

SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness

**STATEMENT OF NEW THEORETICAL AND PRACTICAL
CONTRIBUTIONS OF THE THESIS**

Dissertation Title: *The Impact of Corporate Sustainability on Corporate Performance through Stakeholder Behavior: A Case Study of Coffee Enterprises in the Central Highlands of Vietnam*

Major: Business Administration

Industry classification code: 9340101

PhD Candidate: **Le Thanh Ha**

Course: 2023

Training Institution: Lac Hong University

Supervisory Committee:

Supervisor 1: **PhD. Nguyen Van Tan**

Supervisor 2: **PhD. Nguyen Van Dat**

Scientific and Practical Contributions of the Dissertation

Scientific Contributions:

The dissertation contributes to the development of theory on corporate sustainability in Vietnam's coffee industry by operationalizing the concept into three core pillars: economic, social, and environmental sustainability. A key contribution of the study lies in clarifying and adapting this concept to the practical conditions of the coffee sector, an export-oriented industry influenced by international markets while simultaneously dependent on local natural, cultural, and social environments.

In addition, the dissertation advances theoretical understanding of stakeholder behavior in relation to firms. By measuring behaviors such as engagement, loyalty, commitment to cooperation, and level of community participation, the study expands theoretical insights into how stakeholders respond within a business environment.

Furthermore, the research extends the theoretical linkage between sustainable development and firm performance. Rather than relying solely on financial indicators, as many prior studies have done, the dissertation integrates both financial and non-financial performance measures, thereby offering a more comprehensive and realistic approach, particularly suitable for small and medium-sized enterprises in the agricultural sector.

Another notable contribution is the development of an integrated theoretical framework connecting sustainability strategy, institutional pressures, societal expectations, and stakeholder behavior, which collectively influence firm performance. This model reflects the multidimensional and complex nature of today's business environment and is especially relevant to agricultural enterprises operating in remote and rural regions.

Regarding research instruments, the dissertation successfully develops and validates quantitative measurement scales for three key constructs: corporate sustainability, stakeholder behavior, and firm performance. These instruments demonstrate strong scientific reliability while remaining contextually appropriate, with practical applicability and potential extension to other industries under similar conditions.

Finally, the study contributes to theoretical development in a localized context. By applying global theoretical frameworks to a specific setting, coffee enterprises in Vietnam's Central Highlands, the research not only demonstrates theoretical adaptability but also highlights the role of local factors (such as small firm size, community-based culture, and institutional accessibility) in facilitating or constraining the effectiveness of sustainability strategies. This represents a meaningful theoretical contribution to the literature on regional and sectoral sustainable development, an area that remains underexplored in domestic research.

Practical Contributions:

The dissertation successfully developed and validated a comprehensive measurement scale for the three pillars of corporate sustainability (economic, social, and environmental), providing coffee enterprises in the Central Highlands with a practical managerial tool to assess the implementation of sustainable development strategies in a specific, quantifiable, comparable, and trackable manner. This serves as an important foundation for firms to adjust their development plans in alignment with internal

capabilities and evolving market trends, particularly in a global competitive environment that increasingly emphasizes sustainable value.

In addition, the dissertation enhances firms' capacity to manage stakeholder relationships. By clearly differentiating the behavioral responses of four key stakeholder groups (employees, customers, suppliers, and the community), the study enables managers to identify strengths and weaknesses in each relationship. This facilitates the formulation of evidence-based and contextually appropriate policies, contributing to the professionalization of management practices within small and medium-sized enterprises.

Another practical contribution lies in identifying solutions to improve firm performance through stakeholder behavior. The dissertation demonstrates that positive stakeholder behaviors play a crucial role in translating sustainability strategies into actual performance outcomes. This confirms that investing in social relationships is not merely an ethical consideration but also a strategic lever for improving business performance, particularly in non-financial dimensions such as brand reputation, customer loyalty, supply chain effectiveness, and employee morale.

The dissertation also provides an empirical basis for policy formulation to support local enterprises. The findings may assist government agencies, industry associations, and business support organizations in designing appropriate policies, such as green credit programs, sustainable coffee value chain development initiatives, or specialized training in sustainability management for agricultural enterprises.

Furthermore, the research contributes to raising awareness of sustainable development within the business community. The application of the validated measurement scales not only supports internal management but also serves as a strategic communication tool, enabling firms to demonstrate their commitment to customers, communities, and partners, thereby building a responsible corporate image and fostering long-term competitive advantage.

At the industry level, the dissertation offers guidance for advancing the sustainable development of the Central Highlands coffee sector. The findings can support the transition from traditional production models to greener, more responsible practices that balance economic, social, and environmental values, in line with the strategic role of the Central Highlands in Vietnam's national agricultural development.

Finally, the research model and measurement instruments developed in the dissertation may be extended to the coffee industry nationwide and to other agricultural sectors such as pepper, cashew, fruit, and rice production. In doing so, the dissertation provides valuable guidance for implementing sustainable development strategies, responding to climate change challenges, and meeting increasingly stringent international market requirements for Vietnamese agricultural products.

Dong Nai, March 03, 2026

Supervisor 1



PhD. Nguyen Van Tan

Supervisor 2



PhD. Nguyen Van Dat

Doctoral Candidate



Le Thanh Ha