

**FIRMS' SUSTAINABILITY MARKETING COMMITMENT AND  
PERFORMANCE: THE ROLE OF CHIEF MARKETING OFFICERS'  
CONFUCIAN DYNAMISM, PROSOCIAL MOTIVATIONS AND  
PROACTIVE PERSONALITY**

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## **ABSTRACT**

Existing research indicates that chief marketing officers (CMOs) play a critical role in the development and execution of marketing strategies, including market orientation, distribution, and corporate branding. However, researchers have overlooked the mechanisms through which Confucian culture informs the efforts made by CMOs to establish effective sustainability marketing. Specifically, there is minimal research on the relationship between the Confucian values held by CMOs and their prosocial motivations. In addition, the effect of a proactive personality among CMOs on sustainability marketing also remains unexplored. This study therefore investigates the effect of prosocial motivation and a proactive personality among CMOs on the relationship between Confucian values and the sustainability marketing undertaken by firms. Specifically, it examines (1) the mediation effect of CMOs' prosocial motivations (pleasure and pressure based) on the relationship between Confucian dynamism and sustainability marketing commitment, which in turn affects firm performance, and (2) the moderating effect of CMOs' proactive personality on the relationship between Confucian dynamism and CMOs' prosocial motivations.

Six hypotheses were proposed. Hypothesis H1: sustainability marketing commitment has a positive effect on firm performance comprising sales growth (H1a), market share (H1b), and ROA (H1c). Hypothesis H2: Confucian dynamism impacts sustainability marketing commitment. Hypotheses H3 and H4: pleasure- and pressure-based prosocial motivations have a mediating effect on the relationship between Confucian dynamism and sustainability marketing commitment. Hypotheses H5 and H6: proactive personality has a moderating effect on the impacts of Confucian dynamism on both pleasure- and pressure-based prosocial motivations.

The sample comprised 302 firms in Vietnam. Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were employed to validate Confucian dynamism, pleasure-based prosocial motivation, pressure-based prosocial motivation, sustainability marketing commitment, and proactive personality. Structural Equation Modelling (SEM) was employed to test the theoretical model and the hypotheses. All measures satisfied the requirements for scale reliability and validity. The results produced by SEM demonstrated that hypotheses H1(a, b), H2, H3, H4, and H5 were supported and hypotheses H1c and H6 were partly supported.

The findings extend the body of knowledge on the role of CMOs in promoting sustainability marketing among firms and improving performance within the context of a developing economy structured by Confucian institutions. Specifically, firms' sustainability marketing commitment had a positive strong effect on firm performance. Both CMOs' pressure- and pleasure-based prosocial motivations of mediate the effect of Confucian dynamism on sustainability marketing commitment. CMOs' proactive personality moderates the effect of Confucian dynamism on pleasure-based prosocial motivation. The findings elucidate whether cultural values interact with CMOs' prosocial motivations and proactive personality to enhance sustainability marketing commitment while boosting firm performance. The findings also offer practitioners in a Confucian culture an understanding of how to effectively manage firms' sustainability development. They thus provide a clearer picture of the personal factors possessed by leaders that can potentially help push firms towards the new era of sustainable development.

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## **ABBREVIATIONS**

AMOS	Analysis of Moment Structure
CB-SEM	Covariance-based Structural Equation Modelling
CEOs	Chief executive officers
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMOs	Chief Marketing Officers
CONF	Confucian Dynamism
EFA	Exploratory Factor Analysis
dF	Degrees of Freedom
PLEA	Pleasure-based prosocial motivation
PRESS	Pressure-based prosocial motivation
PROACT	Proactive personality
RMSEA	Root Mean Square Error Approximation
SPSS	Statistic Packages for Social Sciences
SUSCOM	Sustainability Marketing Commitment
TLI	Tucker-Lewis Index

## **CHAPTER 1 -INTRODUCTION**

### **1.1. RESEARCH BACKGROUND**

This thesis examines how marketing leaders' prosocial motivations, informed by Confucian culture, facilitate effective and profitable sustainability efforts of business firms in the emerging economy of Vietnam. In recent years, societies have encountered several problematic issues such as financial scandals, violations of human rights, and environmental side-effects that have raised numerous questions about the societal role of business (e.g., Dodd, 2018; Palazzo & Scherer, 2006). For instance, environmental concerns have become important aspects of corporate social responsibility, particularly for companies responsible for high carbon dioxide and chlorofluorocarbon emissions (Post, Rahman & Rubow, 2011). Swanson (1999, p. 506) argued that "the link between business and society is inherently normative because it seeks to explain what corporations should or should not do on behalf of the social good". Under pressure from activist protests, boycotts, labour strikes, negative media attention, NGO pressure, government intervention, among others, companies have to meet societal expectations (Dodd, 2018). Although businesses are driven to commit to sustainability by greater societal scrutiny and the increasing value of reputation and efficiency drivers, current business practices remain unsustainable (Long, Looijen & Blok, 2018). In order to fully contribute to the transition towards sustainable development, business design, operation, and strategy should be incorporated into the sustainability principles of firms (Stubbs & Cocklin, 2008).

In the context of these macro sociocultural and environmental problems, business firms are expected to demonstrate a profound commitment to the logic of sustainability. Sustainability marketing is viewed as "the product of the evolution of the sustainability agenda in marketing over the last 30 years" (Kemper & Ballantine, 2019, p. 278). The development of sustainability in marketing has been discussed by a number of researchers. Kilbourne and Beckmann (1998) summarised several key topics relating to the marketing aspects of sustainability such as packaging law, recycling, green advertising, and environmental beliefs and values. Leonidou and Leonidou (2011) highlighted the key trends from 1969 to 2008 such as corporate social responsibility, green marketing and advertising. McDonagh and Prothero (2014) reviewed key topics such as marketing planning, marketing strategies, and environmental claims. Kemper and Ballantine (2019) explored several different definitions of sustainability marketing ranging from

environmental to holistic concepts that include the views of marketing strategies focusing on sustainability development arising from firms' activities. They categorised three different forms of sustainability marketing: auxiliary, reformatory, and transformative. Within the auxiliary sustainability marketing perspective, product issues (i.e., product conditions, product characteristics and performance, exposures and risks) (Iles, 2008), the packaging issues (Kotler, 2011), the ecological product and socioecological product life cycles (Nkamnebe, 2011) are taken into account. Within the reformatory sustainability marketing perspective, the key concerns are being responsible for promoting sustainable lifestyles (Scott, Martin & Schouten, 2014) and demarketing certain harmful or undesirable products/services (Achrol & Kotler, 2012). Finally, within the transformative sustainability marketing perspective, sustainable production practices along with positive collective citizen actions are taken into consideration. These three perspectives represent the three levels of sustainability marketing that start by focusing on firms' activities (auxiliary sustainability marketing). Reformatory sustainability marketing extends auxiliary sustainability marketing by focusing not only on firms but also on consumer lifestyles and consumption. Transformative sustainability marketing then extends reformatory sustainability marketing by changing institutions that inhibit a transition to a sustainable society. Within all these perspectives, firms play an important role in sustainability marketing (Kemper & Ballantine, 2019).

Within firms, the role of marketing leaders in promoting sustainability principles cannot be underestimated. However, only a minority of leaders currently possess the ability to systematically analyse how firms' economic success can be improved through social and environmental activities and can manage this relationship effectively (Schaltegger & Wagner, 2017). Specifically, research indicates that senior leadership plays a vital role during crises and in times of uncertainty (He & Harris, 2020), and is fundamental to the success of environmental sustainability efforts within firms (Ewest, 2018). The role of leadership in sustainability marketing has also been considered in previous studies. For instance, Rothenberg (2007) found that environmental managers act as institutional entrepreneurs to change the framing of and discourse about environmental performance. The support and involvement of top management in the development of environmental products has also been found to be present in most firms (Pujari, Wright & Peattie, 2003). Previous research has confirmed that CMOs, together with chief executive officers (CEOs), play a key role in an organisation's strategy and firm

performance; for example, sales growth and return on sales (Nath & Mahajan, 2011), and firm performance and stock return (Germann, Ebbes & Grewal, 2015). Nkamnebe (2011) asserted that accomplishing sustainability may result in businesses internalising external costs that are transferred to final consumers and firms. Because these actors are resource constrained in emerging markets, they may lack the capability to shoulder the additional burden caused by sustainability initiatives. In addition, Ewest (2018) stated that prosocial leaders can take responsibility for leading and changing others and their communities, whether local or global, as they are motivated by and respond to interpersonal values. They act to actualise benefits for stakeholders, whom they serve irrespective of the extent of personal reward. Therefore, prosocial leaders, especially prosocial CMOs, may play an important role in achieving sustainability in marketing.

In emerging economies, general religious paradigms and philosophies (e.g., Confucianism) profoundly affect business leaders' behaviour (Fam, Waller & Erdogan, 2004; Singhapakdi, Marta, Rallapalli & Rao, 2000; Wah, 2010). Confucianism is a common life philosophy that is highly influential not only in China but also in other Asian countries such as South Korea, Taiwan, Japan, Singapore, and Vietnam (Wah, 2010). Confucianism is a worldview, an ethical system, a political ideology and a scholarly tradition which evolved based on the teachings of the Chinese philosopher Confucius (Truong, Hallinger & Sanga, 2017). Its core virtues have been applied to create an ideal society reflected in ethical behaviour in the contexts of both business and personal life (Hunsaker, 2016; Ip, 2009; Woods & Lamond, 2011). It emphasises a harmonious collective social order, moral concern, and development of self and others (Hunsaker, 2016). In Confucianism, individuals are taught to rid themselves of individualistic and selfish desires and to be more concerned about family value, tradition, and societies, especially intellectuals and society leaders who are expected to do their best to satisfy others' needs (Lee, Park, Moon, Yang & Kim, 2009). Therefore, in a Confucian society, leaders, particularly prosocial CMOs, are likely to be a key player in accomplishing sustainability marketing.

The context of the current investigation is Vietnam, where social behaviour is dependent on Confucian culture (Borton, 2000; Truong et al., 2017). Vietnam is one of the fastest-growing countries in the world (Pham, Tran, Misra, Maskeliūnas & Damaševičius, 2018). In recent years, it has shifted from being one of the poorest economies in the world to a lower middle-income

country, and has become a dynamic emerging market in the East Asia region (World Bank, 2018). According to a report from the World Bank (2017), Vietnam's economy, which is driven by stronger domestic demand, healthy export-oriented manufacturing, and a steady recovery of the agriculture sector, increased by 6.4 per cent during the first nine months of the year, compared with the same period the previous year. Accordingly, the manufacturing sector grew by 12.8 per cent and service sectors expanded by 7.3 per cent during the same period. In 2018 and 2019, Vietnam experienced one of the fastest growth rates in the region (World Bank, 2020). Although the Vietnamese economy has suffered from the ongoing COVID-19 pandemic, it has displayed incredible resilience. The macro-economic and fiscal framework remains strong with an estimated GDP growth rate of 1.8 per cent in the first 6 months of 2020, projected to reach 2.8 per cent by the end of 2020 (World Bank, 2020). Furthermore, the COVID-19 pandemic has become one of the most significant environmental changes in modern marketing history, which has had a substantial impact on corporate social responsivity, consumer ethics, and basic marketing philosophy (He & Harris, 2020). The COVID-19 outbreak has resulted in bankruptcy for several famous brands in multiple industries as consumers have had stay at home and economies have shut down (Tucker, 2020). The World Bank (2020) reports that Vietnam belongs to a small group of countries that do not expect a recession after the COVID-19 pandemic. In addition, Nkamnebe (2011) argued that emerging markets must join the mainstream global market, which may demand stricter sustainability norms as an important condition of access. Therefore, sustainability is to be viewed not only as a challenge but also as an opportunity for Vietnam, an emerging market.

The worldwide shift towards sustainability and relative weakening of the unabashed profit-seeking orientation of firms has been driven by protests from stakeholders, including governments, social activists, and non-government firms (Porter & Kramer, 2011; Sinha & Sheth, 2018). Attaining the ultimate goal of a sustainable society might therefore be a critical challenge for emerging markets. To implement sustainability in marketing, this thesis suggests that prosocial leaders, especially top management such as prosocial CMOs, play a crucial role. Therefore, this study examines the role of prosocial CMOs in achieving sustainability in emerging markets. Furthermore, with special characteristics related to culture and economic growth rates, Vietnam represents an emerging market in which the role of prosocial CMOs in promoting sustainability in a Confucian society requires further investigation.

## **1.2. RESEARCH GAP AND RATIONALE**

In the 21<sup>st</sup> century, growing global competition, technological change, and serious economic decline have increased the importance of sustainability-focused business practices (Lacy & Hayward, 2011). Adopting and encouraging a sustainability strategy has become one of the inexorable choices that the global market system presents to firms and governments in emerging markets (Nkamnebe, 2011). In addition, significant GDP growth together with dramatic increases in energy consumption and pollution emission in emerging markets raise concerns regarding the sustainability of their development patterns (Li & Lin, 2019). Research on sustainability therefore helps firms in those economies understand the role of sustainability in designing and implementing their business strategies for sustainable development. Furthermore, Lim (2016) summarised several arguments that demonstrate sustainability marketing is a vehicle for realising sustainability agenda. Firstly, marketers are often in direct contact with all ‘stakeholders within firms; therefore, they can focus on understanding and changing firms’ behaviours via internal marketing and consumer behaviours through marketing mix strategies. Secondly, because marketing attempts to forge functional and successful relationships with all stakeholders in the marketplace and ecosystem, it is a natural home for the advancement of greater sustainability through the development of marketing strategies. Finally, claims that marketing sustainability prevents growth are not profound because creative and innovative marketing supports better, smarter, and more efficient methods of production and consumption. McDonagh and Prothero (2014) discussed the main streams of sustainability marketing from 1998 to 2013, which include individual consumer concerns, behaviour and practices, environmental laws, regulations and policies, organisational sustainability strategies and sustainability markets, reframing sustainability, and the definition of sustainability marketing. Their review raised questions as to how organisations operate and what they support, in order to focus on not only the issue of sustainability in organisations and but also the discussion around organisations such as the triple bottom line or conducting business differently by adopting a social enterprise model. They also suggested that more research is needed to explore how firms can become more sustainable and employ numerous marketing strategies to achieve this goal.

The role of leadership in marketing has been investigated in several studies. For instance, according to CEOs, the role of marketing is important in firms, and the development and maintenance of an effective marketing organisation is a crucial requirement for success



(Webster & Frederick, 1981). Various studies have paid attention to leadership styles in cooperation and channel member performance (e.g., Mehta, Larsen, Rosenbloom, Mazur & Polsa, 2001), brand building behaviours among followers (e.g., Morhart, Herzog & Tomczak, 2009) and the role of senior management factors in market orientation (e.g., Kohli & Jaworski, 1990; Meldrum, 1996). CMOs play a critical role in firms' marketing strategies (e.g., market orientation, distribution, or firm branding) and is a topic that has been extensively discussed in the extant research. For instance, Homburg, Hahn, Bornemann and Sandner (2014) investigated the role of CMOs in firm performance. Other studies have focused on the role of CMOs in outcomes such as firm performance (e.g., Nath & Bharadwaj, 2020) or shaping marketing strategies (e.g., Hult, 2011; Nath & Mahajan, 2017). Although the role of leadership in sustainability marketing strategies has been discussed in previous research, little attention has been paid to the personal motivation, attitudes, and behaviour of leaders that affect the firm's performance and activities in sustainability marketing. Of the few that have been conducted, only Rivera-Camino's (2012) study focused on the motivational factors and behaviour of the leader regarding the environment, Tollin and Christensen (2019) examined the impact of managers' cognitive framing of marketing capabilities on sustainability marketing commitment, and Dibrell, Craig and Hansen (2011) found that manager's attitudes towards the environment moderates the effect of marketing orientation on firm innovativeness. Furthermore, there have been few empirical studies of individual variables that inspire leaders to adopt a green orientation (Aragón-Correa, Matias-Reche & Senise-Barrio, 2004). Therefore, it is necessary to focus on the role of personal motivation, attitudes, and behaviour of leaders, particularly CMOs, in sustainability marketing.

Hofstede (2007) asserted that management is part of the culture of the society in which it takes place because management is about people. In addition, values are a core component of culture, and relationships among people are influenced by values that shape the collective mindset of people in that society. According to Hofstede (1984, p. 81), "The nature of management skills is such that they are culturally specific: a management technique or philosophy that is appropriate in one national culture is not necessarily appropriate in another". Confucianism is a philosophy that has become widespread in Asia and its values continue to have a huge impact on leadership styles and practices in China, Taiwan, Japan, South Korea and Vietnam. It is forecasted that in the twenty-first century, most newly rich nations will come from

Asia, which currently attracts a large amount of foreign direct investment (FDI) (Budhwar & Debrah, 2009). Thus, research on Asian cultures and business will provide academics as well as practitioners with a better understanding of the values and business norms of the region (Hofstede, 2007).

Confucian values are also considered to have an effect on how businesses are led and managed (Atherton, 2020). Akin to countries such as China, Singapore, South Korea, and Japan, Vietnam's Confucian heritage shares the characteristics of a collectivist society (Phuong-Mai, Terlouw & Pilot, 2005). Indeed, Confucian culture is still treated as the foundation for social behaviour in Vietnam (Borton, 2000; Truong et al., 2017). Resick et al. (2011) suggested that the important role of managerial competence for ethical leadership in Confucian cultures provides fruitful avenues for future research. Owing to Doi Moi, the 1986 policy to posit a shift from central economic planning to a more market-oriented system, there have been various impacts on marketing and consumption in Vietnam (Shultz, 2012). Furthermore, Shultz (2012) also highlighted the topics of sustainability and wellness that increasingly dominate the consciousness of Vietnamese citizens and leaders. In recent years, Vietnam has achieved favourable sustainability ratings regarding water resources, healthy living, energy use, greenhouse gases, genuine savings, and employment but had the worst scores for energy savings (Shultz & Peterson, 2019). Furthermore, Shultz and Peterson (2019) underlined the fact that Vietnam still pursues economic growth in the future which means more energy will be used in Vietnam. Therefore, Vietnam represents the developing economies to investigate the role of leadership to achieve sustainability in marketing.

Few studies have examined the relationship between the Confucian values and prosocial motivation of leaders. Most aim to test prosocial motivation in Confucian societies; none focus on the effects of Confucian values on prosocial motivation. For instance, Li and Liang (2015) proposed political appointment as one of the mechanisms businessmen employ to achieve this Confucian life goal in China. They also investigated the role of "proself" and "prosocial" motives for seeking political connections in respectively weakening or strengthening the association between the business success of private firm entrepreneurs and their intentions with regard to seeking political appointment. The results confirmed that prosocial motives lead to political appointment-seeking behaviours. Prosocial employees become valuable assets for firms (Shao, Cardona, Ng & Trau, 2017). Organisational scholars have begun to emphasise the role of

prosocial motivations in organisations. Prosocial motivation is defined as the desire to benefit others, which explains why employees try to go above and beyond the call of duty to persist in ensuring effective and productive work performance (Grant, 2008). Numerous scholars have found that prosocial motivation is related to higher levels of persistence, performance and productivity in different tasks, jobs and extra role behaviours (Bing & Burroughs, 2001; Brewer & Selden, 1998; Grant, 2007; Korsgaard, Meglino & Lester, 1997; Rioux & Penner, 2001). The importance of understanding the conditions under which prosocially-motivated employees produce more positive results was highlighted in Shao et al.'s (2017) research. In addition, prosocial behaviour has been identified as a component of multiple leadership theories, whereas a specific focus on the motivations, development, and identification of prosocial leaders is largely absent (Ewest, 2018). Although multiple studies have highlighted the role of CMOs in firms' marketing activities, the role of CMOs' prosocial motivation in the sustainability marketing of firms has largely been ignored.

Gebauer, Riketta, Broemer and Maio (2008, p. 414) suggested that "more research is needed to better connect pleasure and pressure based prosocial motivation to existing constructs in the more specific helpfulness literature and to the well-established research in the broader motivation literature". Confucian dynamism is a unique dimension of Asian culture (Hofstede & Bond, 1988), but its role in the motivations of marketing leaders' is largely ignored in the literature. In addition, Shao et al. (2017) stated that it is important to investigate the conditions under which prosocially-motivated employees produce positive results. They found that only a limited number of scholars have examined the contextual factors that can foster and facilitate the positive impacts of prosocial motivations on work outcomes. While corporate sustainability is an important strategy and value orientation for marketing, few studies discuss the organisational drivers and barriers affecting its inclusion in corporate marketing strategies and processes (Tollin & Christensen, 2019). Furthermore, research on the effect of prosocial motivation has been investigated at the individual and team level. The mediating roles of pleasure- and pressure-based prosocial motivations at firm level have largely been overlooked.

Finally, proactive personality has been a focus of leadership research. However, such research has primarily paid attention to the relationship between the proactive personality of subordinates and the management style of leaders (e.g., Chiu, Owens & Tesluk, 2016; Lam, Lee, Taylor & Zhao, 2018; Newman, Schwarz, Cooper & Sendjaya, 2017; Thompson, 2005; Zhao & Guo,

2019). Other than Crant and Bateman (2000), there has been a lack of research investigating the proactive personality of leaders. Furthermore, proactive personality is believed to interact with other variables such as values, gender, and perceptions, and future research is needed to explore the boundary conditions under which proactive individuals exhibit positive performance (Crant, Hu & Jiang, 2016).

### **1.3. RESEARCH QUESTIONS**

As discussed in Section 1.2, there is a need for research on the relationship between societal cultural values such as Confucianism, the prosocial motivations and proactive personality of marketing leaders, and firms' sustainability commitment and associated firms' performance in emerging and transitional economies, especially in emerging and transitional markets such as Vietnam. Accordingly, this study investigated the role played by Confucian values of marketing leaders in shaping their prosocial motivations, leading to sustainability marketing commitment and superior firm performance. Specifically, it answers the following research questions:

1. What is the process/mechanism through which prosocial marketing motivation is translated into sustainability-based superior business performance? Does marketing leaders' prosocial motivation play a role in how Confucian values are translated into the firms' sustainability marketing commitment, which in turn drives firm performance? In what ways do the Confucian values of marketing leaders affect their prosocial motivation?
2. What are the boundary conditions of the "prosocial leadership-sustainability-performance" process? Does marketing leaders' proactive personality interact with Confucian values to have an effect on the process?

### **1.4. CONCEPTUALISATION AND RESEARCH METHODS**

The current study employs a postpositivist theoretical perspective. First, the author conducted a review of literature on prosocial leadership in marketing and cultural values. Based on this, a theoretical framework addressing the research questions was developed. The framework was subsequently tested using survey data collected from a sample of 302 firms in Ho Chi Minh City and Ha Noi, Vietnam. Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA)

were employed to validate the measurement scales and Structural Equation Modelling (SEM) was applied to test both the structural model and the hypotheses.

## **1.5. DEFINITIONS OF KEY TERMS**

This section briefly defines the constructs used in this study. (A more detailed review and conceptualisation is presented in Chapter Two). To examine the effect of Confucian values on prosocial leadership and a commitment to sustainability marketing, five constructs were included in the current study.

### **1.5.1. Confucian dynamism**

According to Hofstede and Bond (1988), Confucian dynamism is a unique dimension of Asian cultures. It presents a work ethic that values thrift, persistence and ordering relationships, along with a sense of shame (Lu, Rose & Blodgett, 1999).

### **1.5.2. Prosocial motivation**

Prosocial motivation is defined as “the desire to expend effort in order to benefit other people” (Grant & Sumanth, 2009, p. 928). It is classified into two types: (1) pleasure-based prosocial motivation, which refers to the expectation of attaining pleasure by helping people, and (2) pressure-based prosocial motivation, which is the motivation to achieve a duty or conform to a social norm (Gebauer et al., 2008)

### **1.5.3. Sustainability marketing commitment**

Tollin and Christensen (2019) define sustainability marketing commitment based on the criteria of strong commitment which is in line with the concept of organisation’s commitment developed by Basu and Palazzo (2008) and sustainability (Baumgartner, 2014). Accordingly, it is a central, visible, and profound element of a firm’s marketing strategy and is presented through a marketing mix that includes exploitation and exploration- oriented learning and innovation processes. It also includes initiatives to enact corporate sustainability regarding marketing, which is connected to issues and processes in the firm’s other departments, domains, and value chain.

### **1.5.4. Proactive personality**

Proactive personality is defined as “the relatively stable tendency to effect environmental change” (Bateman & Crant, 1993, p. 103)

### **1.5.5. Firm performance**

This study employed objective firm performance metrics including sales volume, sales growth, market share and ROA.

## **1.6. CONTRIBUTION**

The main purpose of this study was to investigate the role of prosocial marketing leaders influenced by Confucian values in achieving firms' commitment to sustainability marketing in emerging markets. In doing so, the study makes several contributions to marketing theory and practice.

In terms of a theoretical contribution, marketing leaders, especially top management team members such as CMOs, play an important role in the sustainable development of firms. In recent years, firms are increasingly facing issues such as financial scandals or environmental side-effects that can threaten their reputation (Palazzo & Scherer, 2006). Prosocial leadership is believed to take responsibility for implementing in business communities (Ewest, 2018). Ewest also demonstrated that prosocial behaviours can be found within multiple leadership theories whereas topics such as the motivation, development, and identification of prosocial leaders are largely ignored. Li and Liang (2015, p. 594) described "a prosocial motive in the Confucian life role transition doctrine, which emphasises that the ultimate goal of life, after cultivating oneself and taking care of the immediate family or the firm, is to benefit the larger society".

Furthermore, Confucian values in marketing leadership have largely been ignored in previous studies. Therefore, by investigating the relationship between Confucian values and leaders' prosocial motivation, the current study ascertains whether cultural values interact with prosocial motivation in marketing management. The study applies the prosocial leadership theory (Ewest, 2018), to investigate the role of marketing leaders' prosocial motivations in sustainability marketing commitment and found that both pleasure- and pressure-based prosocial motivations have a positive effect on firms' sustainability marketing commitment. That is, prosocial marketing leaders help firms to commit to sustainability marketing. In so doing, this study extends the theory to a functional level of leadership (i.e., the marketing function leader). This study also contributes to the theory of prosocial leadership by exploring the factors that can impact marketing leaders' prosocial motivation. Crant et al. (2016) highlighted the necessity of investigating the boundary conditions under which proactive individuals exhibit greater

performance. In addition, the role of proactive personality of prosocial leaders informed by Confucian values in marketing remains an open question. Consistent with the trait-activation theory (Tett & Burnett, 2003), the study findings demonstrated that CMOs' proactive personality and its interaction with CMOs' Confucian dynamism (contextual factor/trait-relevant cue) have positive effects on CMOs' pleasure-based prosocial motivation. Such findings not only provide empirical evidence to but also extend the boundary of trait-activation theory to the marketing function leader. Consequently, this study determines whether cultural values (i.e., Confucian dynamism), personal traits (i.e., proactive personality) and personal traits (i.e., the interaction between Confucian dynamism and proactive personality) affect CMOs' prosocial motivations.

Nkamnebe (2011) discussed several key points regarding sustainability. First, sustainability issues have become a critical determinant of national/regional progress and no nation or region can ignore them. The adoption of a sustainability orientation helps emerging markets integrate into the mainstream global economic and political systems. However, the majority of emerging markets continue to pay less attention to sustainability requirements. It is therefore evident that sustainability is extremely critical not only to countries but also to firms. According to Tollin and Christensen (2019), there is a lack of research on organisational drivers and barriers affecting the inclusion of corporate sustainability in the marketing strategies and processes of corporates. By focusing on the effect of the prosocial motivation of leaders on an organisation's sustainability development, this study adds further insights to the sustainability literature, particularly regarding the factors that can improve the sustainability strategies of firms. In terms of practice, investigating the interaction between Confucian values and the prosocial motivation of leaders in relation to sustainability in emerging markets may give practitioners the knowledge they need to understand how to effectively manage firms' sustainability development. Under pressure from global markets in terms of sustainability and cultural values such as Confucianism, local firms may find it difficult to balance the costs and benefits for themselves and societies. Studying prosocial leadership and sustainability in emerging markets may create opportunities for local firms that help them understand human resource and marketing strategies in sustainability development.

