.

In 1999, Panco's research indicated that the existence and development of a business can be affected by the number of years of operation of that business. Similarly, two studies by Hansen et al (2002) and Kokko and Sjöholm (2004) also highlight that size of operations is also among the factors influencing firm performance.

Tatichi et al. (2008) contributed a new approach to research papers. Specifically, the article indicates that there is a correlation between SMEs and large enterprises that they all use financial measurement tools such as ROI, ROE, and ROCE. One of the results presented, the development of the focus on measuring firm performance is based on the financial perspective and the non-financial perspective.

Phan Dinh Khoi et al. (2008) suggested that the government's support policies and the education level of business owners have an impact on the efficiency of production and business activities of SMEs. In 2011, Mai Van Nam and Nguyen Quoc Nghi, after using the statistical method of describing and analyzing multivariate linear regression, gave similar results.

In 2012, Tang Mau Huê conducted a study to analyze the status of capital access and the efficiency of capital use of SMEs. The results of the study indicate that fixed asset performance, short-term debt ratio and advertising marketing have a negative effect on the business performance of SMEs.

Mai Van Nam's research (2013) also indicates that there are 10 factors that affect and determine the competitiveness of SMEs in Dong Thap province: labor qualification, market size, product unit cost, technology advance, resources capability, labor productivity, leadership, labor size, return on equity (ROE) and equity ratio.

In general, firm performance is an issue that receives a lot of attention from Vietnamese businesses. In general, current domestic studies have focused on factors affecting firm performance. However, very few reports offer a reciprocal correlation effect between these factors and only focused in certain areas without the whole subject being covered.

3.4. The relationship between corporate social responsibility (CSR) and green supply chain management (GSCM)

Today, it is easy to see that CSR is receiving more attention than in the past. Resonating with the fact that environmental protection issues are also gradually being mentioned more in academic research papers as well as in real life, that is gradually creating pressure for businesses to change the way it operates to ensure their own social, environmental and long-term development values.

In 2018, Luis Enrique Valdez-Juárez et al. found that CSR has a positive and important impact on SCM. These two variables have a bidirectional relationship and are closely connected. SCM also has a positive and important influence on the CSR activities of SMEs.

Hussain Ali Mohammed Barham Ba Omar and colleagues (2019) believe that sustainable operations have become the main goal of organizations, achieving sustainable performance is the goal of global business companies. GSCM becomes a huge determining factor for the success of CSR implementation. According to the study, the implementation of GSCM requires cooperation between partners in GSC, thereby achieving sustainable efficiency.

Abdurehman Munir et al (2021) argue that companies with more social responsibility always ask suppliers to be socially responsible for the sake of implementing CSR throughout the SCM process. This is the way that will help to transform the attitude of social responsibility in the implementation of SCM. That will create an impact on other groups with common interests.

Jialiang Huang et al. (2021) suggest that manufacturers and retailers in the green supply chain should actively implement CSR in their capacity because the implementation of CSR is beneficial for improving the individual profits of each owner possible, improving the profitability

of the parties, and improving the profitability of the entire supply chain. From there, the parties will provide more green products to the market, increase consumer surplus, and improve the overall competitive advantage of the green supply chain.

In addition, Huijin Cheng et al (2021) determined that CSR is a useful tool to improve the competitive advantage of the supply chain. The reputation of the supply chain that produces the product is created by the socially responsible practices of the manufacturer and the promotional activities of the retailers. Compared with conventional product supply chains, social responsibility activities bring more credibility to businesses.

In Vietnam, CSR is still a new concept and has only been introduced in recent decades. However, in recent years, Vietnamese companies are building more sustainable brands.

Le Trung Thanh et al (2019), Nguyen Thi Thu Hoai et al (2021) all show that CSR activities have a strong impact on SCM. That is, when a business implements CSR, they have ensured the interests of stakeholders when participating in the value chain and supply chain. Socially responsible activities will make the supply chain run smoothly, and more efficiently.

Tran Manh Dung et al (2020) show that the transactional leadership style has an important influence on supply chain quality management. The relationship between superiors and employees is part of CSR implementation. Which leadership style the relationship follows will affect the quality of SCM.

3.5. The relationship between green supply chain management (GSCM) and firm performance

Today, GSCM is considered an ideal method for businesses that set commercialization goals higher than financial goals, as well as implementing supply chain management by minimizing waste resources will bring sustainable

values to businesses (Zaid, Jaaron, and Talib Bon, 2018). Studies on GSCM and firm performance have never been an old topic with foreign works because many of the conclusions are still quite contradictory and bring many findings.

Dechant and Altman (1994) concluded that incorporating environmental measures into corporate management would lead to growth in environmental performance and financial performance for firms. Next, Zhu and Geng (2001) also concluded between this relationship that the implementation of some GSCM activities such as green purchasing not only brings competitive advantage but also helps protect manufacturing resources and improve firm performance.

Similarly, a number of studies on environmentally friendly management in the implementation of supply chain management initially improve corporate sustainability, operational performance, and production cost efficiency (Power, 2005; Linton, Klassen, and Jayaraman, 2007).