## **1.7. STRUCTURE OF THE THESIS**

The thesis comprises five chapters. The current chapter introduces the research background, research gap, and rationale followed by the research questions. In addition, it briefly describes the research methodology employed along with the contributions of the research.

In Chapter 2, a review of literature in sustainability marketing, the role of prosocial leadership in sustainability marketing, Confucian values, and proactive personality is presented. In so doing, the research gap is clearly indicated. A conceptual framework based on this is then presented along with the development of the hypotheses.

Chapter 3 explains the research methodology employed for this study and for the validation of measures. It presents the research design, including the research context and procedure, followed by the measurement scales for the constructs in this study. A review of the literature on the assessment of measurement scales using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) regarding unidimensionality, reliability, validity, estimation methods, overall model fit measures, and common method variance is then presented. This is followed by a discussion of the statistical testing procedures of the theoretical model using the covariance-based SEM. The pilot study and main study along with the sample characteristics and the results of the assessment of measurement scales using EFA and CFA are then reported.

In Chapter 4, the research findings, including the tests of the hypotheses, are presented. These comprise the tests of model fit and structural paths, including the test of direct effect (i.e., the effect of sustainability marketing commitment on firm performance and the effect of Confucian dynamism on sustainability marketing commitment), the test of the mediation effects of pleasure- and pressure-based prosocial motivations on the effect of Confucian dynamism on sustainability marketing commitment, and the test of the moderation effect of proactive personality on the effect of Confucian dynamism on pleasure- and pressure-based prosocial motivations.

Chapter 5 presents a discussion of the findings, the contributions of the research, the managerial implications, the limitations of the study, and future research. By investigating the impact of Confucian dynamism on marketing leaders' prosocial motivations, the findings answer the question as to whether cultural values interact with CMOs' prosocial motivations and proactive personality to enhance sustainability marketing commitment. This study contributes to



the theory of prosocial leadership and provides practitioners with knowledge of which factors can impact their firms' sustainability marketing strategies. Among the potential avenues for future research are the impact on sustainability marketing commitment, firm performance or sustainability leadership, the role of each source of prosocial motivation in sustainability, and the interaction between proactive personality or Confucian dynamism on pressure- based prosocial motivation.

## **CHAPTER 2 -LITERATURE REVIEW AND HYPOTHESES**

### **2.1. INTRODUCTION**

This chapter presents a review of extant literature, the proposed conceptual model, and the hypotheses. The first section reviews the literature on sustainability and sustainability marketing, followed by research on prosocial leadership in marketing and the prosocial motivations of marketing leaders. This is followed by a discussion of cultural values along with the relationship between Confucian values and leadership, especially leadership in marketing. Based on the review of literature, the theoretical framework and hypotheses are then proposed.

### **2.2. LITERATURE REVIEW**

#### **2.2.1. Sustainability and sustainability marketing**

In recent years, sustainability has become an important topic related to all aspects of firms. Leonidou, Katsikeas and Morgan (2013) reviewed five key sustainability issues that are (1) the drivers of sustainability, including external and internal factors contributing to firms' adoption of friendly social strategies, (2) the management of sustainability, including firms' sustainability practices and strategies, (3) the performance outcomes of sustainability, including financial, market, customer, operational shareholder, and social performance dimensions, (4) the marketing aspects of sustainability (e.g., market orientation approaches to sustainability, green advertising), and (5) the consumers aspects of sustainability such as willingness to pay for sustainable products, and willingness to purchase from sustainable firms. Kemper and Ballantine (2019, p. 277) noted that "sustainability has entered the vernacular of many disciplines and marketing is no exception". Marketing is expected to be compulsory and collectively significant in achieving sustainability as it is the central system of resource allocation and distribution for meeting consumer-citizen needs (Laczniak & Shultz, 2020). Over the past two decades, a rapid growth of research on sustainability in marketing provides opportunities for marketing researchers, practitioners and policymakers to address questions regarding climate change, consumption and behaviour, advertising, branding, and marketing ethics (Lunde, 2018). The following section discusses sustainability marketing.

### **2.2.1.1. Sustainability marketing.**

A number of scholars have reviewed the development of sustainability in the marketing field. For example, Kilbourne and Beckmann (1998) performed an analysis of sustainability marketing from 1971 to 1997. They identified an increased interest in the environment and marketing's effect on this from the early 1970s until the 1980s. In the early 1980s, the focus moved to energy conservation and various legislative initiatives such as packaging laws. Since the 1990s, recycling, conservation, and green advertising have made the agenda, although the individual remained the unit of analysis until 1995. Topics addressed include perceived consumer effectiveness and cooperative behaviours. From 1995 onwards, the agenda was expanded to general environmental beliefs, environmental values, and institutional factors. Leonidou and Leonidou (2011) also conducted a review of sustainability marketing and management from 1969 to 2008. Accordingly, they identified different marketing and management themes from the 1970s through to the 2000s. In general, scholars continue to focus on corporate social responsibility, green marketing and advertising, and sustainable marketing and development. McDonagh and Prothero (2014) presented a review of sustainability marketing from 1998 to 2013, addressing topics such as marketing planning, marketing strategies, environmental marketing claims, marketing communications, and new product development.

Kemper and Ballantine (2019) reviewed several different definitions of sustainability marketing ranging from environmental to holistic concepts. These include marketing strategies focusing on sustainability development with respect to the activities of firms. They categorised three different forms of sustainability marketing: auxiliary, reformative, and transformative. Within the auxiliary sustainability marketing perspective, product issues (i.e., product conditions, product characteristics and performance, exposures and risks) (Iles, 2008), packaging issues (Kotler, 2011), the ecological product, and socioecological product life cycles (Nkamnebe, 2011) are considered. Within the reformative sustainability marketing perspective, the key concerns are being responsible for promoting sustainable lifestyles (Scott et al., 2014) and demarketing certain harmful or undesirable products/services (Achrol & Kotler, 2012). Finally, within the transformative sustainability marketing perspective, sustainable production practices along with positive collective citizen action are considered. These perspectives represent the three levels of sustainability marketing that begin by focusing on the activities of firms (auxiliary sustainability marketing). Reformative sustainability marketing extends auxiliary sustainability marketing by

focusing not only on firms but also on consumer lifestyles and consumption. Transformative sustainability marketing then extends reformative sustainability marketing by transforming institutions that inhibit a transition to a sustainable society. In all three perspectives, firms play an important role in sustainability marketing (Kemper & Ballantine, 2019).

Marketing is often believed as the antithesis of sustainability because marketing is claimed to be an element that drives the growth of global consumption (Jones, Hill, Comfort & Hillier, 2008; Peattie & Peattie, 2009) while some authors highlighted the potential for marketing to raise solutions as shown by the increasing collaborations between marketing and sustainability (Ferdous, 2010). Achieving sustainability may result in increasing business external costs that are transferred to final consumers and firms (Charter, Peattie, Ottman & Polonsky, 2002). However, Prakash-Mani, Thorpe and Zollinger (2002) raised the benefits of engaging in sustainable practices. Firms can save costs and improve productivity by reducing environmental effects and achieving lower staff turnover. Firms can present the ability to enter into new markets via environmental improvements and benefits to the local community and economy and diminish risk via engaging with stakeholders. Engaging in sustainable practices can also help firms build reputation by improving environmental efficiency, developing human capital via better human resource management, enhancing access to capital via better governance and producing chances for community development, eco-friendly offerings and sustainable behaviours. Marketing is also found to be significant for sustainability. Marketers often focus on understanding and changing organisational behaviour via internal marketing and consumers via marketing campaigns and marketing mix strategies (Andreasen, 2002; George, 1990; Yoo, Donthu & Lee, 2000). As marketing develops strategies based on the analyses of consumers, competitors and environmental forces and then combines with other strategic inputs such as financial, research and development and human resource to achieve a holistic strategic blueprint, marketing is treated as a foundation for the development of greater sustainability via the development of marketing strategies, especially as it strives for functional and successful connections with all stakeholders in the market and ecosystem (Lim, 2016). Lim (2016) also argued that marketing's creative and innovative nature supports better, smarter and more efficient ways for production and consumption. In sum, the collaboration of sustainability and marketing can encourage consumers and firms to enhance the global initiatives for sustainability and marketing plays an important role in moving society toward a more sustainable future.

Sustainable marketing and sustainability marketing are the two terms used to describe the sustainability in marketing aspect of organisations. According to Martin and Schouten (2014, p. 18), sustainable marketing is “the process of creating, communicating and delivering value to customers in such a way that both natural and human capital are preserved or enhanced throughout”. Sustainability marketing is thus defined as “planning, organizing, implementing and controlling marketing resources and programmes to satisfy consumers’ wants and needs, while considering social and environmental criteria and meeting corporate objectives” (Belz & Peattie, 2012, p. 31). Belz and Schmidt-Riediger (2010) demonstrated that sustainability marketing creates social and environmental value in order to deliver and increase customer value. They identified the three functions of sustainability marketing as analysing customer needs and wants, developing sustainable solutions that provide superior customer value and prices, and distributing and promoting these effectively to selected target customers. Belz and Peattie (2012) stated that the adjective ‘sustainable’ can be used to describe marketing that efficiently creates long-lasting customer relationships without any specific reference to sustainable development or consideration of sustainability issues. Based on these definitions, sustainable marketing and sustainability marketing are interchangeable. This thesis therefore uses the term ‘sustainability marketing’ throughout.

#### **2.2.1.2. Sustainability commitment.**

Commitment to sustainability refers to the extent to which an organisation engages with environmental or social initiatives to decrease negative effects (Luzzini, Brandon-Jones, Brandon-Jones & Spina, 2015). The effect of commitment to sustainability has been discussed in previous studies. For instance, it has been found to have a positive effect on intra-firm and inter-firm collaborative capabilities for purchasing and supply functions (Luzzini et al., 2015). Baumgartner and Ebner (2010) discussed sustainability commitment in different sustainability strategies, such as introverted, extroverted, conservative, and visionary strategies. Jansson, Nilsson, Modig and Hed Vall (2017) focused on the effects of market orientation, entrepreneurial orientation, and sustainability practices on sustainability commitment in small and medium enterprises. Figge (2005) found that a firm’s commitment to environmental and social goals increases shareholder value. Commitment to sustainability has also been found to produce sustainable competitive advantages (Litz, 1996). Although most studies focus on the role of sustainability commitment, little scholarly attention has been paid to sustainability commitment

in marketing. The latter is therefore addressed in this study. Sustainability marketing commitment.

### **2.2.1.3. Sustainability marketing commitment.**

Sustainability is receiving more attention from scholars, policy makers, and companies, the latter of whom recognise the necessity of and opportunities for implementing sustainable practices in their operations (Kumar & Christodouloupoulou, 2014). Corporate sustainability concerns the policies and actions that help organisations achieve sustainable development in terms of the natural environment, society, and the economy (Tollin & Christensen, 2019). Although corporate sustainability is an important strategy and value orientation for marketing, few studies have discussed the organisational drivers and barriers affecting its inclusion in the marketing strategies and processes of corporates (Tollin & Christensen, 2019). Consequently, the new concept of “sustainability marketing commitment” has been developed to denote a strong commitment that is in line with the concept of organisation’s commitment developed by Basu and Palazzo (2008) and sustainability (Baumgartner, 2014). This definition is based on the following criteria:

- It is a central, visible, and profound element of the company’s marketing strategy
- It is displayed through the marketing mix, including both exploitation and exploration-oriented learning and innovation processes. Exploration refers to search, discovery, experimentation, and risk-taking in the pursuit new value experiences with customer groups (He & Wong, 2004). Exploitation refers to incremental innovation, variety reduction, and improvements in existing products or services, brands or market-related processes (Atuahene-Gima, 2005).
- Initiatives to enact corporate sustainability with regard to marketing are linked to issues and processes in an organisation’s other departments, domains and along its value chain.

Due to the importance of sustainability marketing commitment in a company’s marketing strategy, this study employs Tollin and Christensen (2019)’s concept of sustainability marketing commitment to investigate sustainability marketing.

Sustainability can be conceptualised at the firm, functional, or individual level, corresponding to a top-down approach, catalytic approach, and fragmentation perspective, respectively (Stoughton & Ludema, 2012). The top-down approach is a comprehensive and long-term

approach in which leaders “build momentum for change and promote coordinated movement on multiple fronts” (Mirvis & Manga, 2010, p. 36). Through this approach, leaders build a clear definition of organisational sustainability values, which is announced and consistently reinforced in the organisation. The catalytic approach is one in which middle managers take responsibility for introducing and implementing sustainability initiatives (Mirvis & Manga, 2010). These managers often work across different functional areas or within subcultures of an organisation and embed their education and enculturation into that subculture to develop their own values and beliefs. The fragmentation perspective developed by Martin (1992) posits that the organisation holds a variety of views that lead to inconsistency among individual values and beliefs (Crane, 2000). Schein (2004, p. 17) found that fragmented cultures are the result of “insufficient stability of membership, insufficient shared history of experience, or the presence of many subgroups with different shared experiences”. Thomas and Lamm (2012, p. 194) asserted that “If we accept the premise that our current economic system continues to deplete an already degraded store of natural capital, then strong sustainability can only be achieved if business owners, executives and managers process, and act in accordance with, normative pro-environmental values that supersede short-term profit maximization”. Leadership has been identified as an important factor for organisations (Larsson & Vinberg, 2010). Because the CEO is an important member of an organisation’s management team and has the power and ability to make decisions, they can influence organisational outcomes (Hambrick & Fukutomi, 1991; Hambrick & Mason, 1984). Similarly, CMOs also play an important role in firms’ strategies. Furthermore, senior leadership has been found to play an important role during crises and periods of uncertainty (He & Harris, 2020), and is fundamental to the achievement of environmental sustainability efforts within organisations (Ewest, 2018). The next section discusses the role of leadership in marketing, especially sustainability marketing.

## **2.2.2. Leadership in marketing and sustainability marketing**

### **2.2.2.1. Leadership in marketing**

Leadership plays an important role in organisational success and has attracted the attention of researchers for several years (Kumar & Kaptan, 2007; Tims, Bakker & Xanthopoulou, 2011; Yahaya & Ebrahim, 2016). It is difficult for members of organisations to sustain profitability, productivity and competitive advantage without strategic and effective leadership (Lussier &

Achua, 2007). The role of leadership in marketing has been discussed in numerous studies. For example, Doyle (1987) investigated the way CEOs in Britain's largest companies view marketing. In a study of 21 top U.S companies, Webster and Frederick (1981) found that chief executive officers (CEOs) believe marketing is the most important function in their companies and that the development and maintenance of an effective marketing organisation is a significant requirement for success. However, Doyle (1987) found that only 50% of British CEOs take marketing orientation into account when developing their company strategies. Doyle also reported that although recognition of the role of marketing has been increasing, British boards are still overwhelmingly financially-oriented. Kohli and Jaworski (1990) focused on the role of senior management factors in market orientation. Their study emphasised that senior managers themselves need to be convinced of the value of a market orientation and must communicate their commitment to their subordinates. Senior managers also need to develop a positive attitude towards change as well as a willingness to take calculated risks. Based on Kohli and Jaworski's (1990) model, Meldrum (1996) found that marketing skills and knowledge mediate the effect of senior management factors on market orientation. Brownlie and Spender (1995) discussed the judgement, learning and development of top marketing managers in strategic marketing, while Mehta, Dubinsky and Anderson (2003) and Mehta et al. (2001) examined the role of leadership in marketing channels. Specifically, Mehta et al. (2001) investigated channel leadership styles, cooperation, and channel member performance in three cultures: the USA, Finland, and Poland. Mehta et al. (2003) then examined whether different leadership styles can be treated as channel strategies in order to improve channel partner motivation, whether the leadership style/motivation connection varies across countries, and whether the motivation of channel members is linked to their performance. The role of chief marketing officers (CMOs) in firm performance has also been discussed in previous research (e.g., Homburg et al., 2014; Nath & Bharadwaj, 2020). For example, one group of CMOs was found to play an important role in increasing the chance of new venture funding by 46% and this role was strengthened when CMOs have more education, marketing experience, and industry experience (Homburg et al., 2014). Nath and Bharadwaj (2020) examined the relationship between CMOs presence and firm performance by examining how it is affected by the presence of three other function heads (i.e., including chief sales officers, chief technology officers and chief supply chain officers) under various environmental and strategic contingencies. Marketing leaders also play an important role



in stimulating their subordinates by facilitating their internalisation of the company's brand identity (Morhart et al., 2009). Germann et al. (2015) found that firms exploit the advantage of having a CMO among the top management team. Their results indicated that the presence of CMOs has a positive effect on excess stock returns. Some studies have also focused on the role of CMOs in shaping marketing strategies (e.g., Hult, 2011; Nath & Mahajan, 2017). Therefore, it is clear that leadership, including both marketing managers and CMOs, plays an important role in organisational marketing strategies such as market orientation, distribution, or firm branding. According to Morrison and Roth (1992), marketing leadership is characterised by innovative marketing techniques, a skilled sales force, and the control of distribution channels. Marketing leaders hold an important internal role that motivates employees by stimulating the process of organisational identification (Wieseke, Ahearne, Lam & Dick, 2009). Jaworski (2011) identified seven core tasks for CMOs: (1) establish the role of marketing in the firm, (2) own the voice of the market, (3) be responsible for the marketing strategy, (4) coordinate marketing with other areas of the firm, (5) run the marketing organisation, (6) identify and lead the marketing transformation effort, and (7) establish a marketing scorecard and performance metrics. However, only a minority of leaders are able to systematically analyse how firms' economic success can be enhanced through social and environmental activities and can manage this relationship efficiently (Schaltegger & Wagner, 2017). The role of leadership in sustainability marketing is thus discussed in the next section.

#### **2.2.2.2. Leadership in sustainability marketing.**

The role of leadership in sustainability marketing has been discussed in several studies. Appendix A summarises the findings from previous research on the importance of leadership in sustainability marketing from 2000 to the present day. The results confirm that leaders have become the main element in organisational strategies in terms of sustainability marketing and development. Most studies tend to focus on the role of leaders in sustainability marketing from the perspective of the firm (e.g., Banerjee, Iyer & Kashyap, 2003; Pujari et al., 2003; Rivera-Camino, 2007; Rothenberg, 2007). Little attention has been paid to the personal motivation, attitudes, and behaviour of leaders that affect the firm's performance and activities in sustainability marketing. For instance, Rivera-Camino's (2012) study focused on the motivational factors and behaviour of leaders regarding the environment while Tollin and Christensen (2019) investigated the effect of managers' cognitive framing of marketing

capabilities on sustainability marketing commitment. Dibrell et al. (2011) found that managers' environmental attitudes moderate the effect of market orientation on firm innovativeness. However, empirical studies of individual variables that inspire managers to adopt a green orientation are lacking (Aragón-Correa et al., 2004). Rivera-Camino (2012) suggested that research on the individual characteristics of particular managers is also a worthwhile research focus. He recommended improving research on managerial decision-making and the relationships between individual managerial decisions and the behaviours that create good environmental outcomes for the firms. Therefore, it is necessary to focus on the role played by the personal motivation, attitudes, and behaviour of leaders within organisations. Although many studies have discussed the role of leaders (i.e., marketing managers, CEOs, CMOs) in marketing, the role of prosocial leaders in marketing has been largely ignored. Therefore, it is necessary to take into account the role of prosocial leaders, especially prosocial marketing leaders in sustainability marketing.

#### **2.2.2.3. Overview of prosocial leadership theory.**

Palazzo and Scherer (2006) raised the issues of financial scandals, human rights violations, and environmental side-effects. They suggested that cooperation with repressive regimes not only threatens a firm's reputation but also raises serious questions about the societal role of business in general. They also questioned who would take responsibility for communities that are facing environmental, civil, social and economic problems that can lead to community and ecosystem failure. Ewest (2018) found that prosocial leaders can play an important role in taking responsibility for leading others and guiding change in their local and global communities. He suggested that if the global environmental and social crises are to be addressed, leadership theories must focus on emphasising or isolating prosocial leadership behaviours and development.

Prosocial leadership is defined as “a positive, effective influence, with constructive goals that serve the common good” (Lorenzi, 2004, p. 283). Ewest (2018, p. 12) asserted that “prosocial leaders are motivated by and respond to empathy, and without regard to punishment, or reward, act to bring about the welfare of followers and those they are committed to serve”. Prosocial leadership is identified by human values such as empathy and altruism (Ewest, 2018). Indeed, these values have been recognised as motivators and goals for any prosocial action (Bierhoff,

Klein & Kramp, 1991; Hastings, Zahn-Waxler, Robinson, Usher & Bridges, 2000; Penner & Finkelstein, 1998). According to Ewest (2018), prosocial leadership research starts with a desire to resolve personal fears related to the reality of “utility leadership”, which emerges when leaders engage in ethical behaviour. This means that they follow the correct rules to achieve results or benefits that are considered effective. Doing the right thing is external to the leader and the resulting benefit to others is not an internal motivation. These leaders receive respect from others, encourage independent thought, and help their followers, but their ultimate goal is to use their ethical behaviour to enhance their own egos and become known as a good leader. Conversely, prosocial leaders ignore their self-based needs in favour of serving others and enhance themselves by doing so (Ewest, 2018). Prosocial leaders are motivated by and react to the interpersonal value of empathy, leading to altruistic behaviour that creates benefits for their followers and others they are committed to serve. The goals of prosocial leaders include creating wealth, enhancing health, adding value, or creating a comparative advantage for the company (Lorenzi, 2004). Lorenzi (2004) summarised the characteristics of prosocial leaders thus. Firstly, the prosocial leader will work to identify and express key common goals. Knowing what people might do, can do, and want to do will produce an effective and collective vision. Based on this, specific goals can be stated and managed. Secondly, the prosocial leader will communicate the positive elements of these goals, create a case to pursue them, and articulate the costs. They will recognise and explain the value and cost of pursuing goals including taking care of people who might suffer in the process. Thirdly, the prosocial leader exhibits the commitment to performance needed to achieve the requisite goals. Fourthly, the prosocial leader looks for and accept responsibility for their actions. They also share results with their employees. Finally, the prosocial leader is a good manager. Because marketing strategies and activities are inextricably connected to the future of the natural environment that supports all life, sustainability has become a major concern for marketers in the 21<sup>st</sup> century (Crittenden, Crittenden, Ferrell, Ferrell & Pinney, 2011). Based on the definition proposed by Ewest (2018), this study defines prosocial marketing leaders (i.e., marketing managers and CMOs) as leaders who are motivated by and respond to empathy and who, without punishment or reward, tend to act to enhance the welfare of followers and those they are committed to serve. The next section reviews the prosocial motivation of leaders, especially marketing leaders.

#### **2.2.2.4. Leaders' prosocial motivation.**

*Types of motivation.* According to (Ryan & Deci, 2000b, p. 69), motivation refers to “energy, direction, persistence and equifinality – all aspects of activation and intention”. Self-determination theory posits that behaviours vary in terms of autonomy, self-motivation and volition (Ryan & Deci, 2000b). Based on this, motivation is basically classified into two categories including intrinsic and extrinsic motivation (Ryan & Deci, 2000a). Intrinsic motivation refers to carrying out an activity because it is enjoyable and interesting, whereas extrinsic motivation refers to the performance of an activity that leads to separable outcomes (Ryan & Deci, 2000b). According to Ryan and Stiller (1991), intrinsic motivation is treated as a natural source of learning and achievement that can be catalysed or undermined by the practices of parents and teachers. Because intrinsic motivation lies in the connection between a person and a task, some scholars define intrinsic motivation as involving a stimulating task, while others define it in light of the satisfaction a person obtains from intrinsically motivated task engagement (Ryan & Deci, 2000a). Whereas some perspectives treat extrinsically motivated behaviour as invariably non-autonomous, self-determination theory suggests that extrinsic motivation can vary significantly in terms of its relative autonomy (Ryan & Deci, 2000b; Vallerand, 1997). For instance, contrast the example of a student who studies hard to achieve high results because he is afraid of his parents with a student who tries his best to get a high score because he understands it could add value to his future career. Both examples involve instrumentalities. The first example complies with an external control, while the second example involves personal endorsement and a feeling of choice (Ryan & Deci, 2000a).

According to the organismic integration theory – a second sub-theory of self-determination theory, there are several types of motivation: amotivation, external regulation, introjection, identification, integration, and intrinsic motivation (Ryan & Deci, 2000a). A person with amotivation will not see that an action is reliably connected to its results, or they may perceive a lack of support from the environment that renders the action unfeasible (Ryan, 1995). This person acts less intentionally and lacks a sense of personal causation (Ryan & Deci, 2000a). Amotivation results in not appreciating an activity, not feeling capable of doing it, and not thinking it will create the expected result. There are four types of extrinsic motivation: external regulation, introjection, identification, and integration. External regulation is the least autonomous form of extrinsic motivation and is performed to meet an external demand such as

punishment or reward. The second type of extrinsic motivation is introjection, which is described as a type of internal regulation. It is a controlling motivation because people tend to perform such actions feeling under pressure to avoid guilt or anxiety, or to achieve ego-enhancements or pride. However, it also refers to regulation by contingent self-esteem. Extrinsic motivation relates to identification and is more autonomous than the other types. A person with identification tends to identify the personal importance of an action and thus treats its rule as his or her own. The final type of external motivation is integration, which happens through self-examination and the creation of a new regulation to correspond with one's other values and needs. Intrinsic motivation is an example of a self-determined activity (Ryan & Deci, 2000a) which is perceived to be fun and enjoyable (Bono & Judge, 2003).

From the perspective of self-determination theory, there are two types of motivation: autonomous and controlled. Autonomous motivation is related to actions that stem from or correspond with one's self and have an internal perceived locus of causality. By contrast, controlled motivation stems from both self-imposed pressures (e.g., shame or pride) and external contingencies and controls (Ryan & Connell, 1989). Table 2.1 summarises the different types of motivation identified in previous studies.