Hollos et al. (2012) argue that GSCM activities related to the environment have a significant positive effect on the economic performance of enterprises. Furthermore, investing in sustainable green sourcing has financial returns. Activities such as eco-design and green logistics can be expensive to implement in the short term but are cost-effective if implemented in the long term.

Mafini and Muposhi (2017) show that reverse logistics in GSCM has a positive and predictive effect on the environmental performance of enterprises. Mehwish Jawaad and Sohail Zafar (2019) also found that GSCM has a positive effect on firm performance, in which the majority of the influence comes from green distribution.

In contrast, Meeta Gandhi and Hari Vasudevan (2019) note that despite increased efforts and willingness to make investments in environmental protection, most businesses report a rate of return on

investment very low. Therefore, businesses focus on improving financial performance and cutting green operating costs.

In Vietnam, Le Thanh Trung et al (2019) indicate that SCM has positive and direct impact on the financial performance of Vietnamese textile and garment enterprises. SCM operations help to reduce transportation costs and directly work to increase financial performance.

Le Thi Tam (2019) shows that, in general, the application of GSCM practices promotes the sustainable performance of enterprises through the following factors: green procurement, green design, green production, and green distribution.

Nguyen Xuan Hung and Le Tuan Anh (2020) asserted that GSCM has a strong impact on business performance. The implementation of GSCM activities helps businesses to participate more easily in the global supply chain, gain the trust of customers, improve the reputation of the business and thereby increase operational businesses performance. Do Anh Duc et al (2020) show that GSCM practice also has a close relationship with GSCM effectiveness.

3.6. The relationship between corporate social responsibility (CSR) and firm performance through green supply chain management (GSCM)

The topic related to the relationship between CSR, GSCM, and firm performance has always received a lot of attention from researchers. There have been many recorded research works in the world on this topic, such as:

Yavuz Agan et al. (2016) indicate that CSR is related and has a positive impact on the financial performance and competitive advantage of participating enterprises. This study is considered the first to examine these specific relationships.

Rubén Avila García et al (2019) suggest that there is a significant influence of CSR on the adoption of GSCM practices. The authors also find that GSCM practices have a significant impact on environmental,

economic, and operational performance. Finally, GSCM has a mediating role in the relationship between CSR and the environment and economic performance.

Chen Xiao Wang et al (2020) assert that social responsibility (internal CSR & external CSR) has a positive impact on GSCM. GSCM has a positive impact on firm performance. Qian Zhang et al (2021) show that CSR practices bring many benefits such as domestic and foreign business opportunities, brand, image, reputation, and reduced material supply risks construction material.

In addition, Dmaithan Abdelkarim Almajali's (2021) research indicates that green innovation is found to have an impact on both green supply chain and firm performance. At the same time, GSCM also made a significant impact.

In Vietnam, not many studies have been recorded on the relationship between CSR, GSCM, and firm performance.

Pham Thi Huyen and Doan Thi Diep Uyen (2019) point out the impact assessment of supply chain relationship quality on supply chain performance and financial performance through environmental instability of enterprises and conclusive that: High-tech agribusinesses with quality supply chain relationships have had a strong positive impact on the operational efficiency and flexibility of green supply chains.

Duong Van Bay (2019) has pointed out the difference with previous studies on the impact pattern between influencing factors and green supply chain management activities. One of three factors has a negative impact on this green activity, that is, social responsibility. Research results have shown that green supply chain management will bring long-term benefits to businesses.

Tran Thi Thuy Hang (2020) believes that GSCM practice (including CSR activities) has a positive impact on economic, environmental, and social performance. Next, Hoang Thi Phuong

Thao and Nguyen Kieu Viet (2021) point out all four elements of CSR mentioned in the research paper (employee-oriented CSR, customer-oriented CSR, local community-oriented CSR, CSR towards business partners) have a positive impact on the work performance of pharmacists.

4. CONCLUSIONS

From the above research overview, a few gaps can be drawn as follows:

Firstly, in Vietnam, very few studies directly exploit the relationship between CSR and GSCM. The research papers all focus on the aspect of CSR and supply chain management in general. From there, it can be seen that the study of this relationship will bring more insights and contribute new conclusions in understanding the green supply chain.

Second, domestic research papers related to the relationship between GSCM and firm performance, which can easily be seen, focus on the activities of large enterprises or enterprises operating in sectors that account for a high proportion in the economic structure of Vietnam. The study of the relationship between GSCM and firm performance for small and medium-sized enterprises in Vietnam's business environment will bring new perspectives, as well as provide findings and solutions to help develop this business community in the future, in line with the country's development orientation.

Third, when researching the impact of CSR on firm performance through GSCM, there are still very few related research papers, especially in Vietnam. Scholars have mostly focused on the relationship between two of the three factors without really making many specific, profound and multidimensional assessments about the connection and impact of these three factors on each other.

Thus, from the practical needs and research gaps, it will be necessary to enrich the studies on the impact of CSR on the GSCM of small and medium-sized

enterprises, thereby affecting the firm performance. In the last two years, there have been a few studies on the above topic in the world, and if such studies are carried out in the Vietnamese context, it will bring a lot of insights as well as support small and medium enterprises to pay more attention to CSR and GSCM activities and realize the benefits.

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