**Table 2-1. Types of motivation**

Author	Theory	Types of motivation
Ryan and Deci (2000b)	Self-Determination Theory	Intrinsic motivation Extrinsic motivation
Ryan and Deci (2000a)	Organismic Integration Theory	Amotivation Extrinsic motivation: - External regulation - Introjection - Identification - Integration Intrinsic motivation
Deci and Ryan (2000) Weinstein and Ryan (2010)	Self-Determination Theory	Autonomous motivation Controlled motivation
Grant (2008)		Intrinsic motivation Prosocial motivation
Ryan and Connell (1989)		External motivation Introjected motivation Identified motivation Intrinsic motivation

*Marketing leaders' prosocial motivation.* Prosocial motivation is defined as “the desire to expend effort in order to benefit other people” (Grant & Sumanth, 2009, p. 928). Grant (2008) reviewed the relationship between prosocial motivation and intrinsic motivation. Several scholars concluded that prosocial motivation is a specific form of intrinsic motivation. For example, researchers categorised opportunities to provide benefit to others as intrinsic achievements (Herzberg, Mausner & Snyderman, 1967) that enhance intrinsic motivation (Hackman & Oldham, 1976). However, others have argued that prosocial motivation is different from intrinsic motivation. Specifically, intrinsic motivation takes a hedonic perspective by focusing on pleasure and enjoyment as drivers of effort, while prosocial motivation takes a eudaimonic perspective by focusing on meaning and purpose as drivers of effort (Grant, 2008; Waterman, 1993). According to Grant (2008), there are three differences between prosocial motivation and intrinsic motivation. Firstly, prosocial motivation differs from intrinsic motivation in terms of autonomy in self-regulation (Ryan & Deci, 2000b). A person with intrinsic motivation tends to feel naturally drawn toward completing their work. Because the decision to expend effort is based on personal enjoyment, this decision is totally volitional, self-determined, and autonomous (Kehr, 2004). A person with prosocial motivation tends to push themselves towards completing their work. In this case, the decision to expend effort is less autonomous because it is primarily based on conscious self-regulation and self-control in order to attain a goal (Gagné & Deci, 2005). Therefore, prosocial motivation is not purely intrinsic, it is a state of introjected and identified regulation (Grant, 2008). The second difference between prosocial motivation and intrinsic motivation relates to goal directedness. An employee with intrinsic motivation is process-focused which means they consider the work as an end in and of itself (Amabile, 1993; Bono & Judge, 2003). An employee with prosocial motivation is outcome-focused which means they view the work as a means to the end goal of helping others (Grant, 2007). Intrinsic motivation is a paratelic state in which the work is essentially enjoyable, while prosocial motivation is a telic state in which the work is instrumental to a purpose or goal (Apter, 1984). Intrinsic motivation also differs from prosocial motivation in terms of its temporal focus. Employees with intrinsic motivation are present-focused which means they pay attention to the experience of performing the work (Quinn, 2005), while employees with prosocial motivation are future-focused which means they care about attaining meaningful results in completing the work (Batson, 1998). Batson et al. (2008) proposed four possible ultimate goals of prosocial

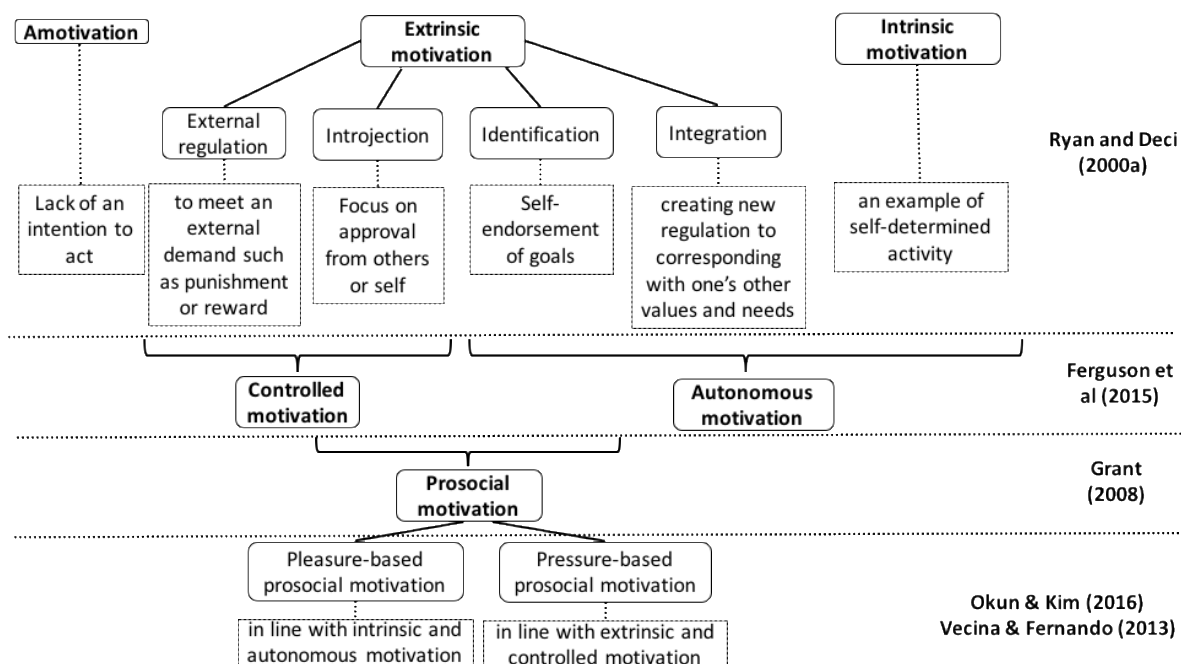
motivation: egoism, altruism, collectivism, and principalism. When prosocial motivation is egoistic, the ultimate goal is self-benefit. When prosocial motivation is altruistic, the ultimate goal is benefiting others. Prosocial motivation serves collectivistic goals when it protects or supports one's bond with a group. When prosocial motivation is principalistic, it enhances a moral value or ethical cause.

Gebauer et al. (2008) proposed two motives that lead to prosocial behaviour: pleasure- and pressure-based prosocial motivations. The former refers to the anticipation of experiencing pleasure by helping people while the latter refers to the motivation to accomplish a duty or conform to a social norm. Pleasure-based prosocial motivation is in line with intrinsic and autonomous motivation while pressure-based prosocial motivation is in line with extrinsic and controlled motivation (Okun & Kim, 2016; Vecina & Fernando, 2013). Gebauer et al. (2008) reviewed the differences between pleasure- and pressure-based prosocial motivation. Firstly, pleasure-based prosocial motivation is conceptualised as an intrinsically driven motivation while pressure-based prosocial motivation is conceptualised as extrinsically driven. Secondly, pleasure-based prosocial motivation is theorised as involving ideal representations linked by a focus on promotion, whereas pressure-based prosocial motivation is theorised as involving ought representations linked by a focus on prevention. Finally, pleasure-based prosocial motivation is related to the search for pleasure while pressure-based prosocial motivation is related to avoiding guilt as a result of not fulfilling one's perceived duties. Figure 2.1 describes the relationship between the different types of motivation. According to Ryan and Deci (2000a), there are three types of motivation: amotivation, extrinsic motivation (i.e. external regulation, introjection, identification, and integration), and intrinsic motivation. Ferguson, Gutberg, Schattke, Paulin and Jost (2015) asserted that controlled motivation includes external and introjected motivation while autonomous motivation includes identified regulation, integrated regulation and intrinsic regulation. Prosocial motivation is characterised as a state of introjected or identified regulation (Grant, 2008).

Few research studies focus on the prosocial motivations of leaders; and most of these pay attention to the prosocial motivations of both managers and subordinates. For example, Grant and Sumanth (2009) tested the moderating role of manager trustworthiness and perceived task significance on the relationship between employees' prosocial motivations and performance. Grant (2012) found that subordinates' perceptions of prosocial effect mediate the positive

association between transformational leadership and supervisor ratings of subordinates' performance which is stronger under beneficiary contact. The effect of leaders' prosocial motivations on the motivation, attitudes, and behaviour of subordinates has been investigated in numerous studies. For instance, Frazier and Tupper (2016) investigated the process by which a supervisor's prosocial motivation impacts employees' behaviour and performance in the workplace. Shao et al. (2017) suggested that supervisors' prosocial motivations combined with those of subordinates improves organisational commitment among employees. Although these studies have focused on the interaction between the prosocial motivations of managers and that of subordinates, the prosocial motivations of top management have been ignored.

Ewest (2018) contends that while prosocial behaviours have become a component of multiple leadership theories, the motivations, development, and identification of prosocial leaders has largely remained unexplored. In addition, there are no studies exploring the prosocial motivation of marketing leaders, especially among top management. Therefore, research on leaders' prosocial motivations may bring both theoretical and practical contributions. Given the important role of prosocial leadership and the different types of prosocial motivation, this study focuses on the pleasure- and pressure-based prosocial motivation of marketing leaders in organisations.



**Figure 2-1. Summary of types of motivation**



Studies focusing on the antecedents and outcomes of prosocial motivation from 2000 to the present day are summarised in Appendix B. The review of literature indicates that few antecedents have been found to have a significant effect on prosocial motivation. Among those that have been identified, cultural values such as collectivistic norms play an important role in both Western and Asian countries. The important role of managerial competence for ethical leadership in Confucian Asian cultures offers potential future research (Resick et al., 2011). To the best of the author's knowledge, no research has been conducted on the association between Confucian values and prosocial motivation. Several outcomes of prosocial motivation have been investigated in previous studies. Most of these focus on the individual level such as employees, students, or managers. These studies have examined how an individual's prosocial motivation interacts with individual outcomes (i.e. persistence, performance, and productivity (Grant, 2008); subjective well-being, self-actualisation, self-esteem, positive and negative affect, prosocial personality, life satisfaction, interdependent self-construal (Gebauer et al., 2008); affiliative citizenship behaviour (Grant & Mayer, 2009), subjective well-being, psychological well-being, volunteer engagement, satisfaction, study enjoyment (Vecina & Fernando, 2013), planned helping and spontaneous helping (Aydinli, Bender, Chasiotis, Cemalcilar & Van de Vijver, 2014), and supervisor psychological safety and employee psychological safety (Frazier & Tupper, 2016). Frazier and Tupper (2016) investigated the interaction between supervisor prosocial motivation, supervisor psychological safety, and employee psychological safety. Shao et al. (2017) examined the effect of perceived congruence of employee's prosocial motivation and supervisor prosocial motivation on organisation commitment. Kibler, Wincent, Kautonen, Cacciotti and Obschonka (2019) identified the effect of prosocial motivation on life satisfaction via stress. Steijn and van der Voet (2019) examined the mediation effect of job contact and job impact on the relationship between prosocial motivation and job satisfaction. Overall, most research has paid attention to the motivation of individuals such as students or employees. Two papers by Frazier and Tupper (2016) and Hu, Zhang, Jiang and Chen (2019) focused on a multilevel setting that included employees and supervisors. Only Hu and Liden's (2015) study tested the role of prosocial motivation at the team level. There is a lack of research investigating the effect of prosocial motivation at the firm level and prosocial leadership in marketing. In addition, a research by Tsachouridi and Nikandrou (2019) examined the mediation effect of employee's prosocial motivation on the relationship between their perceptions of organisational

virtuousness and their willingness to support the organisation and work intensity. Therefore, this study focuses not only on leaders' pleasure- and pressure-based prosocial motivations but also their mediation effects.

The role of cultural values in management has been highlighted in previous studies (e.g., Gerhart, 2008; Kirkman, Lowe & Gibson, 2006). Confucian values are considered to have an effect on how businesses are led and managed (Atherton, 2020). However, as discussed previously, Confucian values and prosocial motivation have been largely ignored in prior studies. Furthermore, in Confucianism, people are taught to rid themselves of individualistic and selfish desires in order to be seen as a person of virtue and to care about family values, tradition, and societies, especially intellectuals and society leaders who are likely to do their best to satisfy others' needs. (Lee et al., 2009). Therefore, it can be expected that in a Confucian society, leaders, especially prosocial CMOs, are likely to be a key player in accomplishing sustainability marketing. The next section discusses the interaction between Confucian values and leadership in marketing.

### **2.2.3. Cultural values**

According to Williams (1970), cultural values are implicitly or explicitly shared abstract ideas regarding what is good, right, and desirable in a society. These explicit and implicit values emphasise that cultural characteristics are imparted to members of society through daily exposure to customs, laws, norms, scripts, and organisational practices that are formed by and express the prevailing cultural values (Markus & Kitayama, 1994). Schwartz (1999) discussed seven cultural values that are relevant to three issues confronting all societies. The first issue is defining the nature of the relationship between the individual and the group. This dimension includes the poles of conservatism and autonomy. Conservatism refers to a cultural emphasis on preserving the status quo, propriety, and control of actions or tendencies that disrupt group solidarity or a traditional social order, respect for tradition, family security, and wisdom. Autonomy is the polar opposite and refers to cultures in which a person is treated as an autonomous, bounded entity who finds meaning in his or her own uniqueness, strives to express his or her internal attributes, including preferences, traits, feelings, and motives, and is encouraged to do so. The two types of autonomy are intellectual and affective autonomy. Intellectual autonomy refers to a person's desire to independently follow his or her own ideas

and intellectual directions such as curiosity, broadmindedness, and creativity. Affective autonomy indicates a person's desire to independently seek affectively positive experiences such as pleasure, or an exciting and varied life. The second issue concerns how to guarantee responsible behaviour that will preserve the social composition. People must be encouraged to consider the welfare of others, cooperate with them, and thereby manage unavoidable social interdependencies. This issue includes two types of value: hierarchy and egalitarianism. Hierarchy refers to the legitimacy of an unequal distribution of power, roles, and resources such as social power, authority, humility, and wealth. Egalitarianism emphasises overcoming selfish interests to voluntarily support the welfare of others by striving for equality, social justice, freedom, responsibility, and honesty. The final issue concerns the relationship between humankind and the natural and social world. This issue includes the values of mastery and harmony. Mastery emphasises getting ahead through active self-assertion using attributes such as ambition, success, daring and competence, whereas harmony refers to fitting harmoniously into the environment, unity with nature, and protecting the environment and the world of beauty.

Hofstede (1980) found that culture affects organisations in several different ways. Firstly, it impacts organisations through its effect on the distribution of power. Social systems, including organisations, generally exist because human behaviour is predictable. An unequal distribution of power leads to the control of human behaviour that is necessary for organisations. Every organisation has its dominant coalitions and other members. The relative size of the dominant coalitions, the stability of their composition, and the distribution of power between these and other members can differ broadly under the effect of culture. Secondly, culture impacts organisations for various reasons and in differing ways through its effect on the values of the dominant coalitions. Thirdly, the values of non-elites, which form the majority of an organisation, have an indirect but profound influence on the functioning of an organisation. Finally, culture impacts organisations through the values of non-members such as competing organisations, interacting organisations, governments, and representatives of the press and the public at large. Based on IBM studies and the Chinese Value Survey, Hofstede and Bond (1988) identified power distance, individualism/collectivism, and masculinity/femininity as the three cultural dimensions common in both Western and Eastern societies. Power distance is the extent to which the less powerful members of an organisation or a family accept that power is distributed unequally. Individualism/collectivism indicates the degree to which a person is

integrated into a group. Masculinity/femininity denotes the contribution of roles between the sexes. Along with these three dimensions, Hofstede and Bond (1988) identified one unique Western dimension: uncertainty avoidance; and one unique Eastern dimension: Confucian dynamism. Uncertainty avoidance refers to the degree to which a culture programmes its members to feel comfortable or uncomfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, or unusual situations. Confucian dynamism indicates a choice between two different pools of Confucian ideas. The positive pole indicates a dynamic, future-oriented mentality, while the negative pole reflects a more static, traditional-oriented mentality. As mentioned previously, Resick et al. (2011) suggested that the important role of managerial competence for ethical leadership in Confucian Asian cultures is a potential avenue for future research. Therefore, the next section discusses Confucianism and Confucian values.

#### **2.2.3.1. Confucianism.**

Originating from China, Confucianism is one of the popular philosophies present in Asia and plays an important role in the development of culture. It also plays a critical role in the development of a strong cultural perception of Chinese social, cultural, economic, and business management perspectives. Confucian principles are built on five cardinal virtues that have formed guidelines for family and business life in China for more than 2,500 years (Zhao & Roper, 2011). The fundamental virtue is *ren*, which is the nature of loving others and it is relevant to reciprocity (Chuang, 2005). It is known as benevolence (Ip, 2009). *Ren* is based on the spontaneous feelings that arise when people receive an education (Warner & Zhu, 2002). The basis of benevolence is ‘loving others’ or ‘treating others in the same way as loving oneself’ and is correlated with the concept of Communal Sharing (Chuang, 2005). The second virtue is *li*, which denotes the protocols, norms, and etiquettes in both individual and institutional lives (Ip, 2009). The principle guiding the adoption of *li* is *yi*, which is righteousness. Warner and Zhu (2002 p.25) defined *yi* as “the habitual practice of one’s cultivated feeling at the right time in the right place”. *Yi* inspires honesty and righteousness, including loyalty, reciprocity, altruism, and consideration for others (Zhao & Roper, 2011). *Ren*, *yi* and *li* provide the philosophical foundations of Confucianism (Liu & Stening, 2016). These virtues were treated as the core Confucian moral values in Ip’s (2009) study. Another virtue is *zhi*, which refers to the wisdom to identify right and wrong, the knowledge to determine what is good or evil, and the ability to understand one’s self and others (Zhao & Roper, 2011). The last virtue is *xin* which translates

into faithfulness or sincerity. According to Zhao and Roper (2011, p. 743), *xin* indicates “a deep sense of moral truth that entails moral consistency, coherence and completeness”. Confucianism contributes strongly to the development of well-being and social capital. The central tenet of Confucianism is humanism which is the guideline for developing the stronger perspective in the cultural context of the country (Lin & Huang, 2014). Humanism argues that a person can learn to enhance their activities with better perfections and that people can make these enhancements themselves or through personal and communal efforts (Ip, 2009).

There are four key principles that underpin Confucian teaching (Hofstede & Bond, 1988). The first is *wu lun* - the five relationships that are the foundations of the stability of society. These are ruler/subject, father/son, husband/wife, older brother/younger brother, and older friend/younger friend. The junior partner has to respect and obey the senior while the senior owes the junior protection and consideration. The second principle is that the family is the crucial element of social organisation. A person is not only a family member but also a member of society. Children should learn to restrain themselves in order to preserve the harmony in their family, but their thoughts remain free. An individual achieves harmony by maintaining their “face” – their dignity, self-respect, and prestige. The third principle is benevolence. The meaning of virtuous behaviours toward others is treating others as one would treat oneself. The final principle is virtue regarding one's tasks in life, which includes attaining skills and education, being diligent, not spending more than necessary, being patient, and persevering.

#### **2.2.3.2. Confucian values.**

Monkhouse, Barnes and Pham (2013) identified five Confucian values that can impact East Asian consumers: face saving, humility, group orientation, social hierarchy, and reciprocity. Face saving means protecting one's public dignity and avoiding threats to public image (Merkin, 2006). The second, humility, is important in Confucian societies and involves expressing wealth and knowledge in order to hinder any negativity resulting from others' jealousy (Isherwood & Douglas, 1979). Group orientation is related to the community, solidarity, and harmony of society (Monkhouse et al., 2013). In a society, an individual exists together with others. Respect hierarchy is relevant to the Confucian notion of *lun* (Keller & Kronstedt, 2005). Confucius emphasised that everyone has a position in society and their behaviour towards others is based on their rank in that society (Monkhouse et al., 2013). The final value is reciprocity, which is

treated as a golden rule that controls all kinds of interpersonal relationships (Tu, 1998). The rules of reciprocity indicate that if someone does someone else a favour, they can expect to receive a greater return in the future.

Hyun (2001) reviewed Confucian values among Korean people in South Korea and the U.S. According to Confucian thought, society is hierarchical and reliant on the structure between superiors and subordinates. The family is treated as the prototype social organisation and the principles of family living are applied in wider society. To maintain harmony and order in the family and society, people must follow the crucial value of filial piety. Confucius's thoughts emphasised that virtue, endurance, interdependence, and economic comfort at a very modest level are advantageous for creating stable farming communities. These principles guide interpersonal relations, including ruler and minister, parent and child, older and younger brothers, and husband and wife. Wisdom, responsibility, and benevolence are expected from the superior while obedience, loyalty, and respect are demanded from the subordinate. Trust and sincerity are important among friends. Reciprocity based on good will and compassion is the main guiding principle of these relations (Hyun, 2001). Another Confucian value among Korean people is the differing status between males and females. Specifically, the guiding principle of gender relations upholds the notion that men should be respected while women should be lower-ranked. For this reason, Confucianism has been criticised for its female discrimination in both historical and contemporary Korean society (Hyun, 2001).

El-Kahal (2001) reviewed the important virtues of Confucianism including loyalty to the state or emperor, respect for elders, filial piety, faith in friendship, reciprocity in human relations, and education and cultivation. These virtues are reflected in five relationships (1) ruler to people, (2) husband and wife, (3) parent to child, (4) older to younger, and (5) friend to friend.

The concepts of face and morality in Confucian society were discussed in Hwang and Han's (2010) study. In Confucian society, protective face along with acquisitive face creates crucial personality orientations. In addition, the two concepts *zuo mianzi* (making face) and *zheng mianzi* (keeping up face) also have important implications. Hwang and Han also discussed the concept of *mianzi*, which is a kind of highly valued social reputation in Chinese, and *lian*, which represents public trust in an individual's morality. It is believed that everyone has one *lian* but

could have various *mian* in different situations. Confucianism states that the relationship between *lian* and *mian* mirrors the difference between personality and title (Hwang & Han, 2010).

The Confucian ethical system of *ren* (benevolence), *yi* (righteousness), and *li* (property) emphasises two fundamental principles of social interaction, the principle of respecting seniors and the principle of favouring the intimate (Hwang & Han, 2010). *Ren* is a capacity of benevolence, *yi* is a sense of moral rightness, and *li* refers to etiquette, norms, and protocols in both personal and organisational lives (Ip, 2009). Ip also discussed *zhong shu*, which refers to one's actions and attitudes in dealing with others and is treated as the Confucian formulation of the Golden Rule. *Zhong shu* has two senses. The weak sense suggests that people should not do to others what they do not want others to do to them. The strong sense is defined by other varieties of the Golden Rule in other cultures. According to Ip, to practice *zhong shu* in the strong sense, people are asked to help others in order to develop their moral self. Therefore, *zhong shu* requires people to cooperate with others to develop their moral self and to morally co-flourish.

Harmony is treated as a fundamental virtue in Confucianism and is seen as the main goal of personal and social life (Ip, 2009). It is the basic and overlapping goal in both family and organisational life (Ip, 2009; Yan & Sorenson, 2006). Social harmony is achieved through *wu lun*- the five relationships in Confucianism (de Bettingies & Tan, 2007). Harmony is found in the maintenance of an individual's "face", or dignity, self-respect, and prestige (Hofstede & Bond, 1988).

Filial piety (*xiao*) is one of the essential core principles of Confucian ethics for ordinary people (Hwang & Han, 2010). A person must follow filial piety as the cardinal value for ensuring harmony and order in the family and in society (Hyun, 2001). Children are taught to exhibit filial piety towards their parents even if they become economically independent and have their own families. Filial piety is thus a way to help prevent and resolve conflicts between parents and children (Yan & Sorenson, 2006).

Connection (*guanxi*) is important in Confucian societies. Guanxi is a concept of drawing on a system of connections in personal and business relations (Park & Luo, 2001). Luo (2007) reviewed the principles that explain *guanxi*'s power, cultivation, utilisation, and maintenance.

- *Guanxi* is transferable. For example, if one person has *guanxi* with a person, he or she can introduce his or her friend to that person, or vice versa.
- *Guanxi* is reciprocity. If a person refuses to follow the reciprocity rule, *i.e.*, he or she does not return a favour, he or she will lose face (*mianzi*) and can be seen as untrustworthy.
- *Guanxi* is intangible. *Guanxi* is sustained over time without a written promise.
- *Guanxi* is utilitarian rather than emotional. *Guanxi* connects two persons through the exchange of favours rather than through sentiment.
- *Guanxi* is contextual. In some situations, favours are the right things to do (e.g., gift giving on birthdays). However, in other cases, a favour can be seen as a bribe (e.g., gift giving when you are up for a job promotion)
- *Guanxi* is long-term. It is treated as a long-term investment.
- *Guanxi* is a personal rather than a group connection.

Confucian values have been confirmed to have positive effects on societies. For instance, *guanxi* is more important than product, price or place in Confucian societies (Keller & Kronstedt, 2005), filial piety is the way to prevent and resolve conflicts in family (*i.e.*, parents and children) (Yan & Sorenson, 2006) or harmony is found to maintain a person's face, dignity, self-respect and prestige (Hofstede & Bond, 1988). However, there are some concerns related to the role of Confucian values. For example, in education, harmony can discourage critical thinking as critical thinking could challenge the validity of the agreed agenda and is the cause of the proposed course of action being indefinitely postponed (Feng & Newton, 2012). Confucian Asian students were found to have a strong drive towards achievement and have less forgiveness towards underachievement and misbehaviours but they experience high anxiety and self-doubt (Stankov, 2010). In organisation, Mak, Cheung, Mak and Leung (2014) found that employees not only acknowledged the important role of *guanxi* in creating a harmonious workplace but also concerned about the possible negative impacts of overemphasising *guanxi*. In the cooperation of the developmental state with capitalism, a *guanxi* culture encouraged corruption in business-government realms (Yang, 2002). Luo (2008) argued that *guanxi* is a major facilitator of corruption in a demoralised society in which the general principle of *guanxi* is shifted from favour exchange to power exchange and gain sharing without obligating formal laws and



informal relational norms. Harmony is treated as a crucial goal for organisation but if there is no safeguard of equality of persons, employee's interests and rights can easily be repressed or sacrificed in the name of the organisation's harmony (Ip, 2009).

In Asian culture, Confucian values have been taught and developed for centuries and are therefore widely applied not only in daily life but also in business management. The next section discusses the relationship between Confucian values and leadership.

### **2.2.3.3. The relationship between Confucian values and leadership.**

Confucianism is known as one of the most influential systems of thought not only in China but also in other Asian countries such as Singapore, Japan, Taiwan, South Korea, and Vietnam. The aim of the core virtues of Confucianism is to create an ideal society through ethical behaviour in either business or personal life, ensure a harmonious collective social order, and foster moral concern for and development of both self and others (Hunsaker, 2016; Ip, 2009; Woods & Lamond, 2011). The relationship between Confucian values and leadership has been investigated in several studies. Some of the key works are highlighted below.

Ralston, Egri, Stewart, Terpstra and Kaicheng (1999) aimed to identify the new generation of Chinese managers by focusing on the individualism, collectivism, and Confucian aspects of Chinese values. The result indicated that young managers demonstrate a greater sense of individualism. In comparison with Western managers, young Chinese managers maintain a higher level of Confucian values and collectivistic tendencies. Compared with previous generations, young managers tend to have a lower commitment to Confucian values.

Wah (2010) reviewed five dimensions that link Confucian teachings with leadership styles and practices. The first dimension is *moral character*. Confucius believed that a true leader should have the highest moral sense. Thus, an organisation will not have the confidence and trust of its people or its business counterparts if its leader does not act morally. A Confucian leader has to be trustworthy in order to gain trust from others. The leader must also have strong confidence in the moral righteousness of his or her beliefs. A leader in an organisation is a role model who is important in shaping and affecting the behaviour of subordinates. This means that a leader is a living example in an organisation. The second dimension is *human-heartedness*. Confucius emphasised *ren* in the conduct of a man. *Ren* includes humanism and benevolence, love and affection, and kindness and compassion. Confucius taught that Confucian leaders do not

take advantage of weak or less intelligent people. They are always humanistic in the way they treat people and receive high devotion from their followers. Mencius admitted that Confucian leaders emphasise righteousness and benevolence rather than profit. The next dimension is *human relationships*. In Confucius' teaching, a person needs to follow the five fundamental relationships (*wu-lun*). He emphasised *ren quing* (which refers to human feelings or human sensibilities) to make the connection between people appropriate and reliable. Confucian leaders apply *ren-quiring* to strengthen decisions related to human interactions and business dealings. This means that a leader in a Chinese company does not punish his employees. Instead, they give employees a chance to amend their mistakes before making any harsh decisions such as dismissal. In business communications, *qing* is also employed to extend the business network and earn confidence and support from customers and suppliers. In recent contexts, it has come to be known as *guanxi*. Interpersonal skills are vital in selecting an effective leader. A person with strong interpersonal skills will have greater chances of being selected or promoted. The fourth dimension is *lifelong learning*. A Confucian leader always considers themselves to be a lifelong learner. They not only learn from others but are also willing to share knowledge and experience with their employees. Their attitude towards learning is to listen and observe first and then ask questions when one cannot understand. Making mistakes is part of the learning process. The last dimension is *moderation*. Confucius teaches the principle of *zhong yong* (the Doctrine of Mean) which focuses on the middle way of human thought and action. Confucian leaders learn to balance the good and the bad rather than ending the bad and improving the good.

As mentioned previously, *ren* is defined as a capacity for benevolence, *yi* refers to a sense of moral rightness, and *li* refers to etiquette, norms, and protocols in both personal and organisational lives (Ip, 2009). Ip discussed the concept of *junzi* which refers to a superior moral person who is consciously aware of rightness and is motivated to choose this to guide their behaviour. He also suggests that leaders in a Confucian company should continue to focus on moral self-improvement and strengthening, and practise *junzi*-defining virtues including *ren*, *yi*, *li*, wisdom, courage, and so on. Ip also reviewed the core principles of the Confucian firm. Firstly, the goals, strategies, and practices of the company should be based on the principle of *ren-yi-li*. Secondly, the company's structure, processes, and procedures should conform to *ren-yi-li*. Thirdly, major stakeholders should be treated according to *ren-yi-li*. Fourthly, leaders

should follow the thoughts and deeds of *junzi*. Finally, the company's members are obligated to be virtuous and act in accordance with *ren-yi-li*.

Yang and Su (2013) reviewed the trend on the role of *guanxi* (social networks) in Asian companies. For example, Wang and Chung (2013) revealed the importance of the moderating role of managerial ties and innovation linkage in Asian cultures where *guanxi* plays a key role in business. *Guanxi* was also found to have a critical role in building and maintaining strong channel connections in China where there are strong collectivist cultures, high levels of governmental intervention, and under-developed legal framework (Jia & Wang, 2013).

Truong et al. (2017) highlighted the significant impact of the Confucian values of power distance (hierarchical relations) and collectivism on decision-making among Vietnamese school principals. Power distance is defined as the extent of differences in status and power in a society that is natural and legitimate (Hofstede, 1991). While in American society, laws and social norms aim to reduce status differences in terms of age, rank, gender, and social class, in Confucian cultures, power distance is protected and supported by laws, cultural norms, and social structures (Hofstede, 1991). In collectivist cultures, personal identity is based on group-based values and managers skew their focus towards collective goals and interests and discourage conflicting viewpoints that threaten team harmony or lead to a loss of face in the team (Truong et al., 2017). Truong et al. also discussed the term "face". Specifically, "losing face" reveals the importance of Vietnam's collectivist culture. People tend to adjust their behaviours and attitudes in order to fit with the perceptions of their primary group associations. When a person achieves success or fame, it may bring honour and pride to their family and communal associations.

As the preceding discussion demonstrates, the role of Confucian values in leadership has been widely investigated. However, there is lack of research on the role played by Confucian values in leadership in marketing. Therefore, this issue is discussed in more detail in the next section.

#### **2.2.3.4. The relationship between Confucian values and leadership in marketing.**

Values refer to what is good and worthy (Williams, 1970) which characterizes at both levels: individuals and social collectives such as nations, business organisations, and religious groups (Sagiv, Roccas, Cieciuch & Schwartz, 2017). Values at social collective level, which are often termed cultural values, represent the goals that members of the society are encouraged to achieve

and they are used to justify actions taken by the members and leaders in achieving these goals (Schwartz, 1999). Values of individuals, which are often termed personal values, are broad desirable goals that guide the ways people take action, evaluate people and events and explain their actions and evaluation (Kluckhohn, 1951; Rohan, 2000; Rokeach, 1973; Schwartz, 1992). Personal values are affected by cultural values and can be also a product of genetic heritage and unique personal experience (Schermer, Feather, Zhu & Martin, 2008).

Cultural values have also been investigated in many fields (i.e., education, management, and leadership) at two levels: national and individual. While national culture has been useful for study of nations and societies, individual cultural values are more important and relevant in managerial situations (Yoo, Donthu & Lenartowicz, 2011). Accordingly, Yoo et al. (2011) raised a need to measure culture at individual levels. Besides, business efforts are likely to be more efficient when cultural values are developed and applied at individual levels (Farley & Lehman, 1994). Therefore, individual cultural values should be taken into account in business situations.

The role of Confucian values has been examined in leadership in marketing at both national and individual levels. Regarding national cultural values, Davies, Leung, Luk and Wong (1995) found that in China's collectivistic culture, the real decision maker is the whole network, not some mysterious and unseen individual. According to Chiou and Chang (2009), in a high individualism society, the management's goal-oriented leadership style is effective in motivating employees to accomplish the expected goal but not necessarily in encouraging collaboration within the organisation. Meanwhile, related to individual cultural values, Chan, Ng and Casimir (2011) found that Confucian dynamism may help the development of relationships with colleagues and seniors, thus improving the likelihood of an emotional attachment to the organisation. Note that cultural values and personal values are related but they are distinct. Cultural values reflect the goals that members in social collectives are encouraged to achieve and these values serve to justify actions taken by members and leaders in pursuit of these goals (Schwartz, 1999) while personal values are desirable goals that motivate individuals' behaviours and serve as guiding principles in their lives (Schwartz, 1992; Schwartz, 1999). Personal values are likely to be affected by culture values emphasized by individuals within the society (Sagiv & Schwartz, 2007; Schwartz, 1994).

A number of studies have focused on the effect of Confucian values in leadership in marketing. These are summarised in Appendix C. Davies et al. (1995) investigated Hong Kong Chinese executives' perceptions of the nature of the benefits arising from *guanxi*. Their significant finding is that in China's collectivistic culture, the real decision maker is the entire network, which is an important source of information for market trends and business opportunities. Zhu (2009) focused on managers' views of the role of Confucian ethics, including *guanxi*, *renqing* (humanised feelings), interdependence, reciprocity, harmony, and *mianzi* (face), in advertising. Chiou and Chang (2009) investigated the effect of cultural factors including vertical individualism, vertical collectivism, and horizontal individualism on the relationships between leadership style, market orientation, and collaboration between management and subordinates, while Zheng, Wang and Li (2011) examined the influence of ethical leadership regarding Confucianism and social capital on customer relationships. Chan et al. (2011) examined the role of Confucian dynamism, affective commitment to the organisation, and the need for improvements in service quality. They argued that Confucian dynamism may help to develop relationships with colleagues and seniors, thus improving the likelihood of emotional attachment to the organisation. As emotional attachment to the organisation increases, property managers tend to be willing to perform their responsibilities and do more than what is formally required to provide a better service to clients.

*Confucian dynamism.* Confucian dynamism is a unique dimension of Asian culture (Hofstede & Bond, 1988). It was originally discovered by the Chinese Culture Connection (1987) and has been used to illustrate the adoption of Confucianism by business management in Asia (Tan & Khoo, 2002). Confucian dynamism refers to a work ethic that values thrift, persistence, and ordering relationships, together with a sense of shame (Lu et al., 1999). People in high Confucian dynamism cultures tend to exhibit greater persistence, respect for status, thrift, and a sense of shame, while people from low Confucian dynamism cultures tend to value the relative importance of personal steadiness and stability, saving face, respect for tradition, and the reciprocation of greetings, favours, and gifts (Hofstede & Bond, 1988). Lu et al. (1999) also found that a person who follows Confucian teachings tends to restrain him or herself according to social norms and avoid feelings of guilt created by nonconformity to local teachings, customs, and traditions. However, Shafer, Fukukawa and Lee (2007) found that the other aspect of

Confucian dynamism, including protecting face and reciprocation, has a negative effect on ethical decision making in the business context.

Confucian dynamism has been found to have an impact on individual factors such as cognition, affect and behaviour. For example, Lu et al. (1999) argued that high levels of Confucian dynamism will make individuals acutely aware of what constitutes improper behaviour and how to avoid such behaviour. These individuals tend to obey rules that satisfy societal expectations and place the interests of others before themselves. Chan et al. (2011) found that affective commitment among property managers partially mediates the effect of Confucian dynamism on service quality. However, the role of Confucian dynamism in leadership, especially among marketing leaders, has received little attention from researchers. For example, Singhapakdi, Karande, Rao and Vitell (2001) identified the role of cultural differences (i.e., power distance, individualism, masculinity, uncertainty avoidance, and Confucian dynamism) in the effect of marketing managers' perceived importance of ethics and social responsibility on organisational effectiveness. To the best of the author's knowledge, the role of Confucian dynamism in leaders' prosocial motivations, especially in marketing, has been largely ignored. In addition, Yoo and Donthu (2002) suggested that cultural values need to be measured and operationalized at the individual level, otherwise nation-level culture may lead to false stereotyping. As this study focused on the role of leadership in marketing, the individual cultural value is taken into account. Specifically, this study investigates the relationship between Confucian dynamism and the prosocial motivations of marketing leaders.

As discussed in section 2.2.2.2., individual variables and characteristics that inspire leaders to follow sustainability has been largely overlooked in previous research (Aragón-Correa et al., 2004; Rivera-Camino, 2012). Consequently, this study discusses the role of a proactive personality among leaders in achieving sustainability marketing.

#### **2.2.4. Proactive personality**

Proactive personality is defined as “the relatively stable tendency to effect environmental change” (Bateman & Crant, 1993, p. 103). It refers to the dispositional tendency to engage in proactive behaviour in different situations (Bakker, Tims & Derks, 2012). Proactive individuals identify opportunities and act on them, show initiative, take action, and persevere until they bring about meaningful change (Crant, 1995). They are pathfinders and are believed to transform their

organisation's mission or find and solve problems (Bateman & Crant, 1993). The concept "proactive" has different meanings that are represented by two different aspects of literature (Tornau & Frese, 2013). Proactivity can thus be treated as a personality trait (e.g., Bakker et al., 2012; Dikkers, Jansen, de Lange, Vinkenbunrg & Kooij, 2010) or a behavioural attribute (Salanova & Schaufeli, 2008).

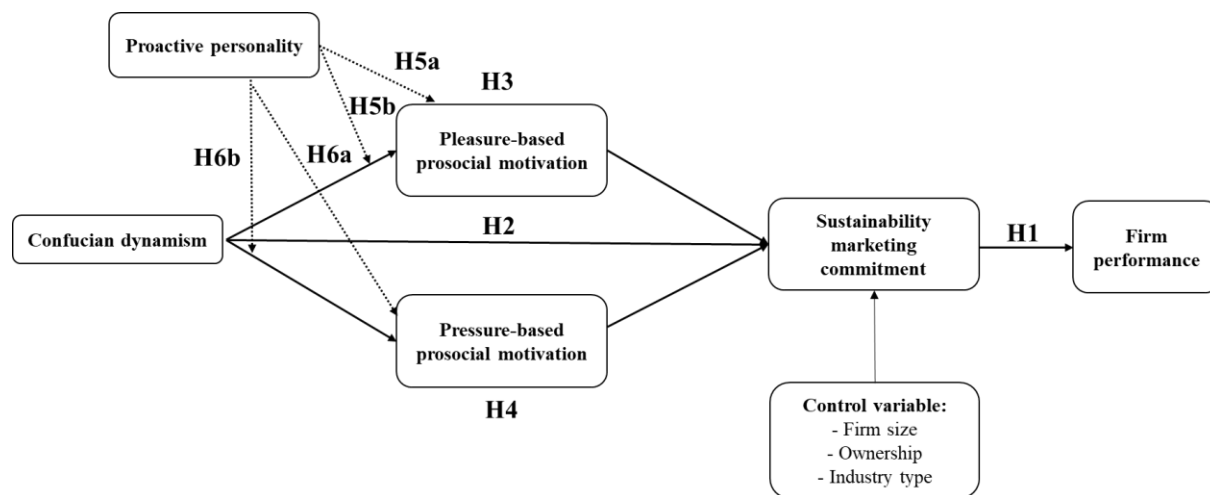
Most proactive personality scholars have focused on the relationship between proactive employees or team and their leaders. For instance, Zhang, Wang and Shi (2012) revealed a beneficial effect of leader-follower congruence in a proactive personality on leader-member exchange and employees' work outcomes. They also found that this congruence is related to higher quality leader-member exchange, which in turn is associated with higher levels of job satisfaction, affective commitment, and performance. Chiu et al. (2016) examined the moderation effect of team proactive personality on the effect of leader humility on share leadership. Team proactive personality was found to moderate the path from servant leadership to leader-member exchange and psychological empowerment (Newman et al., 2017). Lam et al. (2018) tested the congruence of proactive personalities among new leaders and their teams that fosters their identification of new leaders. The results indicated that this congruence and the contrast between the former and new leaders' proactive personalities interact to predict the identification of new leaders. The role of a leader's proactive personality has, however, received minimal attention. For instance, the only notable study is that by Crant and Bateman (2000) who examined the relationship between a manager's proactive personality and charismatic leadership. They found that managers who score high on the proactive personality scale are rated highly by their supervisors in terms of charismatic leadership. Proactive personality is believed to interact with other personal variables such as values, gender, and perception to produce different outcomes. Future research should therefore investigate the boundary conditions in which proactive individuals exhibit greater performance (Crant et al., 2016). Furthermore, the role of proactive personality in enabling prosocial leadership in marketing sustainability remains an open question. For this reason, proactive personality is included in this study for further investigation.

Based on the literature review, there are several research gaps that need to be addressed. Firstly, the motivation of prosocial leaders has received little attention in previous studies (Ewest, 2018). In addition, the effect of prosocial motivation at firm level and prosocial

leadership in sustainability marketing has been largely ignored. Secondly, the important role of managerial competence for ethical leadership in Confucian Asian cultures requires further exploration (Resick et al., 2011). Research on the individual characteristics of particular managers has also been posited as a worthwhile research focus Rivera-Camino (2012). The literature review also emphasises that the role of Confucian dynamism in the prosocial motivation of marketing leaders, the mediation effect of prosocial motivation, and the role of cultural values in sustainability have received little attention. Therefore, to address these gaps, the next section discusses the proposed conceptual model along with the development of hypotheses.

### 2.3. CONCEPTUAL MODEL AND HYPOTHESIS DEVELOPMENT

Having reviewed the literature, a conceptual model was proposed, as depicted in Figure 2.2. In this model, sustainability marketing commitment has a positive effect on firm performance. Confucian dynamism is hypothesised to have a positive and direct effect on sustainability marketing commitment. Pleasure- and pressure-based prosocial motivations are expected to mediate the relationship between Confucian dynamism and sustainability marketing commitment. Finally, proactive personality is hypothesised to moderate the effects of Confucian dynamism on both pleasure- and pressure-based prosocial motivations.



**Figure 2-2. Conceptual Model**



### **2.3.1. The effect of sustainability marketing commitment on objective firm performance**

Firm performance includes financial and non-financial measures (Fowowe, 2017). Accordingly, financial measures are objective and consist of profit, revenue, returns of investment, returns on equity, and earnings per share. Non-financial measures are subjective and include the number of employees, revenue growth, revenue per employee, market share, customers' satisfaction, customers' referral rates, employee satisfaction, social and environmental performance. Prior research has shown that marketing sustainability underlies firm performance (Leonidou et al., 2013). Green marketing programmes may increase sales volumes as they allow firms to enter new market segments in which customers have a higher concern for the environment (Banerjee et al., 2003), which may lead to an increase in market share (Baker & Sinkula, 2005). The literature also confirmed that marketing sustainability has a positive impact on ROA.

Environmental marketing programmes may reduce expenses by limiting material waste and the use of inefficient technologies (Miles & Covin, 2000). Leonidou et al. (2013) found that firms with green marketing campaigns enjoy enriched relationships with government and regulators and that this may reduce the costs of complying with environmental regulations. This leads to a reduction in the risk of environmental liabilities, a decrease in associated insurance and legal costs, and a decline in the cost of capital. Moreover, Leonidou et al. (2013) argued that green marketing campaigns may enhance product-market performance, which improves unit sales, and firms with green marketing campaigns can charge higher prices to customers without reducing demand. Therefore, a commitment to marketing sustainability can be hypothesised to have a positive impact on objective firm performance such as sales volume, sales growth, market share, and ROA. Hypothesis 1 is therefore formulated as follows:

**H1:** Marketing sustainability commitment has a positive effect on firm performance.

### **2.3.2. The effect of Confucian dynamism on sustainability marketing commitment**

According to Lu et al. (1999), Confucian dynamism refers to a work ethic that values thrift, persistence, and ordering relationships, along with a sense of shame. Lu et al. (1999) asserted that a person with a high level of Confucian dynamism tends to obey rules, fulfil societal expectations, and prioritise others' interests above their own. Individuals with a high level of Confucian dynamism are also future oriented (Chan et al., 2011). The purposes of sustainability marketing are to satisfy consumers' wants and needs, consider social and environmental criteria,

and meet organisational objectives (Belz & Peattie, 2012). Sustainability marketing creates social and environmental value in order to deliver and increase customer value (Belz & Schmidt-Riediger, 2010). Confucianism views nature, human beings and the cycles of nature as a holistic system in which people must not only be in harmony with others but also with nature (Moller, 2011). As people in Confucian culture are part of ecological and social relationships undergoing constant change, they should not use ecology according to their own interest (Guo, Krempf & Marinova, 2017). Furthermore, Confucian dynamism is treated as a cultural convention representing a shared belief and value system that affects cognitions and guides behaviours (Hofstede & Bond, 1988; Li & Kashyap, 2019). It can be argued that a leader with high level of Confucian dynamism tends to focus more on sustainability. Because the CEO is a key member of an organisation's management team who has the power and ability to make decisions, they can influence organisational outcomes (Hambrick & Fukutomi, 1991; Hambrick & Mason, 1984). This is similar to the CMO, who is the final decision maker in an organisation's marketing activities. According to Hambrick and Fukutomi (1991), if the situation a strategic decision maker faces is complicated and contains more phenomena than they can possibly understand, they will tend to bring a cognitive base and values to a decision. This creates a screen between the situation and their ultimate perception of this. This process can be explained by a sequential view. Firstly, strategic decision-makers are unable to see all aspects of the organisation and its environment. Their field of vision regarding the areas to which attention is directed is therefore limited causing ultimate perceptions. Secondly, decision makers' perceptions are limited as they selectively perceive only some of the happenings in their field of vision. Lastly, the information selected for processing is interpreted based on one's cognitive base and values (Hambrick & Snow, 1977). Therefore, it is reasonable to propose that firms with a leader possessing a higher level of Confucian dynamism will achieve a higher level of sustainability marketing commitment. Hypothesis 2 is therefore formulated as follows:

**H2:** Confucian dynamism has a positive effect on firms' sustainability marketing commitment.

### **2.3.3. The mediating effect of prosocial motivation on the relationship between Confucian dynamism and sustainability marketing commitment**

The model maintains that Confucian dynamism has a positive association with sustainability marketing commitment. However, the inner mechanism of this effect needs to be explained as

well. Here, it is argued that prosocial motivation (pleasure-based and pressure-based) mediates the relationship between Confucian dynamism and sustainability marketing commitment. This is because motivation drives human behaviour and is affected by value (Schwartz, 1999). CMOs with a greater level of Confucian dynamism are likely to develop a greater level of pro-social motivation which in turn might drive their sustainability actions.

The mediating mechanism can be explained by cognitive evaluation theory and organismic integration theory, the two sub-theories of self-determination theory. Self-determination theory is an approach to human motivation and personality that utilises traditional empirical methods while employing an organismic metatheory that emphasises the important role of humans' evolved inner resources for personality development and behavioural self-regulation (Ryan, Kuhl & Deci, 1997). The theory states that people must continually satisfy their psychological need for competence, autonomy, and relatedness. Competence requires success in optimally challenging tasks and the achievement of desired outcomes (Skinner, 1995; White, 1959). Autonomy requires the experience of choice and the feeling of being the initiator of one's own actions (deCharms, 1968; Deci, 1975). Relatedness requires a sense of mutual respect, caring, and reliance on others (Baumeister & Leary, 1995; Harlow, 1958). Cognitive evaluation theory, which was developed by Deci and Ryan (1985) specifies factors that explain variability in intrinsic motivation. Cognitive evaluation theory focuses on the fundamental need for competence and autonomy. The theory reveals that social-contextual events such as feedback, communications, and rewards, which lead to the feeling of competence during an action, can improve intrinsic motivation for that action. According to Ryan and Deci (2000b), this feeling of competence will not enhance intrinsic motivation unless combined with a sense of autonomy. Cognitive evaluation theory therefore suggests that for intrinsic motivation to be proven, people must experience not only competence or efficacy but also their behaviour as self-determined (Ryan & Deci, 2000b). Relatedness, the third factor, also produces variability in intrinsic motivation. Self-determination theory hypothesises that intrinsic motivation tends to flourish in contexts characterised by a sense of security and relatedness. In summary, Ryan and Deci (2000b, p. 71) stated that "people will be intrinsically motivated only for activities that hold intrinsic interest for them, activities that have the appeal of novelty, challenge, or aesthetic value". The second sub-theory of self-determination theory, organismic integration theory, focuses on the different forms of extrinsic motivation and the contextual factors that promote or

hinder internalisation and integration of regulation of behaviours. According to Deci and Ryan (1985), internalisation is the process through which a person acquires an attitude, belief, or behavioural regulation and progressively transforms it into a personal value, goal, or organisation. Integration refers to the process by which people transform the regulation into their own (Ryan & Deci, 2000b).

Ryan and Deci (2000b) emphasised that individuals will be intrinsically motivated for activities that they find intrinsically interesting such as those that offer novelty, challenge, or aesthetic values. Pleasure-based prosocial motivation is an intrinsically driven motivation involving ideal representations and is related to the search for pleasure (Gebauer et al., 2008). Individuals with a high level of Confucian dynamism tend to obey rules, fulfil societal expectations, prioritise others' interests above their own (Lu et al., 1999). They develop their self-esteem, sacrifice today's pleasures for tomorrow's success, and avoid improper behaviours that can destroy their honour reputations (Yoo & Donthu, 2002). These tendencies are motivated by a need to avoid a sense of shame. Cognitive evaluation theory assumes that feelings of competence combined with a sense of autonomy will enhance intrinsic motivation. In addition, choice and acknowledgement of feelings together with opportunities for self-direction have been found to improve intrinsic motivation as they create a greater feeling of autonomy (Deci & Ryan, 1985). Thus, a leader with high Confucian dynamism tends to be highly self-determined which leads to a high level of pleasure-based prosocial motivation. According to Meyer, Gagné and Parfyonova (2010), integrated regulation/intrinsic motivation is linked to contingent engagement and full engagement. Behavioral outcomes which are found to be linked with autonomous regulation correspond with behavioural engagement (Meyer et al., 2010). Engagement shares much in common with commitment (Macey & Schneider, 2008; Richman, 2006). When a person is prosocially motivated, he or she is outcome focused which means they treat their work as a means to achieving the end goal of helping others (Grant, 2007). He or she is also future focused, which means that they tend to achieve a meaningful result upon completing the work (Batson et al., 2008; Grant & Berry, 2011). At the same time, the purpose of sustainability marketing is to satisfy consumers' wants and needs, consider social and environmental criteria, and meet organisational objectives (Belz & Peattie, 2012; Kemper & Ballantine, 2019). It can be argued that a leader with a high level of pleasure-based prosocial motivation is likely to focus more on sustainability. This motivation may come from satisfying their self-benefit (e.g., mood

enhancement, shame) or personal norms such as self-based expectations of behaviour. Like a CEO, a CMO is a key member of a firm's management team who has the power and ability to make decisions and influence organisational outcomes (Hambrick & Fukutomi, 1991; Kachouie, Mavondo & Sands, 2018). In sum, it can be argued CMOs with higher levels of Confucian dynamism will have higher levels of pleasure-based prosocial motivation that encourage them to manage their firms to achieve higher levels of sustainability marketing commitment. The following hypothesis is therefore proposed.

**H3:** Pleasure-based prosocial motivation mediates the impact of Confucian dynamism on firms' sustainability marketing commitment.

The mediating effect of pressure-based prosocial motivation on the relationship between Confucian dynamism and sustainability marketing commitment can be explained by organismic integration theory - the second sub-theory of self-determination theory. Organismic integration theory focuses on the different forms of extrinsic motivation and the contextual conditions that promote or hinder internalisation and integration of regulation of behaviours (Deci & Ryan, 1985). Internalisation refers to the process by which a person obtains an attitude, belief, or behavioural regulation and transforms it into a personal value, goal, or organisation while integration refers to the process through which a person transforms the regulation into their own (Ryan & Deci, 2000b). An increase in internalization (and the sense of personal commitment that comes with it) leads to greater persistence, more positive self-perceptions, and better quality of engagement (Ryan & Deci, 2000a). Lu et al. (1999) asserted that individuals with high levels of Confucian dynamism, which is associated with thrift, persistence, and a sense of shame, tend to obey rules, fulfil societal expectations, and prioritise others' interests rather than their own. Individuals with pressure-based prosocial motivation are willing to fulfil a duty or conform to a social norm (Gebauer et al., 2008). However, Ewest (2018) did not classify prosocial motivation into pleasure- and pressure-based, arguing instead that prosocial leaders tend to act to benefit their subordinates and those they are committed to serve (i.e., pressure-based prosocial motivation). Satisfying consumers' wants and needs, considering social and environmental criteria, and meeting organisational objectives are the purposes of sustainability marketing (Belz & Peattie, 2012) (Kemper & Ballantine, 2019). As discussed previously, CMOs are key members of firm management teams who have the power and ability to make decisions that influence firm outcomes (Hambrick & Fukutomi, 1991; Kachouie et al., 2018). Therefore, it can

be argued that CMOs with higher levels of Confucian dynamism will have higher levels of pressure-based prosocial motivation that help them manage their firms to achieve higher levels of sustainability marketing commitment. This is because when CMOs appreciate Confucian values (i.e., obey rules, fulfil societal expectations, and prioritise others' interests) and transform it into their own, they are willing to benefit their stakeholders, including the environment. The following hypothesis is therefore proposed.

**H4:** Pressure-based prosocial motivation mediates the impact of Confucian dynamism on firms' sustainability marketing commitment.

#### **2.3.4. The moderating effect of proactive personality on the relationship between Confucian dynamism and prosocial motivation**

Proactive individuals tend to internally change their circumstances including their physical environment (Buss, 1987). They identify opportunities, take action and persist until they create meaningful change (Crant, 1995). They take the personal initiative to influence the world around them while others react to, adapt to, and are shaped by their environments (Bakker et al., 2012). Conversely, individuals with pleasure-based prosocial motivation tend to gain pleasure from helping (Gebauer et al., 2008). It can be argued that proactive leaders are inclined to help others because they want to, which means the motivation is intrinsic. In other words, the more proactive the leaders are, the more pleasure-based prosocial motivation they have. The following hypothesis is therefore proposed.

**H5a:** Proactive personality has a positive effect on pleasure based prosocial motivation.

Proactive individuals tend to select and create work environments that match their vocational needs and values (Seibert, Crant & Kraimer, 1999). Previous studies have emphasized the importance of matching the individual to the work environment in producing vocational satisfaction (Seibert et al., 1999). Proactive individuals are more actively involved in the world around them, including professional activities that improve their interpersonal networks and potentially their careers (Bateman & Crant, 1993). Furthermore, they have the dispositional tendency to display proactive behaviour in a variety of situations (Bakker et al., 2012). Pressure-based prosocial motivation means the motivation to help others derives from fulfilling a duty or conforming to a social norm (Gebauer et al., 2008). Therefore, proactive leaders tend to exhibit pressure-based prosocial motivation to match their vocational needs and values with the existing

norms and improve their networks and careers. Accordingly, the following hypothesis is proposed.

**H6a:** Proactive personality has a positive effect on pressure based prosocial motivation.

The moderation effect of proactive personality on the relationship between Confucian dynamism and prosocial motivation can be explained by trait activation theory. Personality traits are “intraindividual consistencies and interindividual uniquenesses in propensities to behave in identifiable ways in light of situational demands” and the trait activation theory formalizes the relationship between trait and situation by holding that “the behavioural expression of a trait requires arousal of that trait by trait-relevant situational cues” (Tett & Guterman, 2000, p. 398). McCrae and Costa (1999) discussed the three core components of a person that are basic tendencies, characteristics adaptations and self-concept (a subcomponent of characteristic adaptations). In the framework that includes the composite of biological bases, external influences and objective biography interact with personality, personal values are prototypical “characteristic adaptations”, acquired skills, habits, attitudes and relationships that result from the interaction of individual and environment. Therefore, proactive personality (i.e., personal trait) interacts with Confucian dynamism (i.e., learned adaptation strongly affected by Confucian culture) to influence prosocial motivation.

Bateman and Crant (1993) claimed that proactive individuals are masters of their destiny. They tend to take personal initiative to have an impact on the world around them (Bakker et al., 2012). According to Seibert et al. (1999), a proactive personality is linked to the following practices: showing initiative, persevering for meaningful change, finding opportunities and acting upon them. Bell and Staw (1989) applied the theory of personal control to individuals’ proactive regulation of their work lives. Specifically, personal control is described as “an individual’s beliefs, at a given point in time, in his or her ability to affect change, in a desired direction” (Greenberger & Strasser, 1986). Consistent with the theory of personal control, Seibert et al. (1999) argued that proactive individuals have a greater sense of self-determination, while they select and create work environments that match their professional needs and values. If leaders are highly proactive, it is more likely that their Confucian dynamism values will be activated in the form of pleasure-based prosocial motivation. In a turbulent environment, proactivity will determine how Confucian values are activated and how they become a means for helping others and attaining pleasure while pursuing a common good. When high Confucian

dynamism combines with high proactivity, marketing leaders will be likely to scan for opportunities, show initiative, take action, and persevere until they reach closure regarding their internal purpose of helping. Tett and Guterman (2000, p. 398) state that “the principle of trait activation formalizes the trait–situation relationship by holding that the behavioural expression of a trait requires arousal of that trait by trait-relevant situational cues”. Accordingly, Confucian dynamism can be treated as a situation that can interact with a proactive personality, which is a trait affecting pleasure-based prosocial motivation. In other words, a person in Confucian society who becomes more proactive will develop stronger pleasure-based prosocial motivation. Confucian dynamism when combined with a proactive personality is likely to lead to stronger pleasure-based prosocial motivation. Hence, the following hypothesis is therefore proposed.

**H5b:** Proactive personality moderates the effect of Confucian dynamism on pleasure-based prosocial motivation.

According to trait activation theory, the relationship between proactive personality and individual outcomes depends on the context as proactive behaviour is exposed only under certain cues (Li, Liang & Crant, 2010). As mentioned previously, “the principle of trait activation formalizes the trait–situation relationship by holding that the behavioural expression of a trait requires arousal of that trait by trait-relevant situational cues” (Tett & Guterman, 2000, p. 398). Confucian dynamism is a dimension of Asian cultures that can be treated as a situation. Based on the trait activation theory, proactive individuals in Confucian dynamism cultures become more proactive which leads to stronger pressure-based prosocial motivation. In addition, Bateman and Crant (1993) demonstrated that a proactive person tends to get more involved in the world around them and in professional activities that enhance their social network and careers. In a business environment, where high Confucian dynamism combines with high proactivity, leaders are inclined to fulfil others’ expectations (i.e., employees or superiors) in order to improve their networks by supporting or helping them. In such circumstances, this is more likely to lead to stronger pressure-based prosocial motivation. Therefore, the following hypothesis is proposed.

**H6b:** Proactive personality moderates the effect of Confucian dynamism on pressure-based prosocial motivation.



## **2.4. CONTROL VARIABLES**

Firm size, industry type, and the nature of the corporation (e.g., local firms, international firms, government firms, etc) have been investigated as control variables in sustainability management. For instance, Tollin and Christensen (2019) found that firm size has a significant effect on sustainability marketing commitment that is moderated by innovativeness. Leonidou, Fotiadis, Christodoulides, Spyropoulou and Katsikeas (2015) asserted that large firms tend to have a stronger environmentally friendly export business strategy than smaller firms. Industry type has a significant effect on environmental performance (Wijethilake, 2017). When facing more pressure from stakeholders, firms will have greater incentives to perform well environmentally and economically to convince these stakeholders that their investments and the firm's operations are not facing an important risk (Al-Tuwaijri, Christensen & Hughes Ii, 2004; Henri & Journeault, 2010). Therefore, this study assesses the role of firm size, industry type, and the ownership of the corporation in sustainability marketing commitment.

## **2.5. SUMMARY**

This chapter presented a review of literature on prosocial leadership in marketing and the proposed conceptual framework. The hypotheses relate to the effect of sustainability marketing commitment on firm performance, the effect of Confucian dynamism on sustainability marketing commitment, the mediating effect of prosocial motivation on the relationship between Confucian dynamism and firms' sustainability marketing commitment, the moderating effect of proactive personality on the relationship between Confucian dynamism and prosocial motivation, and the role of control variables. The next chapter will present and describe the research methodology and methods employed in this study.

## **CHAPTER 3 -RESEARCH METHODS, CONSTRUCT OPERATIONALISATION AND VALIDATION**

### **3.1. INTRODUCTION**

Chapter 2 discussed the theoretical framework and hypotheses for this study. According to Hunt (2002, p. 211), theories are required “to be empirically testable in order that they be (a) intersubjectively certifiable, (b) capable of explaining and predicting phenomena, and (c) differentiated from purely analytical schemata”. In addition, Hunt (2002) raised two questions (1) “To what extent is the theory isomorphic with reality?” and (2) “To what extent has the theory been empirically confirmed?”.

Taking the aforementioned questions into account, an empirical study was undertaken that employed a quantitative approach. This chapter discusses the research methodology and methods employed to validate the constructs and test the model with its constitutive hypotheses. The current chapter first discusses the philosophical worldview that underscores this research design. It then describes the operationalisation of the theoretical concepts. This is followed by a discussion of the testing procedures employed based on the covariance-based SEM (CB-SEM). Finally, the chapter presents the validation of the constructs performed using confirmatory factor analysis (CFA).

### **3.2. PHILOSOPHICAL WORLDVIEW**

A worldview refers to a basic set of beliefs that guide action (Guba, 1990). Creswell (2014) asserts that it is a general philosophical orientation to the world and nature of research that researchers apply to study focal phenomena and summarises four schools of thoughts regarding knowledge: postpositivism, constructivism, advocacy participatory, and pragmatism. Creswell states that the postpositivist worldview has both a reductionist and deterministic philosophy. A deterministic philosophy highlights the “cause” which determines effects or outcomes, while the reductionistic lens involves the reduction of ideas to small testable sets of variables which constitute the hypotheses and research questions. In line with this approach, this study focused on testing hypotheses that explain the relationships between leaders’ prosocial motivation, Confucian dynamism, sustainability marketing commitment, proactive personality, and firm performance. As such, this study was grounded in a post-positivist theoretical perspective.

### **3.3. RESEARCH DESIGN**

#### **3.3.1. Research context**

The Vietnamese market was chosen to test the model as it is not only an emerging economy but also a transitional market. A transitional economy experiences unprecedented changes in social, legal, and economic institutions that cause serious strategic problems for firms (Zhou, Gao, Yang & Zhou, 2005). In addition, firms in a transitional economy have to deal with increased uncertainty due to institutional and market imperfection during the process of economic and enterprise reforms (Wei & Lau, 2005). These changes are likely to create opportunities along with pressures for top managers in terms of ascertaining their strategic orientation.

Since 2007, Vietnam has been a full member of the World Trade Organisation (WTO). Joining the WTO led to both opportunities and challenges for Vietnamese firms and their managers as they now had to compete against multinational corporations in the local market (Tho, 2018). Furthermore, Vietnam is known as a transitional market moving from central planning to a form of market socialism (Farley, Hoenig, Lehmann & Nguyen, 2008). Under the centrally planned economic system, the domestic and international business activities of Vietnamese firms focused mainly on production and they lacked knowledge of market economics, management, and marketing (Nguyen, Barrett & Fletcher, 2006). This transition has produced positive results as tens of millions of Vietnamese have been lifted from poverty, the country joined the WTO, and effective marketing systems emerged while consumer society gained momentum (Tho, Trang & Shultz, 2018). Transitional economies faced unprecedented changes in terms of social, legal, and economic institutions that led to serious strategic problems for firms (Zhou et al., 2005). Shultz (2012) emphasised that Vietnam's citizens and leaders tend to consider matters of sustainability. In recent years, Vietnam has achieved favourable sustainability ratings regarding water resources, healthy living, energy use, greenhouse gases, genuine savings, and employment but the worst scores for energy savings (Shultz & Peterson, 2019). However, Vietnam is continuing to pursue her economic growth in the future which means more energy will be used (Shultz & Peterson, 2019). Therefore, Vietnam is an appropriate economy for the study of sustainability focused marketing.

### **3.3.2. Research procedure**

The current study comprised two stages: (1) the qualitative pilot study and (2) the main survey. The qualitative pilot study included an experience survey and was conducted in Ho Chi Minh City. This pilot study was undertaken with a) MBA students who were also marketing managers in their companies; and b) academics in the University of Economics, Ho Chi Minh City. The purpose of this pilot study was to confirm the content of the proposed measures. Although the items constituting the constructs were mainly developed in advanced economies and have been widely used in previous research, this step is important due to the differences in research settings, i.e., in the context of firms in a transitioning and Confucian culture market. The author anticipated that differences in culture and the level of economic development would render some items irrelevant or inappropriate.

The main survey was conducted in Ho Chi Minh City and Hanoi - the two biggest cities in Vietnam. The purpose of the main survey was to collect data to validate the constructs and test the hypotheses. The respondents comprised chief marketing officers (CMOs) and chief executive officers (CEOs) of their respective firms. CMOs answered questions concerning Confucian dynamism, pleasure-based prosocial motivation, pressure-based prosocial motivation, proactive personality, and sustainability marketing commitment. CEOs answered questions on firm performance (sale volume, growth rate, share growth rate, and ROA) because they knew more about this than CMOs. In terms of the sample size required, Hair, Black, Babin, Anderson and Tatham (2005) and Hoelter (1983) stated that a sample size of at least 200 is required for SEM. Bollen (1989) suggested an empirical ratio of at least five observations per free parameter should be estimated when using maximum likelihood estimation. The main study had 64 free parameters to be estimated, requiring a sample size of 320 firms ( $64 \times 5$ ). Based on these suggestions, a sample size of 200 to 320 firms was deemed appropriate for this study. Accordingly, a target sample size of 320 firms was set.

A group of interviewers from a research agency in Ho Chi Minh City, which has a representative office in Hanoi, were recruited to conduct the interview under the instruction and supervision of the researcher. The survey was conducted in the two biggest cities in Vietnam - Ho Chi Minh City and Hanoi. Based on the list of firms provided by the research agency, which came from the Statistical Office Vietnam, interviewers contacted CMOs and CEOs to invite

them to participate in the survey. According to the list, there were 205,440 firms in Ho Chi Minh City and 128,807 firms in Hanoi. Systematic sampling <sup>1</sup> was used with a sampling interval in Ho Chi Minh city of 205 and in Hanoi of 805. Interviewers then distributed questionnaires to the CMOs and CEOs who agreed to participate in the study and made an appointment for collection once the questionnaire was completed. If the questionnaire contained missing values, interviewers invited the respondents to complete these.

### 3.4. MEASUREMENT OF CONSTRUCTS

Six constructs were included in this study: (1) firm performance, (2) Confucian dynamism, (3) pleasure-based prosocial motivation, (4) pressure-based prosocial motivation, (5) sustainability marketing commitment, and (6) proactive personality. This section discusses the operationalisation of these constructs.

#### 3.4.1. Confucian dynamism

As discussed in Chapter 2, Confucian dynamism, denoted by CONF, refers to a work ethic that values thrift, persistence, and ordering relationships, together with a sense of shame (Lu et al., 1999). According to Hofstede and Bond (1988), people in a high Confucian dynamism culture exhibit persistence, respect for status, thrift, and have a sense of shame while others from a Confucian dynamism culture tend to value the relative importance of personal steadiness and stability, saving face, respect for tradition, and reciprocation of greetings, favours, and gifts. Chan et al. (2011) argued that a person with high level of Confucian dynamism is future oriented. Individuals who exhibit high Confucian dynamism tend to develop their self-esteem and sacrifice today's pleasure for tomorrow's success (Yoo & Donthu, 2002). In this study, Confucian dynamism was measured using a 6-item scale adopted from Yoo and Donthu (2002), the Cronbach's alpha coefficient of which was 0.82. These items, covering the above aspects of Confucian dynamism, are presented in Table 3.1.

**Table 3-1. Indicators of the Confucian dynamism scale**

Construct	Item code	Item wording
Confucian dynamism (CONF)	Conf1	Careful management of money (thrift)
	Conf2	Going on resolutely in spite of opposition (persistence)
	Conf3	Personal steadiness and stability

<sup>1</sup> Note that because several firms refused to participate in the survey, interviewers selected other firms on the list as alternatives. Accordingly, the sampling technique was not strictly systematic sampling.

	Conf4	Long-term planning
	Conf5	Giving up today's fun for success in the future
	Conf6	Working hard for success in the future

### 3.4.2. Pleasure-based and pressure-based prosocial motivations

Grant and Sumanth (2009) defined prosocial motivation as “the desire to expend effort in order to benefit other people”. Prosocial motivation has been classified into two types: pleasure-based and pressure-based. Pleasure-based prosocial motivation, denoted by PLEA, refers to the expectation of receiving pleasure by helping people while pressure-based prosocial motivation, denoted by PRESS, refers to the motivation to achieve a duty or conform to a social norm (Gebauer et al., 2008). There are three differences between pleasure-based and pressure-based prosocial motivation (Gebauer et al., 2008). Firstly, pleasure-based prosocial motivation is theorised as intrinsically driven motivation whereas pressure-based prosocial motivation is theorised as extrinsic motivation. Secondly, pleasure-based prosocial motivation is conceptualised as involving ideal representations connected by a focus on promotion while pressure-based prosocial motivation is conceptualised as involving ought representations connected by a focus on prevention. Thirdly, pleasure-based prosocial motivation is linked to the search for pleasure while pressure-based prosocial motivation is linked to avoiding guilt as a result of not satisfying one's perceived duties.

Pleasure-based and pressure-based prosocial motivations were measured using the scale developed by Gebauer et al. (2008). The original scales include reversed items, which control for response biases such as acquiescence or agreement tendency (Nunnally & Bernstein, 1994). This is based on the following assumptions (Schriesheim & Eisenbach, 1995, p. 1177):

- (1) such response biases are serious threats to instrument validity
- (2) reversed items can be used without serious negative consequences (i.e., such items have no major adverse side-effects on the psychometric properties of an instrument)
- (3) no major differences exist in psychometric quality between the two types of positively-scored items (regular and negated polar opposite; e.g., ‘I am happy’ and ‘I am not sad’, respectively) or between the two types of negatively-scored items (polar opposite and negated regular; e.g., ‘I am sad’ and ‘I am not happy’, respectively).

However, a number of researchers have challenged the validity of these three assumptions. Nunnally and Bernstein (1994), who advocate the use of reversed items, concluded that “the overwhelming weight of evidence now points to the fact that the agreement tendency is of very little importance”. Schriesheim and Eisenbach (1995) argue that using reversed items is undesirable or a “conservative practice” and is only applicable if there is no serious negative effect (i.e., the second assumption). Some research has identified serious disadvantages of using reversed items such as the existence of artificial factors in factor analysis which stems from careless respondents (e.g., Schmidt & Schultz, 1985; Schriesheim, Eisenbach & Hill, 1991). Therefore, this study used only standard items for each scale. In Gebauer et al.’s (2008) studies, the Cronbach’s alpha coefficients for pleasure-based prosocial motivation were 0.80, 0.76, and 0.86 and the Cronbach’s alpha coefficients for pressure-based prosocial motivation were 0.70, 0.57, and 0.77. The scales measuring pleasure-based and pressure-based prosocial motivations are presented in Table 3.2.

**Table 3-2. Indicators of the pleasure-based and pressure-based prosocial motivation scale**

<b>Construct</b>	<b>Item code</b>	<b>Item wording</b>
Pleasure-based prosocial motivation (PLEA)	Plea1	Supporting other people makes me very happy
	Plea2	I have a great feeling of happiness when I have acted unselfishly
	Plea3	When I was able to help other people, I always felt good afterwards
	Plea4	Helping people who are not doing well raise my own mood
Pressure-based prosocial motivation (PRESS)	Press1	I feel obligated to perform selfless acts towards others
	Press2	I feel indebted to stand up for other people
	Press3	I regard it as my duty to act selflessly
	Press4	I feel a strong duty to help other people in every situation where it is possible for me

### **3.4.3. Proactive personality**

As discussed in Chapter 2, proactive personality refers to “the relatively stable tendency to effect environment change” (Bateman & Crant, 1993, p. 103). According to Bakker et al. (2012), proactive personality denotes the dispositional tendency to exhibit proactive behaviour in diverse situations. Crant (1995) states that a proactive person defines opportunities and acts on them, shows initiative, takes action, and persists until they bring about meaningful change. Proactive individuals identify new ideas for enhancing work processes, update their skills, and seek to understand company politics (Seibert, Kraimer & Crant, 2001). Proactive personality was measured using a 6-item scale adopted from the scale originally developed by Bateman and Crant (1993). This scale has been shown to have strong internal consistency with Cronbach’s

alpha coefficients of 0.79 in Belgium, 0.78 in Finland, and 0.86 in Spain (Claes, Beheydt & Lemmens, 2005). The 6-item scale is presented in Table 3.3.

**Table 3-3. Indicators of the proactive personality scale adopted from Claes et al. (2005)**

Construct	Item wording
Proactive personality (PROACT)	<p>If I see something I don't like, I fix it</p> <p>No matter what the odds, if I believe in something I will make it happen</p> <p>I love being a champion for my ideas, even against others' opposition</p> <p>I am always looking for better ways to do things</p> <p>If I believe in an idea, no obstacle will prevent me from making it happen</p> <p>I excel at identifying opportunities</p>

### 3.4.4. Sustainability marketing commitment

Sustainability commitment is defined as the extent to which an organisation engages with environmental or social initiatives to reduce negative effects (Luzzini et al., 2015). Tollin and Christensen (2019) developed a new concept, “sustainability marketing commitment”, based on the criteria of strong commitment which aligns with the concept of organisational commitment (Basu & Palazzo, 2008) and sustainability (Baumgartner, 2014). The composite reliability of sustainability marketing commitment in Tollin and Christensen’s (2019) study was 0.89. The scale measuring sustainability marketing commitment, adopted from Tollin and Christensen (2019), is presented in Table 3.4.

**Table 3-4. Indicators of the sustainability marketing commitment scale**

Construct	Item code	Item wording
Sustainability marketing commitment (SUSCOM)	Suscom1	One of the marketing’s most important tasks is to disseminate information about customers’ attitudes towards sustainability to other parts of the company (R&D, top management, value chain, etc.)
	Suscom2	The marketing function is very focused on promoting sustainability within the company
	Suscom3	Marketing is very focused on educating our customers (and their customers) about sustainability and sustainable solutions
	Suscom4	A central task for marketing is to initiate and manage the development of new products and services with a sustainability focus
	Suscom5	Sustainability is an important aspect when we plan and implement advertising campaigns (e.g. using electronic rather than print channels)
	Suscom6	We allocate significant resources to the process of finding possible sustainable brand line extensions
	Suscom7	It is our responsibility to create and maintain relations with public and private organizations and networks with focus on sustainability



### 3.4.5. Firm performance

Objective firm performance includes volume sale growth, share growth, and return on assets (ROA) (Di Milia & Birdi, 2010; Haslam, Ryan, Kulich, Trojanowski & Atkins, 2010). This study therefore employed these three criteria to measure firm performance. Specifically, firm performance was measured by average volume sale growth, average share growth and average ROA in the last two years. Table 3.5 summarises the scale measuring firm performance.

**Table 3-5. Indicators of the firm performance scale**

Construct	Item code	Item wording
Firm performance (PERF)	Perf1	Volume sale growth
	Perf2	Share growth
	Perf3	ROA

### 3.4.6. Control variables

Firm size, industry type, and firm ownership (e.g., local firms and international firms) were the control variables for sustainability marketing commitment. This is because prior research has found that these variables have effects on sustainability marketing commitment. For instance, Tollin and Christensen (2019) found that firm size has a significant effect on sustainability marketing commitment while Leonidou et al. (2015) found that large firms tend to have a stronger environmentally friendly export business strategy than smaller firms. Industry type also has a significant effect on environmental performance (Wijethilake, 2017). Finally, firm ownership has been found to have an effect on whether firms enact support behaviours toward sustainability (Gallo & Christensen, 2011).

### 3.4.7. Marker variables

Common method variance (CMV) is “the variance that is attributable to the measurement method rather than to the constructs the measures represent” (Podsakoff, MacKenzie, Lee & Podsakoff, 2003, p. 879). It creates a false internal consistency in the form of an apparent correlation among variables generated by their common source.

Podsakoff et al. (2003) reviewed four common sources of CMV. Firstly, CMV occurs when retrieving data from one respondent for both predictor and criterion variables. The second source is item characteristic effects. This refers to any artefactual covariance caused by the effect or interpretation a respondent might assign to an item due to specific characteristics of that item. The third source is item context effects which refers to any influence or interpretation a

respondent assigns to an item due to its relationship with other items comprising an instrument. The final source is the impacts of the measurement context, which refers to any artefactual covariation arising from the context in which the measures are obtained, such as media, time, or location. There are several procedures that can be undertaken, in the design as well as in the analysis stage, to remedy CMV.

Thus, in the design phase, this study attempted to control CMV by taking the following steps (Chang, Witteloostuijn & Eden, 2010; Reio Jr, 2010):

- conducting a pilot study together with back translation to ensure that all items are precisely and clearly worded
- providing clear instructions for completing the questionnaire and informing respondents that honest answers are required and there are no preferred or corrected answer,
- notifying respondents of the anonymity and confidentiality of the study

In addition, a marker variable was used to detect CMV issues, as suggested by Lindell and Whitney (2001). The marker variable employed in this study was “*My company has a plan to restructure in the next few years*” as it was unrelated to any of the variables in the model (Lindell & Whitney, 2001). A Likert scale was employed for this variable, ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

### **3.5. ASSESSMENT OF MEASUREMENT SCALES USING EFA AND CFA**

Although the measurement scales employed in this study have been widely tested in previous studies, it is necessary to evaluate their unidimensionality, reliability, and validity to ensure that they are suitable for the context of this study. According to Hurley et al. (1997), to achieve this, two common procedures, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA), are proposed in the literature. EFA determines the smallest number of interpretable factors that are required to explain the correlations, but no priori underlying theory is required (Thompson, 2004). CFA is the measurement part of structural equation modeling (SEM) that deals with the measurement model which includes the relationships between observed measures (i.e., indicators) and latent variables (i.e., factors; Brown, 2015). EFA is used in the earlier stage of the process of scale development and construct validation while CFA is used in the later stage after underlying structure has been established on EFA and theoretical grounds (Brown, 2015).

Accordingly, this study used EFA to preliminarily assess the measures and then employed CFA to confirm their reliability and validity.

### **3.5.1. Assessment of measurement scales using EFA**

The measures of the constructs in the model were first assessed by using EFA. The Kaiser-Meyer-Olkin (KMO) analysis was used to determine whether the data are suitable for factor analysis (Brown & Greene, 2006). The Bartlett test of sphericity, which is a test for the presence of correlations among the variables, was also used to determine the appropriateness of the data (Hair, Black, Babin & Anderson, 2014). It is suggested to assess variables' communalities to identify the common variance that a variable shares with other variables (Hair et al., 2014). An item has a communality of less than 0.40 can be concluded that it is not related to other items (Costello & Osborne, 2005). Low values of communality indicate items to consider for removal after examining the factor structure.

Following the suggestion from Hair et al. (2014) regarding EFA, the number of factors to be extracted and the method of rotation are need to be chosen. This study has five latent variables including one independent variable, two mediation variables, one moderation variable and one dependent variable. Therefore, it is expected that the result of EFA will extracted five factors with eigenvalues greater than 1.00 (Hair et al., 2014). Maximum-Likelihood was chosen for the extraction method as the same with CFA at the later stage. Oblique rotation is suggested to use because it is more accurate and represents best practice in EFA (Costello & Osborne, 2005; Reio & Shuck, 2015). Therefore, the promax rotation method was used in this study.

The next step is assessing the validity and reliability. Convergent validity is defined as the degree of correlation of the variables within a single factor while discriminant validity reflects factors that are distinct from other constructs and uncorrelated (Hair et al., 2014). Regarding convergent validity, a factor loading which is above 0.50 indicates a solid factor (Costello & Osborne, 2005). Regarding discrimination validity, the correlations between factors should not above 0.70 and variables should load significantly only one factor (Hair et al., 2014). Cross-loading is determined when a variable is found to have more than one significant loading. The Cronbach's alpha is used to test the reliability of the factor extracted. The Cronbach's alpha threshold often applied is more than 0.70 (Hair et al., 2014).

**Table 3-6. Summary of the cut-off values of EFA**

	<b>Cut-off value</b>	<b>Source</b>
Adequacy	KMO measure of sampling adequacy	0.50 or higher (Hair et al., 2014).
	Bartlett test of sphericity	Significant level (sig.) <0.05 (Hair et al., 2014).
	Communalities	Communality value higher than 0.400 (Costello & Osborne, 2005)
Number of factors to extract	Eigenvalues	>1.00 (Hair et al., 2014).
	Percentage of total variance explained	>50% of total variance (Merenda, 1997)
Convergent validity	Factor loading	Strong factor loading is 0.50 or higher (Costello & Osborne, 2005) Minimum loading is 0.32 (Tabachnick & Fidell, 2013)
Discriminant validity	Factor Correlation	Lower than 0.70 (Hair et al., 2014)
	Cross-loading	Variables should load significantly only on one factor (Pallant, 2020)
Reliability	Cronbach's alpha	0.70 or higher (Hair et al., 2014)

### **3.5.2. Assessment of measurement scales using CFA**

In structural equation modelling (SEM), there are two types of measurement of latent variables (constructs) - reflective and formative. Measurement is reflective when indicators are modelled as effects of latent variables and formative when indicators are modelled as causes of latent variables (Hair et al., 2014; Kline, 2016). In this study, the measurement scales were all reflective measures. The steps employed to assess the measurement scales are described in Table 3.6 (Steenkamp & Van Trijp, 1991).

**Table 3-7. Assessment measurement scales using CFA**

Step	Factor analysis	Type of test
1	CFA for all scales together	Unidimensionality Reliability Validity
2	Compare the average variance extracted of two constructs with the correlation between these two constructs	Discriminant validity

### **3.5.2.1. Unidimensionality, reliability and validity.**

The dimensionality test determines whether the scale is unidimensional or multidimensional. A unidimensional scale means the items are strongly associated with each other and represent a single concept (Hair et al., 2014). Conversely, the scale is multidimensional if each dimension is reflected by a separate factor (Hair et al., 2014). Anderson and Gerbing (1988, p. 414) explained that “A necessary condition to assign meaning to estimated constructs is that the measures that are posited as alternate indicators of each construct must be acceptably unidimensional”.

Therefore, it is crucial to ensure that each set of scales measuring a single construct is unidimensional. To determine whether this is so, the model created by the latent construct and its measurement items must have an overall good fit (Garver & Mentzer, 1999; Steenkamp & Van Trijp, 1991).

The reliability of a scale is a measure of the degree to which a set of indicators for a latent construct are internally consistent. This is based on how strongly interrelated the indicators are (Hair et al., 2014). In CFA, reliability is assessed using composite reliability, a measure of internal consistency. According to Hair et al. (2014), to satisfy the requirement for construct reliability, composite reliability should be higher than 0.700. Composite reliability (CR) is calculated as follows (Fornell & Larcker, 1981).

$$CR = \frac{(\sum_{i=1}^p \lambda_i)^2}{(\sum_{i=1}^p \lambda_i)^2 + \sum_{i=1}^p (1 - \lambda_i^2)}$$

where  $\lambda$  is the standardised factor loading and  $p$  is the number of scale items

Validity means the scale correctly represents all the concepts in the study (Hair et al., 2014). There are three types of validity that need to be evaluated: convergent validity, discriminant validity, and nomological validity. Bagozzi (1993, p. 52) explained that “Convergent validity is the degree to which multiple attempts to measure the same concept are in agreement”. According to Hair et al. (2014, p. 124), discriminant validity is “the degree to which two conceptually similar concepts are distinct” while nomological validity refers to “the degree that the summated scale makes accurate predictions of other concepts in a theoretically based model”.

Convergent validity is present when the items of a specific construct converge or share a high ratio of variance in common (Hair et al., 2014). The multitrait-multimethod (MTMM) is a traditional method employed to assess this form of validity and requires the use of more than one method in a single study. However, convergent validity can also be assessed via CFA, which is known as within-method convergent validity (Steenkamp & Van Trijp, 1991). It is validated by high factor loadings ( $\lambda > 0.70$ ) and a variance extracted higher than 0.50 (Hair et al., 2014).

Discriminant validity is commonly tested in two ways. The first is to form a two-construct CFA model and fix the correlation between the two constructs so that it is equal to one. This procedure is the same as making up the items measuring two constructs to measure only one construct and form a one-construct model. A comparison of the model fit between these two models is then performed using a Chi-square difference test. If the two-construct model fits the data better than the one-construct model, the discriminant validity between the two constructs in the two-construct model achieves discriminant validity (Bagozzi & Phillips, 1982). However, this test does not provide strong evidence for discriminant validity as high correlations can still produce significant differences in fit between the two models (Hair et al., 2014). The second method employed to test discriminant validity is to compare the average variance extracted of two constructs with the correlation between these constructs. Discriminant validity is achieved if the average variance extracted (AVE) is higher than the squared correlation (Fornell & Larcker, 1981). The average variance extracted is calculated using the formula given by Fornell and Larcker (1981)

$$AVE = \frac{\sum_{i=1}^p \lambda_i^2}{\sum_{i=1}^p \lambda_i^2 + \sum_{i=1}^p (1 - \lambda_i^2)}$$

where  $\lambda$  is the standardised factor loading and  $p$  is the number of scale items.

Because nomological validity refers to the validity of a construct as a part of a larger theory, it can be tested along with the test of the structural model (Steenkamp & Van Trijp, 1991). This test is therefore presented in the next chapter.

Table 3.7 summarises the cut-off values of unidimensionality, reliability, convergent validity and discriminant validity employed in this study.

**Table 3-8. Summary of the cut-off values of unidimensionality, reliability and validity**

	<b>Cut-off value</b>	<b>Source</b>
Unidimensionality	Construct achieves good fit	Steenkamp and Van Trijp (1991)
Reliability	Composite reliability is greater than 0.70	Hair et al. (2014)
Convergent validity	Average variance extracted is greater than 0.50	Hair et al. (2014)
Discriminant validity	Average variance extracted is greater than the square correlation	Fornell and Larcker (1981)
Nomological validity	The structural model achieves good fit indices	Steenkamp and Van Trijp (1991)

### **3.5.2.2. Estimation methods and overall model fit measures.**

Maximum likelihood is one of the common estimation methods employed to estimate parameters in SEM and CFA. It describes “the principle that underlies the derivation of parameter estimates: The estimates are the ones that maximize the likelihood that the data (the observed covariance) were drawn from this population” (Kline, 2016, p. 235). It is popular because it is unbiased, efficient, consistent, and scale free (Bollen, 1989). Therefore, maximum likelihood estimation was utilised in this study.

According to Kline (2016), several fit indices are described in the SEM literature. However, MacCallum and Austin (2000, p. 219) stated that “there was little consistency in the choice of fit indexes or criteria for their evaluation”. Chi-square ( $\chi^2$ ) is the fundamental measure of overall fit among multiple fit indices (Hair et al., 2014). A low Chi-square indicates a small difference between the observed and estimated covariance matrices whereas a high Chi-square means that differences exist. Nevertheless, Hair and colleagues found that a Chi-square statistic has two problems. Firstly, if the sample size increases, it makes the value of Chi-square higher even though the differences between matrices are identical. Secondly, the Chi-square might increase when there are more observed variables. Therefore, other fit indices need to be considered.

The three criteria for ideal fit indices suggested by Garver and Mentzer (1999) are (1) relative independence of sample size, (2) accuracy and consistency when assessing different models and

(3) cases of interpretation aided by a well-defined continuum or pre-set range. Based on these criteria, the Tucker-Lewis Index (TLI), the Comparative Fit Index (CFI), and the Root Mean Square Error of Approximation (RMSEA) are recommended (Garver & Mentzer, 1999). Accordingly, the TLI “compares a proposed model’s fit to as nested baseline or null model” (Garver & Mentzer, 1999). If the  $TLI \geq 0.90$ , the model will achieve a good fit (Garver & Mentzer, 1999). The CFI is used to “compare the amount of departure from close fit for the researcher’s against that of the independence (null) model” (Kline, 2016). If the  $CFI \geq 0.90$ , the model fits well (Hair et al., 2014). The RMSEA “attempts to correct for the tendency of the Chi-square goodness-of-fit test statistic to reject models with a large sample or a large number of observed variables” (Hair et al., 2014, p. 579). Thus, the RMSEA indicates how well the model fits a population (Hair et al., 2014). A lower RMSEA value indicates a better fit while an RMSEA from 0.03 to 0.08 denotes an acceptable fit (Hair et al., 2014). Therefore, along with the Chi-square statistic, these three indices were applied in this study.

Table 3.8 indicates the cut-off value of the fit indices used in this study.

**Table 3-9. Summary of the cut-off value of fit indices**

	Cut-off value	Source
TLI	Equal or greater than 0.90	Garver and Mentzer (1999)
CFI	Equal or greater than 0.90	Hair et al. (2014)
RMSEA	From 0.03 to 0.08	Hair et al. (2014)

### **3.5.2.3. Common method variance.**

As discussed previously, this study made use of a cross-sectional data set collected from a single respondent (CMOs; except for firm performance which was collected from CEOs). Using such a data set may raise the problem of common method variance (CMV). A number of procedures were therefore employed to prevent this. In the design phase, as presented in Section 3.6, techniques were employed such as focusing on the wording of items, the random allocation of items in the questionnaire, the instructions for respondents, and so on. In the analysis phase, one of the widely used methods is Harman’s single-factor in CFA test which is a more sophisticated test of the hypothesis as a single factor can account for all of the variance in the data (Iverson & Maguire, 2000; Korsgaard & Roberson, 1995). In addition, a marker variable is treated as a technique to test CMV. Specifically, it is assumed that the common method factor represented by the marker variable “has exactly the same impact on all of the observed variables” (Lindell & Whitney, 2001, p. 116). This study therefore undertook two statistical tests: a CFA Harman’s



single factor model test (Podsakoff et al., 2003) and a marker variable test (Lindell & Whitney, 2001).

### **3.6. TESTING THE THEORETICAL MODEL USING SEM**

Structural Equation Modelling (SEM) was employed to test the theoretical model and hypotheses. SEM is a powerful technique that is commonly employed in multiple fields (Garver & Mentzer, 1999), and has become one of the most popular and well-known approaches in marketing research (Steenkamp & Baumgartner, 2000). Compared to other techniques (i.e., principal components analysis, factor analysis, discriminant analysis, and multiple regression), it provides greater flexibility with regard to the following (Chin, 1998, p. vii):

- Model relationships among multiple predictors and criterion variables;
- Construct unobservable latent variables;
- Model errors in measurements for observed variables; and
- Statistically test a priori substantive/-theoretical and measurement assumptions against empirical data.

There are two main approaches to the analysis of data using SEM. Researchers can run the measurement model and the structural model simultaneously (one-step modelling) or separately (two-step modelling). Most researchers recommend estimating these two types of models latter (Baumgartner & Homburg, 1996) because “in the presence of misspecification, the usual situation in practice, a one-step approach in which the measurement and structural submodels are estimated simultaneously will suffer interpretational confounding” (Anderson & Gerbing, 1988, p. 418). Consequently, this study employed the two-step approach. The assessment of the measurement model using CFA was discussed in Section 3.5. The literature on testing the theoretical model and hypotheses using the covariance-based SEM (CB-SEM) package AMOS 20 is discussed in the next section.

### **3.7. STATISTICAL TESTING PROCEDURES USING CB-SEM**

#### **3.7.1. Mediation effects**

Several approaches employed to test mediation effects have been identified in the literature. A review of tests of mediation effects indicate three general methods are employed: the causal-step, the difference in coefficients approach, and the product of coefficients approach (MacKinnon, Lockwood, Hoffman, West & Sheets, 2002; Wood, Goodman & Beckmann, 2008).

Baron and Kenny (1986) introduced the causal step approach which comprises three steps to test whether a mediation effect exists. The first step is the significant effect of the direct effect between the two main variables. The second test is the significant effect of the focal predictor on the mediator. The final step examines the effects of both the predictor and mediator on the dependent construct. The condition for a mediator effect is that there are significant effects in the previous two regressions. In addition, in the last step, the regression must also be significantly linked to the dependent variable. A mediation effect occurs if the relationship between the focal predictor and the dependent variable is not significant; while a partial mediation effect occurs if a significant connection is relatively reduced in this path. Baron and Kenny (1986) recommended using the Sobel (1982) test to determine the significance of the change in the coefficient due to the presence of the mediator. The adopted recommendation is the interpretation of a change in the significance of the regression coefficient (i.e., the sizes of the regression coefficients before the mediator occurs are significant, and the regression coefficient after the mediator is present is not significant) as grounds for concluding full mediation and a reduction (i.e., the regression coefficient after the mediator is included in the analysis is smaller than the regression coefficient before the mediator is included) as grounds for concluding partial mediation. However, this is problematic as inferences of a mediating effect are made without any test of the statistical significance of such an effect (MacKinnon et al., 2002). Furthermore, some researchers have argued that the first condition (i.e., the significant effect of the direct effect between the two main variables) is not necessary for establishing mediation (e.g., Hayes (2018), Zhao, Lynch Jr and Chen (2010)).

The second approach - the differences in coefficients - means examining the difference between a regression coefficient before and after adjustment for the mediator (Clogg, Petkova & Shihadeh, 1992; Freedman & Schatzkin, 1992; McGuigan & Langholtz, 1988; Olkin & Finn,

1995). The standard error of the difference is estimated and used to test the significance against the t-distribution (Freedman & Schatzkin, 1992). When the difference in coefficients significantly differs from zero, a mediation has occurred.

The third method, the products of coefficients approach, tests the significance of the product term of the two paths that link the dependent variable and the mediator, and the mediator and the independent variable (Zhao et al., 2010). The interaction term for these two paths is divided by its standard error and then compared to a t-distribution to determine its significance.

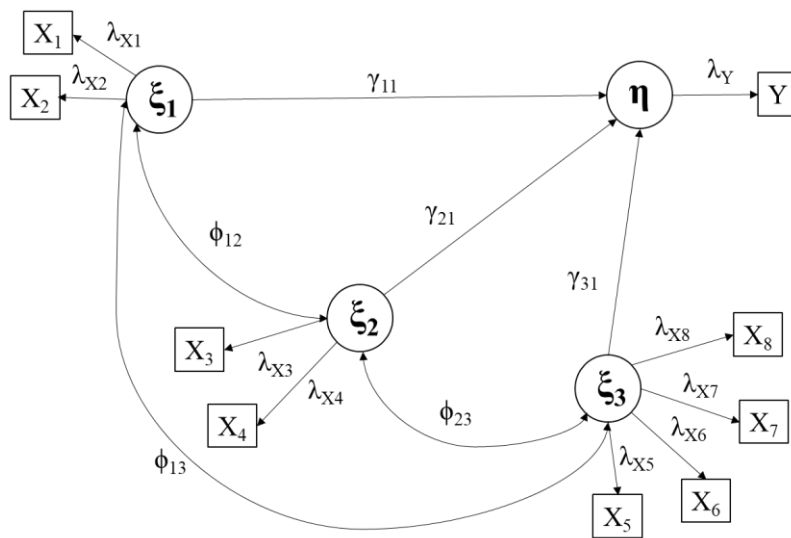
The second and third approach provide estimates of the standard error and an assessment of the statistical significance of the mediation effect (MacKinnon et al., 2002). Both approaches utilise the Sobel (1982) test to calculate the standard errors. However, the Sobel test tends to be conservative when the effect and sample size are small as non-normal effect size distributions with a small sample size violate the normality assumption associated with the test statistic (Bollen & Stine, 1990; MacKinnon et al., 2002).

Resampling methods performed by bootstrapping techniques have been suggested to correct this problem and can increase the statistical power needed to define mediation effects (Wood et al., 2008). According to Hayes (2018), in bootstrapping, the original sample of size  $n$  is treated as a mini size that represents the population originally sampled. Observations in this sample are then “resampled” with replacement, and the statistic of interest is calculated in the new sample of size  $n$  created through the resampling process. This process is then repeated thousands of times for the inferential task. Bootstrapping includes estimation of the standard errors used to calculate p-values and confidence intervals from a distribution created through a process of repeated resampling with replacement from the data (Shrout & Bolger, 2002). Zhao et al. (2010) argued that the bootstrapping method outperforms the parametric approach and should be employed as the major technique in testing mediation effects. In comparison with other methods, the bias-corrected bootstrap method offers the most accurate confidence intervals (MacKinnon, Lockwood & Williams, 2004). Therefore, this study employed the bias-corrected bootstrap in accordance with the guidelines of Hayes (2018) to estimate the confidence intervals for the mediation effects.

### 3.7.2. Moderation effects

A variable is considered a moderator (W) of the effect of X on Y if the size, sign, or strength of this effect depends on or can be predicted by W (Hayes, 2018). Moderation effects can be concluded if the coefficient of the interaction term between the moderator and the focal antecedent significantly differs from zero (Fairchild & MacKinnon, 2009).

There are two steps involved in the identification of a moderator: testing and then probing a moderator. To test the moderator (i.e., testing the interaction effect between X and W on Y), Cortina, Chen and Dunlap (2001) review several key techniques based on the procedures suggested by Kenny and Judd (1984), Jaccard and Wan (1995), Jöreskog and Yang (1996), Ping (1995), Mathieu, Tannenbaum and Salas (1992) and Ping (1996). These procedures are based on the model developed by Kenny and Judd (1984), which is presented in Figure 5.1.



**Figure 3-1. The Kenny and Judd's (1984) model**

The model has eight indicators: X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub>, X<sub>5</sub>, X<sub>6</sub>, X<sub>7</sub>, and X<sub>8</sub> plus Y, which serve as the sole indicator of the endogenous variable  $\eta$ . The difficulty of this method lies in the computations associated with the indicators of the latent product. This arises because all possible cross products of the indicators of the latent variables are used as the indicators of the latent product (Cortina et al., 2001). Alternatives such as a reduced number of indicators (e.g., Jaccard & Wan, 1995) and the usage of single indicators of the latent product (e.g., Jöreskog & Yang, 1996; Mathieu et al., 1992; Ping, 1995) are therefore suggested.

The model developed by Jaccard and Wan (1995) is identical to the Kenny and Judd (1984) model with three exceptions. The first concerns the scale of the latent variable, as the path from each latent variable to its first indicator is fixed at 1. Secondly, because this is an all X model, there are arrows from  $\xi$  to the Y variable instead of to  $\eta$ . Thirdly,  $\gamma_s$  is replaced by  $\lambda_s$ . This technique along with Maximum Likelihood estimation recovers parameter values better than the corresponding distribution-free procedure and produces lower Type I error rates and higher power (Cortina et al., 2001). However, the complexity arising from the use of complex products and multiple indicators of the latent product creates convergence problems for some data sets (Cortina et al., 2001).

Jöreskog and Yang (1996) employed a single cross-product indicator for the latent product and the mean structures. In comparison with Jaccard and Wan (1995), they produced better fit statistics and the weights for the latent product were larger. Cortina et al. (2001) found that this procedure recovers parameters efficiently and requires fewer nonlinear constraints than the Kenny and Judd's (1984) method. Nevertheless, the complexity of the inclusion of mean structures makes convergence more difficult, which means this approach might not produce parameter estimates for a large number of data sets.

Ping (1995) used the product of the sums of the relevant indicators as the sole indicator of the latent product. For instance, two latent variables: X with indicators  $x_1, x_2$  and Z with indicators  $z_1, z_2$ , are hypothesised to interact with a latent variable Y which is indicated by a single observed variable y. Ping (1995) proposed the computed variable  $[(x_1 + x_2) * (z_1 + z_2)]$  as the indicator of the latent product. After centring, the first step is to compute variables that represent the sums of the indicators of each latent variable that will go into the latent product. The product of these summed variables can then be computed. This product variable is treated as the indicator of the latent product. The next step is to estimate the values associated with the additive measurement model. According to Cortina et al. (2001), it is possible to produce the Ping procedure in one step. Specifically, if data are centred prior to analysis and if latent main effect variables are reasonably unidimensional, the path coefficients associated with the additive portion of the model should be relatively unaffected by the presence of product terms. Thus, the values from the additive model that comprise the path coefficient linking the latent product to its indicator do not need to be generated in a separate step (Cortina et al., 2001, p. 347).

The fourth approach is Mathieu et al.'s (1992) technique. The first part of this procedure includes the creation of composites for each of the latent variables  $\xi_1$  and  $\xi_2$  that will form the latent product by summing the indicators of each these component variables and standardising each of these composites, namely  $Z_{X1}$  and  $Z_{X2}$ . The second step is to multiply these standardised scale scores together to form the latent product. The third step is to fix the measurement properties for  $Z_{X1}$  and  $Z_{X2}$  using the square roots of the scale reliabilities. Thus, the  $\lambda$  values relating the latent variables  $\xi_1$  and  $\xi_2$  to their indicator variables are fixed equal to the square roots of the reliabilities of  $Z_{X1}$  and  $Z_{X2}$  while the  $\theta$  values for each of the observed variables are fixed equal to the product of its variance and one minus its reliability. The fourth step involves using values from the analysis of the additive model to compute the reliability for the product term. In the final step, the model is tested with and without the path from the latent product to the criterion variable in order to perform a  $\chi^2$  test of the difference in fit between the two models.

The final approach reviewed the procedure developed by Ping (1996). Cortina et al. (2001) stated that this procedure is a two-step version of the Jaccard and Wan's (1995) approach in which certain values in a second run are set based on values from a first, additive run.

The procedures from Ping (1995) are more user-friendly, are the least likely to produce problems with convergence, and recover parameters values well (Cortina et al., 2001). Therefore, this study employed a single-step analysis where both the moderator and other variables in the proposed model were analysed simultaneously.

For probing the interaction effect, researchers interpret the interaction with a set of additional inferential tests to determine where in the distribution of the moderator  $X$  has an effect on  $Y$  which is different from zero and where it does not (Hayes, 2018). The purpose of this technique is to prove where in the distribution of the moderator  $X$  is related to  $Y$  and where it is not in order to discern the substantive interpretation of the interaction. Two approaches recommended by Hayes (2018) are the pick-a-point and the Johnson-Neyman technique.

The pick-a-point approach includes selecting a value/values of the moderator  $W$ , calculating the conditional effect of  $X$  on  $Y$  at that value/values, and then conducting an inferential test or generating a confidence interval (Hayes, 2018). An estimation of the standard error of the conditional effect of  $X$  is required for the selected  $W$  values.

The Johnson-Neyman technique is applied to “explore where in the distribution of W the conditional effect of X on Y transitions between statistically significant and not significant” (Hayes, 2018, p. 260). This technique “derives the values of W such that the ratio of the conditional effect to its standard error is exactly equal to  $t_{crit}$ , the critical t-value associated with  $p = \alpha$ , where  $\alpha$  is the level of significance chosen for the inference” (Hayes, 2018, p. 254). The formula for calculating  $t_{crit}$  is as follows:

$$t_{crit} = \frac{\theta_{X \rightarrow Y|W}}{se\theta_{X \rightarrow Y|W}}$$

where  $\theta_{X \rightarrow Y}$  is the conditional effect of X on Y.

In the pick-a-point approach, values of the moderation Z are often chosen at a standard deviation below the mean, at the mean, and above the mean or at certain quartiles or percentiles (Aiken & West, 1991; Hayes, 2018). Following the Johnson-Neyman technique, values of moderation are derived from a formula based on a parametric technique that incorporates the estimated point of the moderation and its standard error. The disadvantage of the pick-a-point approach is that the values chosen for the moderator are essentially arbitrary and only produce information for these points (Carden, Holtzman & Strube, 2017). In addition, when the moderator is continuous, the Johnson-Neyman approach is more complete (Carden et al., 2017). This study employed both approaches to probe the moderation effect.

Mean-centring has been recommended by several regression analysis scholars (e.g., Aiken & West, 1991; Cohen, Cohen, West & Aiken, 2003). Mean-centring helps eliminate multicollinearity (Iacobucci, Schneider, Popovich & Bakamitsos, 2016). Therefore, this study employed mean-centring to test the moderation effect.

### **3.8. PILOT STUDY**

#### **3.8.1. Questionnaire**

The questionnaire for chief marketing executives was initially prepared in English. The first part contained two screening questions: (1) Are you the chief marketing executive officer or equivalent position in your company? and (2) Does your company have a marketing department?

The purpose of these was to ensure that the respondents were the decision makers with respect to marketing activities in the company.

The second part of the CMOs' questionnaire included the scale items measuring the five constructs. According to Churchill (1999), the reliability of a measure increases when the number of point scales increases. Moreover, "as the number of scale steps is increased from 2 up through 20, the increase in reliability has been found to be very rapid at first. It however tends to level off at about 7, and after about 11 steps, there is little gain in reliability from increasing the number of steps" (Nunnally, 1978, p. 521). Therefore, a 7-point scale was utilised. Regarding the labelling of questions, rating scales have a pair of anchor labels that describe their two extremes. To measure pleasure-based prosocial motivation, pressure-based prosocial motivation, sustainability marketing commitment, and proactive personality, a Likert scale anchored by 1- strongly disagree and 7- strongly agree was employed. To measure Confucian dynamism, each item had two labels; 1- not at all important and 7- extremely important. In the questionnaire for chief executive officers that contained a measure of firm performance, the respondents gave the number that represents the percentage growth rate of volume sale, volume share, and ROA. As discussed in the previous section, all constructs were measured by standard items rather than reversed items.

The final part of the questionnaire elicited demographic information that included the type of company (i.e., service vs. manufacturing company), ownership of the company (i.e., local vs. foreign company), firm size, leader's tenure, and the marker variable.

Back translation was also employed as suggested by Brislin (1970) because English is not fully understood by all CMOs and CEOs in Vietnam. The original questionnaire was prepared in English and then translated into Vietnamese by an English-Vietnamese bilingual academic. This Vietnamese version was then translated back into English by another English-Vietnamese bilingual academic. A comparison of these two versions was made which resulted in several minor modifications; mainly to the use of pronouns (I and we) and tenses due to differences in Vietnamese and English tenses. No difference in the meaning of items was found in the two versions of the questionnaire.



### 3.8.2. Pilot study findings

The respondents in the pilot study were five marketing managers and two academics. The researcher approached them via phone to set up a meeting for an in-depth interview. Each meeting lasted 15 to 20 minutes. The respondents were invited to read through the questionnaire to ensure they understood what they were being asked to do. The researcher discussed the meaning and wording of each item with the respondents and received their feedback along with suggestions.

Regarding the proactive personality scale, the respondents suggested that the item “*If I believe in an idea, no obstacle will prevent me from making it happen*” is not suitable as the Confucian culture respects harmony, which is treated as a fundamental virtue and is the main goal of personal and social life in Confucianism (Ip, 2009). Furthermore, the content of this item overlapped with the item “*I love being a champion for my ideas, even against others’ opposition*”. Therefore, this item was deleted in the final test. The item “*Nothing is more exciting than seeing my ideas turn into reality*” from Bateman and Crant (1993) was added to the scale as it describes the aspect of proactivity that involves identifying new ideas for enhancing work processes. The measurement scale of proactive personality for the final test is presented in Table 3.9.

**Table 3-10. Indicators of the proactive personality scale for the final test**

Construct	Item code	Item wording
Proactive personality (PROACT)	Proact1	Nothing is more exciting than seeing my ideas turn into reality
	Proact2	If I see something I don’t like, I fix it
	Proact3	No matter what the odds, if I believe in something I will make it happen
	Proact4	I love being a champion for my ideas, even against others’ opposition.
	Proact5	I excel at identifying opportunities
	Proact6	I am always looking for better ways to do things

Regarding the meaning of the measurement scales, the interviewees confirmed that they fully understood the questionnaire. However, some adjustment to the wording was made to ensure it was easily understood by CMOs and CEOs. These are noted in Table 3.10.

**Table 3-11. Summary of amendments of the questionnaire**

Construct	English version	Vietnamese version before pilot study	Vietnamese version after pilot study
<i>Confucian dynamism</i>	<i>Careful management of money (thrift)</i>	Quản lý cẩn thận tiền bạc	Quản lý tiền bạc cẩn thận
<i>Pressure-</i>	<i>I feel a strong duty to help</i>	Tôi cảm thấy có trách nhiệm	Tôi cảm thấy có trách

<i>based prosocial motivation</i>	<i>other people in every situation <b>where</b> it is possible for me</i>	phải giúp đỡ người khác trong mọi tình huống <b>mà</b> tôi có thể	nhiệm phải giúp đỡ người khác trong mọi tình huống <b>khi</b> tôi có thể
<i>Sustainability marketing commitment</i>	<i>One of our most essential tasks is to disseminate information about customers' attitudes towards sustainability to other parts of the company (R&amp;D, top management, value chain, etc.)</i>	Một trong những nhiệm vụ quan trọng nhất của phòng Marketing là phổ biến thông tin về thái độ của khách hàng đối với sự bền vững cho các bộ phận khác trong công ty như bộ phận R&D, quản lý cấp cao, chuỗi giá trị...	Cung cấp thông tin về thái độ khách hàng đối với sự bền vững cho các bộ phận khác như R&D, quản lý cấp cao, chuỗi giá trị ... là một nhiệm vụ quan trọng của phòng Marketing
	<i>We are <b>very</b> focused on promoting sustainability within the company</i>	Phòng Marketing <b>rất</b> tập trung vào việc thúc đẩy tính bền vững trong công ty	Phòng Marketing tập trung vào việc thúc đẩy sự bền vững của công ty
	<i>We are <b>very</b> focused on educating our customers (and their customers) about sustainability and sustainable solutions</i>	Phòng Marketing <b>rất</b> tập trung vào việc hướng dẫn khách hàng <b>của chúng tôi</b> về sự bền vững và các giải pháp bền vững	Phòng Marketing tập trung vào việc hướng dẫn khách hàng về sự bền vững và các giải pháp bền vững
	<i>A central task for us is to <b>initiate</b> and manage the development of new products and services with a sustainability focus</i>	Nhiệm vụ trọng tâm của phòng Marketing là <b>khởi đầu</b> và quản lý sự phát triển những sản phẩm và dịch vụ mới theo hướng bền vững	Nhiệm vụ trọng tâm của phòng Marketing là <b>tạo ra</b> và quản lý sự phát triển những sản phẩm và dịch vụ mới theo hướng bền vững
	<i>Corporate sustainability is an important perspective when we plan and implement advertising campaigns (e.g. using electronic rather than print <b>channels</b>)</i>	Tính bền vững của công ty là yếu tố quan trọng khi phòng Marketing lên kế hoạch và thực hiện các chiến dịch quảng cáo (ví dụ như dùng các <b>kênh</b> truyền thông điện tử thay vì các <b>kênh</b> in ấn thông)	Tính bền vững của công ty là yếu tố quan trọng khi phòng Marketing lên kế hoạch và thực hiện các chiến dịch quảng cáo (ví dụ như dùng các <b>phương tiện</b> truyền thông điện tử thay vì các <b>phương tiện</b> in ấn truyền thông)
<i>Proactivity</i>	<i>Nothing is more exciting than seeing my ideas turn into reality</i>	<b>Không có gì</b> thú vị hơn là nhìn thấy ý tưởng của mình <b>trở thành</b> hiện thực	<b>Thật</b> thú vị khi thấy ý tưởng của mình <b>thành</b> hiện thực
	<i>No matter what the odds, if I believe in something I will make it happen</i>	Với bất kỳ trở ngại nào, nếu tôi tin điều đó có ích thì tôi sẽ cố gắng thực hiện nó	Nếu tôi tin điều nào đó có ích thì tôi sẽ cố gắng thực hiện nó cho dù có trở ngại
	<i>I excel at identifying opportunities</i>	Tôi giỏi trong việc xác định những cơ hội	Tôi giỏi trong việc nắm bắt những cơ hội
	<i>I can spot a good opportunity long before others can</i>	Tôi có thể nhìn thấy một cơ hội tốt <b>trước</b> người khác	Tôi có thể nhìn thấy một cơ hội tốt <b>nhANH hơn</b> người khác

### **3.9. MAIN STUDY**

#### **3.9.1. Sample size**

Having modified the questionnaire, the main survey was conducted to validate the measures and test the hypotheses. After collecting the data and eliminating 18 incomplete questionnaires, the sample comprised 302 firms: 164 firms located in Ho Chi Minh City and 138 firms in Hanoi. Although this was somewhat smaller than the target size, it was much larger than 200, the minimum size required for SEM (Hoelter, 1983). The CMOs were invited to answer the questions relating to Confucian dynamism, pleasure-based prosocial motivation, pressure-based prosocial motivation, proactive personality, and sustainability marketing commitment. The CEOs were invited to answer questions on their firms' performance.

#### **3.9.2. Questionnaire for the main study**

In the final version of the questionnaire, Confucian dynamism was measured by a 6-item scale, pleasure-based prosocial motivation was measured by a 4-item scale, pressure-based prosocial motivation was measured by a 4-item scale, proactive personality was measured by a 6-item scale, sustainability marketing commitment was measured by a 7-item scale, and firm performance was measured by a 3-item scale. Table 3.11 summarises the scale items used to measure the constructs. The questionnaire for the main study is presented in Appendix D.

**Table 3-12. Summary of measurement scales**

Construct	Code	Item	Source
Confucian dynamism (CONF)	<i>Please circle one number from 1 to 7 that indicates the importance of each of the following statement: (1:Not at all important; 7: extremely important)</i>		Adapted from Yoo and Donthu (2002)
	Conf1	Careful management of money (thrift)	
	Conf2	Going on resolutely in spite of opposition (persistence)	
	Conf3	Personal steadiness and stability	
	Conf4	Long-term planning	
	Conf5	Giving up today's fun for success in the future	
	Conf6	Working hard for success in the future	
Pleasure-based prosocial motivation (PLEA)	<i>Please circle one number from 1 to 7 that indicates your agreement with each of the following statement: (1:Strongly disagree; 7: strongly agree)</i>		Adapted from Gebauer et al. (2008)
	Plea1	Supporting other people makes me very happy	
	Plea2	I have a great feeling of happiness when I have acted unselfishly	
	Plea3	When I was able to help other people, I always felt good afterwards	
	Plea4	Helping people who are not doing well raise my own mood	
Pressure-based prosocial motivation (PRESS)	<i>Please circle one number from 1 to 7 that indicates your agreement with each of the following statement: (1:Strongly disagree; 7: strongly agree)</i>		
	Press1	I feel obligated to perform selfless acts towards others	
	Press2	I feel indebted to stand up for other people	
	Press3	I regard it as my duty to act selflessly	
	Press4	I feel a strong duty to help other people in every situation where it is possible for me	
Proactive personality (PROACT)	<i>Please circle one number from 1 to 7 that indicates your agreement with each of the following statement: (1: Strongly disagree; 7: strongly agree)</i>		Adapted from Claes et al. (2005) and Bateman and Crant (1993)
	Proact1	Nothing is more exciting than seeing my ideas turn into reality	
	Proact2	If I see something I don't like, I fix it	
	Proact3	No matter what the odds, if I believe in something I will make it happen	
	Proact4	I love being a champion for my ideas, even against others' opposition.	
	Proact5	I excel at identifying opportunities	
	Proact6	I am always looking for better ways to do things	
Sustainability marketing commitment	<i>Please circle one number from 1 to 7 that indicates your agreement with each of the following statement: (1:Strongly disagree; 7: strongly agree)</i>		Adapted from Tollin
	Suscom1	One of the marketing's most important tasks is to disseminate information about customers'	

(SUSCOM)		attitudes towards sustainability to other parts of the company (R&D, top management, value chain, etc.)	and Christensen (2019)
	Suscom2	The marketing function is very focused on promoting sustainability within the company	
	Suscom3	Marketing is very focused on educating our customers (and their customers) about sustainability and sustainable solutions	
	Suscom4	A central task for marketing is to initiate and manage the development of new products and services with a sustainability focus	
	Suscom5	Sustainability is an important aspect when we plan and implement advertising campaigns (e.g. using electronic rather than print channels)	
	Suscom6	We allocate significant resources to the process of finding possible sustainable brand line extensions	
	Suscom7	It is our responsibility to create and maintain relations with public and private organizations and networks with focus on sustainability	
Firm performance (PERF)	<i>Please indicate your firm performance</i>		
	Perf1	Volume sale growth rate	
	Perf2	Share growth rate	
	Perf3	ROA	

### 3.10. SAMPLE CHARACTERISTICS

There were no missing values because, during data collection, the interviewers checked each questionnaire to ensure all questions were answered. Table 3.12 summarises the types of firms (i.e., manufacturing and service), business ownership (i.e., foreign vs. local), firm size, firm age, and leader tenure.

**Table 3-13. Sample characteristics**

	Frequency	Percentage
<i>Firm industry</i>		
Manufacturing	124	41.06
Service	178	58.94
<i>Firm ownership</i>		
Foreign	116	38.41
Local	186	61.59
<i>Firm size</i>		
< 50 employees	149	49.34
50 to < 100 employees	44	14.57
100 to < 200 employees	42	13.91
≥ 200 employees	67	22.19
<i>Firm age</i>		
< 5 years	50	16.56
5 to < 10 years	74	24.50
10 to < 20 years	123	40.73
≥ 20 years	55	18.21
<i>Leader tenure</i>		
< 5 years	94	31.13
5 to < 10 years	110	36.42
10 to < 20 years	72	23.84
≥ 20 years	26	8.61
Total	302	100

**Note:** A foreign ownership firm is one which foreign investment contributes more than 50% of the total investment.

### **3.11. MEASUREMENT VALIDATION: EFA AND CFA RESULTS**

#### **3.11.1. EFA results**

To validate the measures, this study employed two steps. First, the study used Cronbach's alpha and Exploratory Factor Analysis (EFA) to preliminary assess the reliability (internal consistency) and validity of the measures and then utilized Confirmatory Factor Analysis (CFA) to validate them.

The results showed that the Cronbach's alphas of all scales measuring the constructs in this study were satisfactory. Note that one item measuring pressure-based prosocial motivation (press1) had a low item-total correlation ( $= 0.37$ ), compared to those of other items. However, it was larger than 0.30 (Nunnally & Bernstein, 1994). Therefore, it was kept for further analysis (EFA). KMO measure of sampling adequacy was 0.91 and the Barlett test was significant. The communality values of all items were higher than 0.40 except item Conf2 (0.37). Eaton, Frank, Johnson and Willoughby (2019) suggested that communality values between 0.25 and 0.40 are in the acceptable cut-off values. Furthermore, the factor loading Conf2 is 0.54. Therefore, Conf2 is still retained. The eigenvalues of all items were above 1. The six factors explained a total of 54.33% of the variance. The factor correlations were lower than 0.70. The Cronbach alpha of all variables in the study were above 0.70. Note that, the item Press1 had a low item-total correlation in the Cronbach's alpha analysis. In this EFA step, this item had a high loading on pleasure-based prosocial motivation. Therefore, Press1 was deleted.

After deleting Press1, KMO measure of sampling adequacy was 0.90 and the Barlett test was significant. The communality values of all items were higher than 0.40 except item Conf2 (0.37) but Conf2 was still in acceptable cut-off values. The eigenvalues of all items were above 1. The six factors explained a total of 54.90% of the variance. The factor correlations were lower than 0.70. The Cronbach alpha of pressure based prosocial motivation after deleting Press1 was above 0.79.

#### **3.11.2. CFA results**

CFA was utilised to assess the construct validity and reliability of the measurement model. All five constructs in the study: Confucian dynamism, pleasure-based prosocial motivation, pressure-based prosocial motivation, sustainability marketing commitment, and proactive personality,

were adopted from a previous validated research instrument. The analysis was performed using the statistical program Analysis of Moment Structure (AMOS) version 20.

To test the normality of the data in line with the recommendations of Byrne (2013), this study examined the skewness and kurtosis of each item and the presence of outliers. The full measurement model was then assessed. The distribution of 26 indicators indicated that all the items were normally distributed because the skew index was less than 3.00 and the kurtosis index was less than 10.00 (Kline, 2016). Both skewness and kurtosis scores were in the acceptable normal range. The results of the normality assessment are presented in Appendix F.

A common approach for detecting multivariate outliers is to compute the squared Mahalanobis distance ( $D^2$ ) for each case (Byrne, 2013). This technique measures the distance in standard deviation units between a set of scores for one case and the sample means for all variables (centroids). Specially, an outlier will have a  $D^2$  value that is distinct from all the other  $D^2$  values. The detection of outliers is presented in Appendix G. The result indicated a wide gap in  $D^2$  value between case #289 and the second case (#49). Thus, case #289 was initially considered an outlier and deleted. However, deleting case #289 did not make any change to the result. Furthermore, the kurtosis and skewness scores were in the acceptable range. Thus, deleting case #289 was unnecessary.

The CFA test for the measurement model indicated that the model achieved a good fit ( $\chi^2 = 491.43$  (p-value = 0.000),  $df = 289$ , CFI = 0.94, TLI = 0.94, RMSEA = 0.05). Table 3.13 presents the result for each construct in the full measurement model. The factor loadings of all items were above 0.50, the composite reliability of each item was above 0.70, and the average variance extracted of each item was above 0.50. Therefore, all the constructs achieved unidimensionality, reliability, and convergent validity.



**Table 3-14. The results for each construct in the full measurement model**

Item		M	SD	$\lambda$	t
<b>Confucian dynamism (CONF)</b> composite reliability (CR) = 0.87; average variance extracted (AVE) = 0.53					
Conf1	<i>Careful management of money (thrift)</i>	6.21	1.14	0.78	na
Conf2	<i>Going on resolutely in spite of opposition (persistence)</i>	5.50	1.16	0.60	10.34
Conf3	<i>Personal steadiness and stability</i>	5.95	1.15	0.73	12.93
Conf4	<i>Long-term planning</i>	6.15	1.00	0.82	14.79
Conf5	<i>Giving up today's fun for success in the future</i>	5.56	1.18	0.62	10.81
Conf6	<i>Working hard for success in the future</i>	6.13	1.05	0.79	14.31
<b>Pleasure-based prosocial motivation (PLEA)</b> composite reliability (CR) = 0.82; average variance extracted (AVE) = 0.54					
Plea1	<i>Supporting other people makes me very happy</i>	6.42	0.97	0.64	na
Plea2	<i>I have a great feeling of happiness when I have acted unselfishly</i>	6.24	0.89	0.75	10.25
Plea3	<i>When I was able to help other people, I always felt good afterwards</i>	6.35	0.85	0.82	10.78
Plea4	<i>Helping people who are not doing well raise my own mood</i>	6.34	0.86	0.72	10.03
<b>Pressure-based prosocial motivation (PRESS)</b> composite reliability (CR) = 0.81; average variance extracted (AVE) = 0.59					
Press2	<i>I feel indebted to stand up for other people</i>	5.39	1.30	0.78	10.19
Press3	<i>I regard it as my duty to act selflessly</i>	5.10	1.42	0.90	10.36
Press4	<i>I feel a strong duty to help other people in every situation where it is possible for me</i>	5.58	1.25	0.60	na
<b>Sustainability marketing commitment (SUSCOM)</b> composite reliability (CR) = 0.88; average variance extracted (AVE) = 0.52					
Suscom1	<i>One of the marketing's most important tasks is to disseminate information about customers' attitudes towards sustainability to other parts of the company (R&amp;D, top management, value chain, etc.)</i>	6.09	1.16	0.77	na
Suscom2	<i>The marketing function is very focused on promoting sustainability within the company</i>	6.02	1.22	0.67	11.59
Suscom3	<i>Marketing is very focused on educating our customers (and their customers) about sustainability and sustainable solutions</i>	5.97	1.14	0.75	13.20
Suscom4	<i>A central task for marketing is to initiate and manage the development of new products and</i>	6.12	1.11	0.71	12.41

	<i>services with a sustainability focus</i>				
Suscom5	<i>Sustainability is an important aspect when we plan and implement advertising campaigns (e.g. using electronic rather than print channels)</i>	6.07	1.22	0.71	12.39
Suscom6	<i>We allocate significant resources to the process of finding possible sustainable brand line extensions</i>	6.01	1.26	0.69	12.12
Suscom7	<i>It is our responsibility to create and maintain relations with public and private organizations and networks with focus on sustainability</i>	5.91	1.28	0.75	13.28
<b>Proactive personality (PROACT)</b> composite reliability (CR) = 0.86; average variance extracted (AVE) = 0.50					
Proact1	<i>Nothing is more exciting than seeing my ideas turn into reality</i>	6.36	0.74	0.67	na
Proact2	<i>If I see something I don't like, I fix it</i>	6.18	0.76	0.76	11.17
Proact3	<i>No matter what the odds, if I believe in something I will make it happen</i>	6.25	0.66	0.70	10.43
Proact4	<i>I love being a champion for my ideas, even against others' opposition.</i>	6.03	0.77	0.73	10.77
Proact5	<i>I excel at identifying opportunities</i>	6.05	0.73	0.65	9.77
Proact6	<i>I am always looking for better ways to do things</i>	6.18	0.72	0.74	10.97

**Notes:** M: mean; SD: standard deviation;  $\lambda$ : CFA factor loading; t: unstandardised t-value

According to Fornell and Larcker (1981), the criterion for assessing discriminant validity is whether the correlation between two constructs is lower than the square root of the average variance extracted for each construct. The findings (Table 3.14) revealed that discriminant validity for each pair of constructs was achieved.

**Table 3-15. Assessment of discriminant validity for pairs of constructs**

	CR	AVE	Confucian dynamism	Pleasure based prosocial motivation	Pressure based prosocial motivation	Sustainability marketing commitment	Proactive personality
Confucian dynamism	0.87	0.53	<b>0.73</b>				
Pleasure-based prosocial motivation	0.82	0.54	0.45*	<b>0.73</b>			
Pressure-based prosocial motivation	0.81	0.59	0.42*	0.47*	<b>0.77</b>		
Sustainability marketing commitment	0.88	0.52	0.62*	0.46*	0.43*	<b>0.72</b>	
Proactive personality	0.86	0.50	0.33*	0.40*	0.43*	0.36*	<b>0.71</b>

**Notes:** Numbers on the diagonal are square roots of average variances extracted; AVE: Average variance extracted; CR: Composite reliability; \*:  $p < 0.001$

### **3.11.3. Common Method Variance.**

Two analytical techniques, Harman's one-factor test and marker variables, were employed to address the issue of common method variance (CMV). First, the Harman's one-factor test was performed with a confirmatory factor analysis for all items. All items from all constructs were included in a factor analysis to determine whether the majority of the variance can be accounted for by one general factor (Podsakoff et al., 2003). The model did not achieve good fit indices (i.e., TLI = 0.53, CFI = 0.57, RMSEA = 0.13). The second technique is the marker variable suggested by Lindell and Whitney (2001). The marker variable employed in this study was "*My Company has a plan to restructure in the next years*". The results in Appendix H indicated that the marker variable was not significantly correlated with any of the constructs. In addition, there were no significant correlations between the marker variable and all items measuring the constructs in the model as presented in Appendix I. The findings of these statistical tests demonstrated that CMV, if it existed, did not bias the results of this study (Podsakoff et al., 2003)

### **3.12. SUMMARY**

This chapter presented the methods employed in this study. The design comprised two phases: the qualitative pilot phase and the main survey phase. The sample used to test the measures and hypotheses comprised 302 CMOs and CEOs of firms in Ho Chi Minh City and Hanoi. There were six constructs in the model: Confucian dynamism (CONF), pleasure-based (PLEA) and pressure-based prosocial motivation (PRESS), proactive personality (PROACT), sustainability marketing commitment (SUSCOM), and firm performance. The measures were refined using the data from the pilot study, resulting in some modifications to suit the context of the study. These measures were then validated with the data collected from the main survey using CFA. The results demonstrated that these measures satisfied the requirements for scale reliability and validity. Table 3.15 summarises the findings of the validation.

**Table 3-16. Summary of the retained items for all constructs after assessment and refinement**

<b>Construct</b>	<b>Code</b>	<b>Item</b>	<b>Reliability (composite reliability)</b>	<b>Validity (convergent validity, discriminant validity and nomological validity)</b>
Confucian dynamism (CONF)	Conf1	Careful management of money (thrift)	Satisfactory	Satisfactory
	Conf2	Going on resolutely in spite of opposition (persistence)		
	Conf3	Personal steadiness and stability		
	Conf4	Long-term planning		
	Conf5	Giving up today's fun for success in the future		
	Conf6	Working hard for success in the future		
Pleasure-based prosocial motivation (PLEA)	Plea1	Supporting other people makes me very happy	Satisfactory	Satisfactory
	Plea2	I have a great feeling of happiness when I have acted unselfishly		
	Plea3	When I was able to help other people, I always felt good afterwards		
	Plea4	Helping people who are not doing well raise my own mood		
Pressure-based prosocial motivation (PRESS)	Press2	I feel indebted to stand up for other people	Satisfactory	Satisfactory
	Press3	I regard it as my duty to act selflessly		
	Press4	I feel a strong duty to help other people in every situation where it is possible for me		
Proactive personality (PROACT)	Proact1	Nothing is more exciting than seeing my ideas turn into reality	Satisfactory	Satisfactory
	Proact2	If I see something I don't like, I fix it		
	Proact3	No matter what the odds, if I believe in something I will make it happen		
	Proact4	I love being a champion for my ideas, even against others' opposition.		
	Proact5	I excel at identifying opportunities		
	Proact6	I am always looking for better ways to do things		
Sustainability marketing commitment (SUSCOM)	Suscom1	One of the marketing's most important tasks is to disseminate information about customers' attitudes towards sustainability to other parts of the company (R&D, top management, value chain, etc.)	Satisfactory	Satisfactory
	Suscom2	The marketing function is very focused on promoting sustainability		

		within the company		
	Suscom3	Marketing is very focused on educating our customers (and their customers) about sustainability and sustainable solutions		
	Suscom4	A central task for marketing is to initiate and manage the development of new products and services with a sustainability focus		
	Suscom5	Sustainability is an important aspect when we plan and implement advertising campaigns (e.g. using electronic rather than print channels)		
	Suscom6	We allocate significant resources to the process of finding possible sustainable brand line extensions		
	Suscom7	It is the responsibility of the marketing department to create and maintain relations with public and private organizations and networks with a focus on sustainability		

## **CHAPTER 4 -RESEARCH FINDINGS**

### **4.1. INTRODUCTION**

Chapter 3 discussed the research methodology used to validate the measures of the constructs and to test the model and hypotheses. The results showed that the measures of all constructs used in this study satisfied the requirements for reliability and validity. This chapter presents the tests of the theoretical model and the hypotheses.

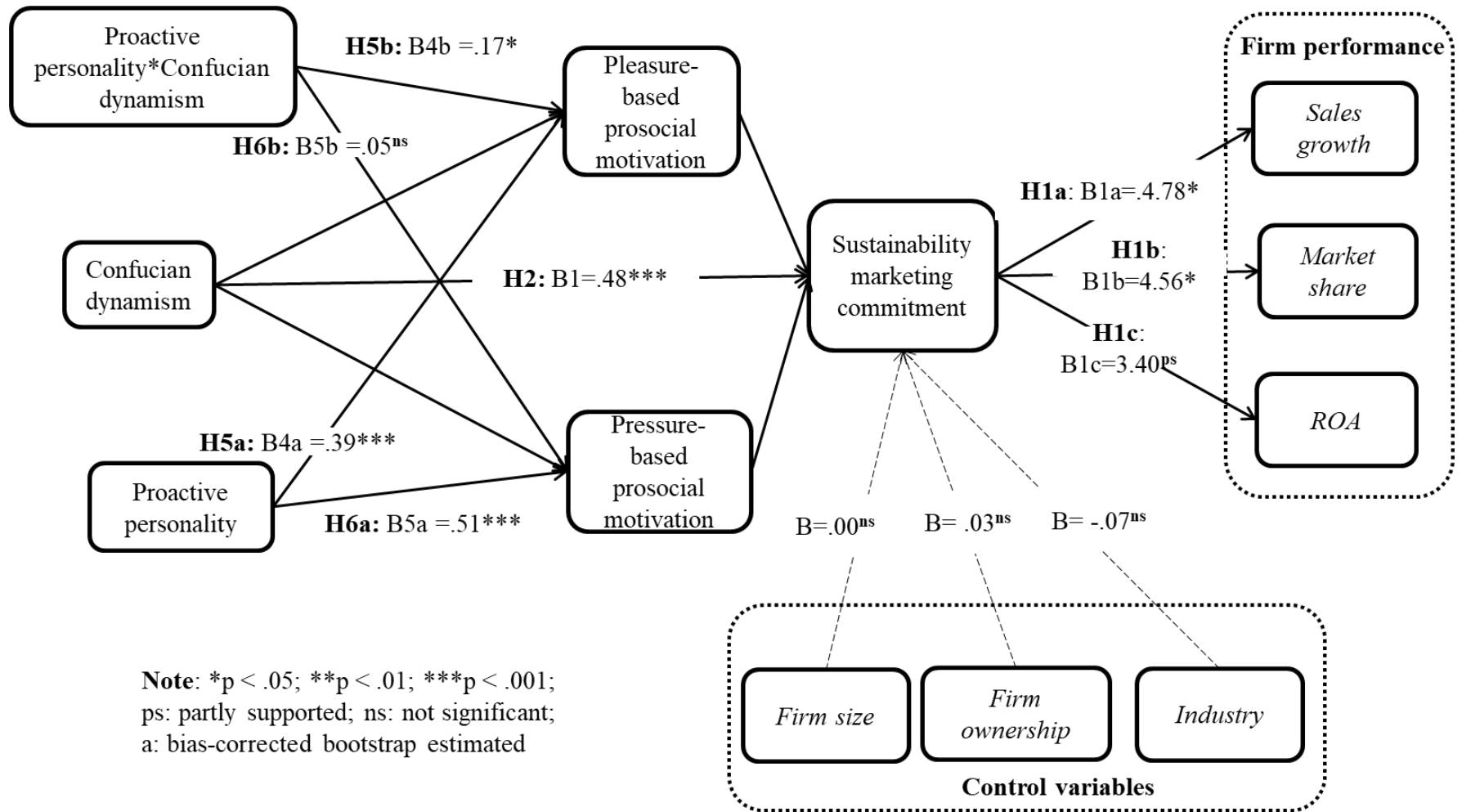
### **4.2. TESTS OF HYPOTHESES**

This section presents the tests of the hypotheses developed in Chapter 2 based on the results produced by SEM from the test of the theoretical model. To test the theoretical models, three SEM models were developed. The first (M0) was the overall model with two mediators (pleasure-based and pressure-based prosocial motivation), one moderator (proactive personality), and control variables (firm size, firm ownership and industry). This model was employed to test H1 (sustainability marketing commitment has a positive effect on firm performance), H2 (Confucian dynamism has a positive effect on sustainability marketing commitment), H5a (proactive personality has a positive effect on pleasure-based prosocial motivation), H5b (proactive personality moderates the effect of Confucian dynamism on pressure-based prosocial motivation), H6a (proactive personality has a positive effect on pressure-based prosocial motivation) and H6b (proactive personality moderates the effect of pressure-based prosocial motivation on pleasure-based prosocial motivation). The second model (M1) was the model in which pleasure-based prosocial motivation mediated the relationship between Confucian dynamism and sustainability marketing commitment. This model was used to test the mediating role of pleasure-based prosocial motivation (H3). The third model (M2) was the model in which pressure-based prosocial motivation mediated the relationship between Confucian dynamism and sustainability marketing commitment (H4). The maximum likelihood estimation method was also employed to estimate the parameters in the models and the bias-corrected bootstrap method was utilised to estimate the indirect effects in models M1 and M2. No improper solution (e.g., Heywood cases) was found in the estimation of any SEM models.

Figure 4.1 presents the results (unstandardised estimates) produced by SEM of Model M0. The model achieved an acceptable fit to the data with the following indices:  $\chi^2 = 778.78$  ( $p =$



0.000),  $df = 480$ ,  $TLI = 0.92$ ,  $CFI = 0.93$ , and  $RMSEA = 0.05$ . Table 4.1. summarises the SEM results for all hypotheses in this study. It is important to note that the effects of all three control variables – firm size, industry type, and firm ownership – on sustainability marketing commitment were not significant ( $p = 0.597$ ,  $0.724$ , and  $0.497$ , respectively).



**Figure 4-1. SEM results (unstandardised estimates) of Model M0**

**Table 4-1 SEM results (testing model M0)**

Effect		B	$\beta$	SE	p	Hypothesis test
H1	<i>Sustainability marketing commitment → firm performance</i>					
H1a	Sustainability marketing commitment → average volume sale growth rate in two years	4.78	0.14	2.14	0.025	Supported
H1b	Sustainability marketing commitment → average share growth rate in two years	4.56	0.14	1.98	0.021	Supported
H1c	Sustainability marketing commitment → average ROA in two years	+3.40	+0.11	1.83	<b>0.064</b>	Partly supported
H2	Confucian dynamism → sustainability marketing commitment	0.48	0.48	0.07	0.000	Supported
<i>H5 Moderation effect of proactive personality on the relationship between Confucian dynamism and pleasure based prosocial motivation</i>						Supported
H5a	Proactive personality → pleasure-based prosocial motivation	0.39	0.31	0.09	0.000	
H5b	Proactive personality x Confucian dynamism → pleasure-based prosocial motivation	0.17	0.15	0.07	0.013	
<i>H6 Moderation effect of proactive personality on the relationship between Confucian dynamism and pressure based prosocial motivation</i>						Not supported
H6a	Proactive personality → pressure-based prosocial motivation	0.51	0.34	0.11	0.000	
H6b	Proactive personality x Confucian dynamism → pressure-based prosocial motivation	0.05	+0.03	0.08	<b>0.556</b>	
<i>Control variable</i>						
	Firm size → sustainability marketing commitment	0.00	0.03	0.00	<b>0.597</b>	
	Industry type → sustainability marketing commitment	0.03	0.02	0.09	<b>0.724</b>	
	Ownership → sustainability marketing commitment	-0.07	-0.03	0.09	<b>0.497</b>	

**Note:** B: unstandardised regression weight; SE: standard error;  $\beta$ : standardised regression weight; p: p-value; (\*) bias-corrected bootstrap estimate (n = 5,000)

#### **4.2.1. Direct effect**

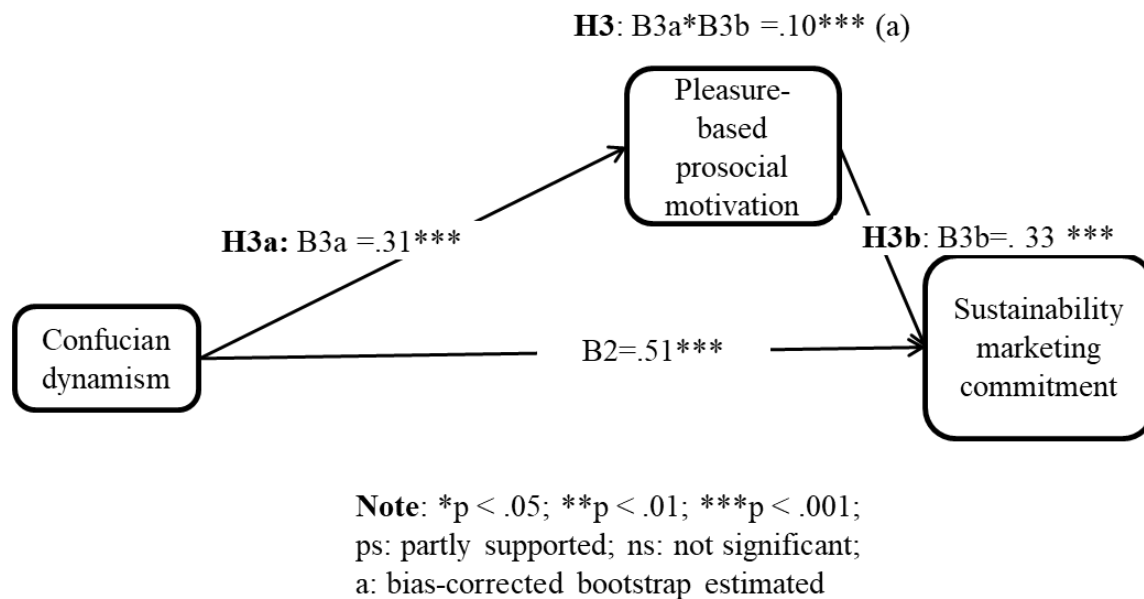
As discussed in Chapter 2, Hypothesis H1 proposed that sustainability marketing commitment has a positive effect on objective firm performance including sales growth (H1a), market share (H1b), and ROA (H1c). The SEM results indicated that the unstandardised regression weight of the path from sustainability marketing commitment to the average volume sale growth in two years and the average market share growth rate in two years was positive and significant ( $B = 4.78, p < 0.05$ ). Thus, a 1-point increase in sustainability marketing commitment predicts a 4.78-point increase in the average market share growth rate. The unstandardised regression weight of the path from sustainability marketing commitment to the average market share growth rate in two years was positive and significant ( $B = 4.56, p < 0.05$ ). This means that a 1-point increase in sustainability marketing commitment predicts a 4.56-point increase in the average market share growth rate in two years. The unstandardised regression weight of the path from sustainability marketing commitment to the average ROA in two years was not statistically different from zero ( $B = 3.40, p > 0.05$ ). This finding indicated that this path was only significant at a 10% level ( $p < 0.05$ ) in a one-tailed test. Accordingly, hypotheses H1a and H1b were supported and H1c was partly supported.

Hypothesis H2 proposed that Confucian dynamism has a positive effect on firm's sustainability marketing commitment. The SEM results indicated that the unstandardised regression weight of the path from Confucian dynamism to sustainability marketing commitment was significantly different from zero ( $B = 0.48, p < 0.001$ ). Specifically, a 1-point increase in Confucian dynamism predicts a 0.48-point increase in sustainability marketing commitment. These empirical findings provided support for hypothesis H2, which stated Confucian dynamism is a positive determinant of firms' sustainability marketing commitment. This means that firms whose leader has a higher level of Confucian dynamism will achieve a higher level of sustainability marketing commitment.

#### **4.2.2. Mediation effects**

To test the mediation effect of pleasure-based prosocial motivation, the model with this variable as a mediator was tested using the bias-corrected bootstrap because this provides the most accurate confidence intervals (Cheung & Lau, 2008; MacKinnon et al., 2004). In bootstrapping,

the original sample of size  $n$  is treated as a mini size that represents the population originally sampled (Hayes, 2018). Observations in this sample are then “resampled” with a replacement, and the statistic of interest is calculated in the new sample of size  $n$  created through the resampling process. This process is then repeated thousands of times for the inferential task. As recommended by Hayes (2018), the number of bootstrap resamples for this study was set at 5,000. The SEM results indicated that the model with pleasure-based prosocial motivation as a mediator generated an acceptable fit to the data with  $\chi^2 = 238.37$  ( $p = 0.000$ ),  $df = 164$ ,  $TLI = 0.97$ ,  $CFI = 0.97$ , and  $RMSEA = 0.04$ . The results produced by the bias-corrected bootstrap method with 5,000 bootstrap samples indicated that the indirect effect (standardised) of Confucian dynamism on sustainability marketing commitment via pleasure-based prosocial motivation was positive (with a 95% confidence interval for the estimate ranging from 0.04 to 0.21) and significant ( $p < 0.001$ ). Figure 4.2 presents the results (unstandardised estimates) produced by SEM of Model M1. Table 4.2 presents the results of the mediation test of pleasure-based prosocial motivation.



**Figure 4-2. SEM results (unstandardised estimates) of Model M1**

**Table 4-2. Results of the mediation test of pleasure based prosocial motivation (Model M1)**

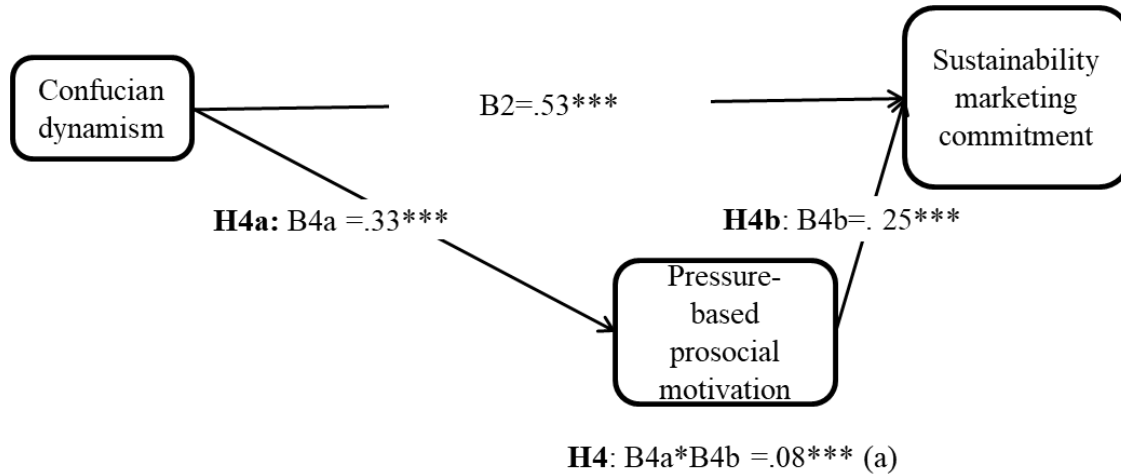
<i>Structural Path</i>	<i>B</i>	<i>β</i>	<i>SE</i>	<i>CR</i>	<i>p</i>
Confucian dynamism → sustainability marketing commitment	0.51	0.52	0.07	7.36	0.000
Direct effect: Confucian dynamism → pleasure-based prosocial motivation	0.31	0.45	0.05	6.15	0.000
Direct effect: Pleasure-based prosocial motivation → sustainability marketing commitment	0.33	0.23	0.095	3.50	0.000
Indirect effect: Confucian dynamism → pleasure-based prosocial motivation → sustainability marketing commitment*	0.10*	0.10*	0.04	2.54	0.000

**Note:** B: unstandardised regression weight; SE: standard error;  $\beta$ : standardised regression weight; CR: critical ratio; p: p-value, (\*) bias-corrected bootstrapping estimate (n = 5,000)

Hypothesis H3 proposed that pleasure-based prosocial motivation mediates the impact of Confucian dynamism on firms' sustainability marketing commitment. The path from Confucian dynamism to sustainability marketing commitment is significantly positive ( $B = 0.51$ ,  $p < 0.001$ ). Furthermore, the path from Confucian dynamism to pleasure-based prosocial motivation was significantly positive ( $B = 0.31$ ,  $p < 0.001$ ) as was the path from pleasure-based prosocial motivation to sustainability marketing commitment ( $B = 0.33$ ,  $p < 0.001$ ). This means that a 1-point increase in Confucian dynamism predicts a 0.31-point increase in pleasure based prosocial motivation and a 1-point increase in pleasure based prosocial motivation predicts a 0.33-point increase in sustainability marketing commitment. The results produced by the bias-corrected bootstrap method with 5,000 bootstrap samples indicated that the indirect effect of Confucian dynamism on sustainability marketing commitment via pleasure based prosocial motivation was significant ( $B3a \times B3b = 0.10$ ,  $p < 0.001$ ; with a 95% confidence interval for the estimate ranging from 0.04 to 0.21). This means that a 1-point increase in Confucian dynamism indirectly predicts (via pleasure-based prosocial motivation) a 0.10-point increase in sustainability marketing commitment. Therefore, hypothesis H3 was supported. It can therefore be concluded that pleasure-based prosocial motivation partially mediates the relationship between Confucian dynamism and firms' sustainability marketing commitment.

The bias-corrected bootstrap method with 5,000 bootstrap samples was implemented to examine the significance of the mediating effect of pressure-based prosocial motivation. The SEM results indicated that the model with pleasure-based prosocial motivation as a mediator was an acceptable fit to the data with  $\chi^2 = 235.15$  ( $p = 0.000$ ),  $df = 146$ ,  $TLI = 0.96$ ,  $CFI = 0.97$ , and

RMSEA = 0.05. The results from the bias-corrected bootstrap with 5,000 bootstrap samples indicated that the indirect effect (standardised) of Confucian dynamism on sustainability marketing commitment via pressure-based prosocial motivation was positive (with a 95% confidence interval for the estimate range from 0.03 to 0.16) and significant ( $p < 0.001$ ). Table 4.3 presents the result of the mediation test of pressure-based prosocial motivation. Figure 4.3 depicts the estimated structural model of model M2 with the unstandardised loadings.



**Note:** \* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$ ;  
ps: partly supported; ns: not significant;  
a: bias-corrected bootstrap estimated

**Figure 4-3. SEM results (unstandardised estimates) of model M2**

**Table 4-3. Results of the mediation test of pressure based prosocial motivation**

<i>Structural Path</i>	<i>B</i>	<i>β</i>	<i>SE</i>	<i>CR</i>	<i>p</i>
Confucian dynamism → sustainability marketing commitment	0.53	0.54	0.07	7.75	0.000
Direct effect: Confucian dynamism → pressure-based prosocial motivation	0.33	0.41	0.069	5.52	0.000
Direct effect: Pressure-based prosocial motivation → sustainability marketing commitment	0.25	0.20	0.08	3.19	0.001
Indirect effect: Confucian dynamism → pressure-based prosocial motivation → sustainability marketing commitment*	0.08*	0.08*	0.03	2.61	0.000

**Note:** B: unstandardised regression weight; SE: standard error;  $\beta$ : standardised regression weight; t: CR: critical ratio; p: p-value, (\*) bias-corrected bootstrapping estimate ( $n = 5,000$ )

Hypothesis H4 proposed that pressure-based prosocial motivation mediates the impact of Confucian dynamism on firm's sustainability marketing commitment. The path from Confucian dynamism to sustainability marketing commitment was significantly positive ( $B = 0.53, p < 0.001$ ). Furthermore, the path from Confucian dynamism to pressure-based prosocial motivation was significantly positive ( $B = 0.33, p < 0.001$ ), as was the path from pressure-based prosocial motivation to sustainability marketing commitment ( $B = 0.25, p < 0.001$ ). This means that a 1-point increase in Confucian dynamism predicts a 0.33-point increase in pressure-based prosocial motivation and a 1-point increase in pressure-based prosocial motivation predicts a 0.25-point increase in sustainability marketing commitment.

The results from the bias-corrected bootstrap with 5,000 bootstrap samples indicated that the indirect effect of Confucian dynamism on sustainability marketing commitment via pressure-based prosocial motivation was positive ( $B4a \times B4b = 0.08, p\text{-value} = 0.000$ ; with a 95% confidence interval for the estimate ranging from 0.03 to 0.16). This means that a 1-point increase in Confucian dynamism indirectly predicts (via pressure-based prosocial motivation) a 0.08 increase in sustainability marketing commitment. These findings support hypothesis H4. Therefore, pressure-based prosocial motivation partially mediates the relationship between Confucian dynamism and firms' sustainability marketing commitment. In addition, the SEM results also indicated that the standardised regression weight of the indirect effect on sustainability marketing commitment of pleasure-based prosocial motivation is higher than the effect of pressure-based prosocial motivation (0.10 compared to 0.08). This means that pleasure-based prosocial motivation has a stronger indirect effect on sustainability marketing commitment than pressure-based prosocial motivation.

#### **4.2.3. Moderation effect**

As suggested by Cortina et al. (2001), to test the moderation effect, a single-test analysis was employed in which both the moderator and other variables in the model were analysed simultaneously.

Proactive personality was proposed to positively moderate the effect of Confucian dynamism on pleasure-based prosocial motivation. There were two hypotheses for this moderating effect. Firstly, H5a proposed a direct effect of proactive personality on pleasure-based prosocial motivation. The SEM results indicated that the unstandardised regression weight of the path from

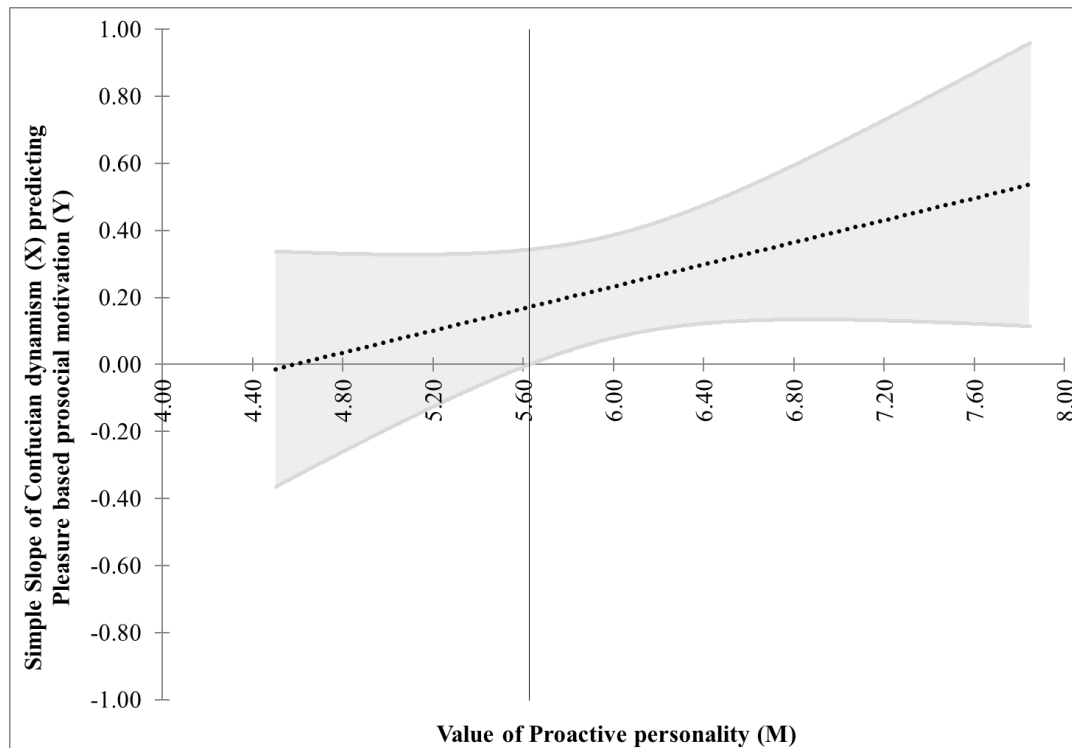


proactive personality to pleasure-based prosocial motivation was positive and significant ( $B = 0.39, p < 0.001$ ). This means that a 1-point increase in proactive personality predicts a 0.39-point increase in pleasure-based prosocial motivation. These empirical findings support hypothesis H5a, which stated that proactive personality has a positive effect on pleasure-based prosocial motivation. Secondly, H5b proposed that proactive personality positively moderates the effect of Confucian dynamism on pleasure-based prosocial motivation. The SEM results indicated that the unstandardised regression weight of the path from the product of proactive personality and Confucian dynamism to pleasure-based prosocial motivation was significantly different from zero ( $B = 0.17, p < 0.05$ ), supporting hypothesis H5b. This means that a 1-point increase in the product of proactive personality and Confucian dynamism predicts a 0.17-point increase in pleasure-based prosocial motivation. Accordingly, proactive personality moderates the effect of Confucian dynamism on pleasure-based prosocial motivation.

Proactive personality was also proposed to moderate the effect of Confucian dynamism on pressure-based prosocial motivation. There were also two hypotheses for this moderating effect. H6a proposed that proactive personality has a positive effect on pressure-based prosocial motivation. The SEM results indicated that the unstandardised regression weight of the path from proactive personality to pressure-based prosocial motivation was significantly different from zero ( $B = 0.51, p < 0.001$ ). This means a 1-point increase in proactive personality predicts a 0.51-point increase in pressure based prosocial motivation. These empirical findings support hypothesis H6a. Conversely, H6b proposed that proactive personality positively moderates the effect of Confucian dynamism on pressure-based prosocial motivation. The SEM results indicated that the unstandardised regression weight of the path from the product of proactive personality and Confucian dynamism to pressure-based prosocial motivation was not statistically different from zero ( $B = 0.05, p > 0.05$ ) which means hypothesis H6b is not supported. Thus, proactive personality plays the role of an antecedent in pressure-based prosocial motivation but not a moderator in the effect of Confucian dynamism on pressure-based prosocial motivation.

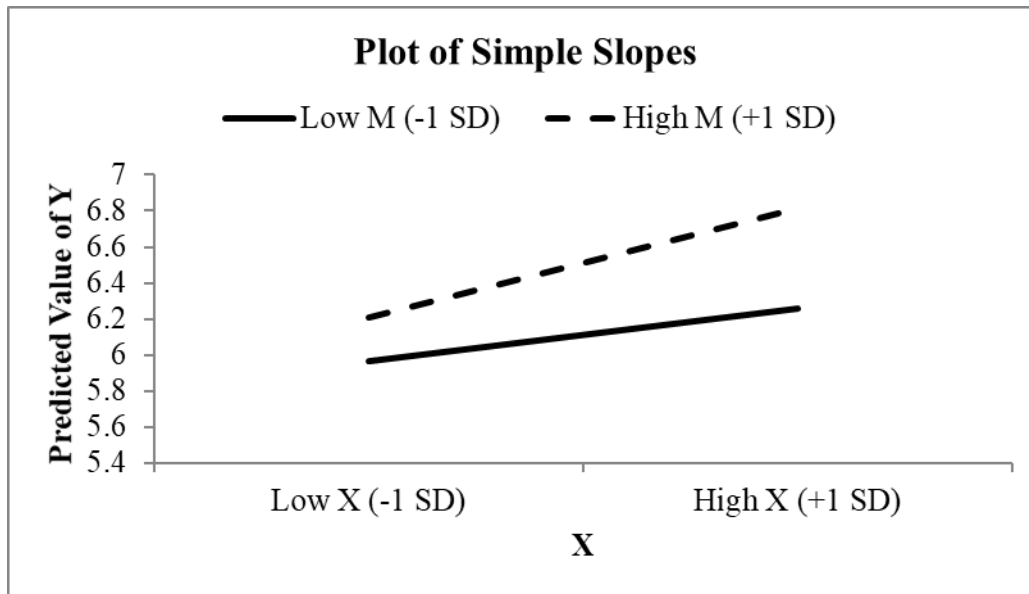
As discussed in Section 3.7.2, to probe the interaction between the moderator (proactive personality) and the main effect (the effect of Confucian dynamism on pleasure-based prosocial motivation), the Johnson-Neyman technique via the CAHOST procedure (Carden et al. (2017)) was applied. Figure 5.2 presents the Johnson-Neyman graph which shows that the effect of

Confucian dynamism on pleasure-based prosocial motivation was significant when the value of proactive personality was equal to or larger than 5.63 (i.e., when the value of proactive personality was larger than 5.63, the 95% confidence interval did not contain 0).



**Figure 4-4. Johnson-Neyman graph for the effect of Confucian dynamism on pleasure based prosocial motivation conditional on proactive personality (at a 95% confidence interval)**

Figure 4.4 presents the simple slopes graph (the pick-a-point approach) for the interaction effect between proactive personality and Confucian dynamism on pleasure-based prosocial motivation. The results from the CAHOST procedure indicated that the t-value at low moderator (M)-proactive personality (-1 standard deviation-SD) was 1.94 ( $p > 0.05$ ) and the 95% confidence interval was from -0.00 to 0.34. The t-value at high M (+1SD) was 3.16 ( $p < 0.05$ ) and the 95% confidence interval was from 0.13 to 0.57. The results from the pick-a-point approach are consistent with those of the Johnson-Neyman approach in that the effect of Confucian dynamism on pleasure-based prosocial motivation was significantly stronger when the value of proactive personality was high.



*Note: X: Confucian dynamism; Y: pleasure based prosocial motivation; M: proactive personality*

**Figure 4-5. The simple slopes graph**

#### **4.3. SUMMARY**

This chapter discussed the test results of the structural model. The content was divided into two parts: the mediation effect of pleasure-based and pressure-based prosocial motivation on the relationship between Confucian dynamism and sustainability marketing commitment, and the moderation effect of proactive personality on the relationship between Confucian dynamism and prosocial motivation. The results indicated that overall, hypothesis H2, H3, H4 and H5 are fully supported, while hypothesis H1 and H6 are partially supported.

The next chapter discusses the findings, the contribution, and the managerial implications of this study. It then concludes by considering the limitations of the study and making recommendations for future research.

## **CHAPTER 5 -DISCUSSION AND CONCLUSIONS**

### **5.1. INTRODUCTION**

Acknowledging the overarching role of chief marketing officers (CMOs) in achieving sustainability marketing in firms, this study investigated the impact of Confucian dynamism on firms' sustainability marketing commitment, which in turn affects firm performance in an emerging and transitional market (i.e., Vietnam). The role of prosocial motivations (pleasure- and pressure-based) in mediating the relationship between Confucian dynamism and sustainability marketing commitment and the role of proactive personality in moderating the effects of Confucian dynamism on both pleasure- and pressure-based prosocial motivations were also examined.

The thesis was organised into five chapters. Chapter 1 introduced the research background, research gap, and rationale for the study. Chapter 2 reviewed the relevant literature on marketing leaders' prosocial motivations, Confucian values, sustainability marketing, and proactive personality. The mediating effect of marketing leaders' prosocial motivations (i.e., pleasure- and pressure-based prosocial motivations) on the relationship between Confucian dynamism and sustainability marketing commitment was then discussed. The moderator (of the relationship between Confucian dynamism and prosocial motivations) was proactive personality. Based on the literature review, a conceptual framework was proposed hypothesising the above relationships. Chapter 3 discussed the research methodology employed for this study. The research design was first presented, followed by the measurement scales for the constructs in this study. In this chapter, a review of the literature on the assessment of measurement scales using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) with regard to unidimensionality, reliability, validity, estimation methods, overall model fit measures, and common method variance was also presented. This was followed by a discussion of the literature on testing the theoretical model using SEM and statistical testing procedures using covariance-based SEM. Finally, the pilot study and the main study, followed by the sample characteristics and the results of the assessment of the measurement scale using EFA and CFA, were reported. The tests of the theoretical model and hypotheses, using the covariance-based structural equation modelling (CB-SEM) package AMOS 20, were presented in Chapter 4. In this final chapter, a

summary of key findings, discussion, contributions, and managerial implications are discussed. The limitations of this study are also addressed and directions for future research suggested.

## **5.2. SUMMARY OF THE FINDINGS**

This study proposed six hypotheses. The two main hypotheses were the effect of sustainability marketing commitment on firm performance (H1a, b, c) and the effect of Confucian dynamism on sustainability marketing commitment (H2). The two mediation hypotheses were the mediation effects of both pleasure- and pressure-based prosocial motivations on the relationship between Confucian dynamism and sustainability marketing commitment (H3 and H4). The moderation hypotheses were the moderation effects of proactive personality on the impacts of Confucian dynamism on both pleasure- and pressure-based prosocial motivations (H5 and H6).

The validation of measures, presented in Chapter 4, demonstrated that all the constructs in this study satisfied the requirement for reliability and validity, including unidimensionality, composite reliability, convergent validity, and discriminant validity. These findings confirmed that measures developed in other economies can be applied in transitioning economies, albeit with some modifications.

The results produced by SEM demonstrated that hypotheses H1(a, b), H2, H3, H4, and H5 were supported and hypotheses H1c and H6 were partially supported. Specifically, hypothesis H1a (sustainability marketing commitment has a positive effect on sales growth) was supported because the unstandardised regression weight was positive and significant ( $B = 4.78, p < 0.05$ ). Hypothesis H1b (sustainability marketing commitment has a positive effect on market share) was supported because the unstandardised regression weight was positive and significant ( $B = 4.56, p < 0.05$ ). Hypothesis H1c (sustainability marketing commitment has a positive effect on ROA) was only supported at a 10% level ( $B = 3.40, p < 0.100$ ). Hypothesis H2 (Confucian dynamism has a positive effect on firms' sustainability marketing commitment) was supported as the unstandardised regression weight was significant and positive ( $B = 0.48, p < 0.001$ ). Hypothesis H3 (pleasure-based prosocial motivation mediates the impact of Confucian dynamism on firms' sustainability marketing commitment) was supported because the unstandardised regression weight of the path from Confucian dynamism to pleasure-based prosocial motivation was significantly different from zero ( $B = 0.31, p\text{-value} < 0.001$ ), the unstandardised regression

weight of the path from pleasure-based prosocial motivation to sustainability marketing commitment was also different from zero ( $B = 0.33, p < 0.001$ ), and the unstandardised regression weight of the indirect effect of Confucian dynamism on sustainability marketing commitment via pleasure-based prosocial motivation was significant and positive ( $B3a*B3b = 0.10, p < 0.001$ ; with a 95% confidence interval for the estimate ranging from 0.04 to 0.21).

Hypothesis H4 (pressure-based prosocial motivation mediates the impact of Confucian dynamism on firms' sustainability marketing commitment) was supported as the unstandardised regression weight of the path from Confucian dynamism to pressure-based prosocial motivation was significantly positive ( $B = 0.33, p < 0.001$ ), the unstandardised regression weight of the path from pressure-based prosocial motivation to sustainability marketing commitment was significantly positive ( $B = 0.25, p < 0.001$ ) and the unstandardised regression weight of the indirect effect of Confucian dynamism on sustainability marketing commitment via pressure-based prosocial motivation was significantly positive ( $B4a*B4b = 0.08, p\text{-value} = 0.000$ ; with a 95% confidence interval for the estimate ranging from 0.03 to 0.16).

Hypothesis H5a (the direct effect of proactive personality on pleasure-based prosocial motivation) was supported as the unstandardised regression weight was significantly positive ( $B = 0.39, p < 0.001$ ). Hypothesis H5b (proactive personality positively moderates the effect of Confucian dynamism on pleasure-based prosocial motivation) was supported because the unstandardised regression weight was significantly different from zero ( $B = 0.17, p < 0.05$ ).

Hypothesis H6a (proactive personality has a positive effect on pressure-based prosocial motivation) was supported because the unstandardised regression weight was significantly different from zero ( $B = 0.51, p < 0.001$ ).

However, hypothesis H6b (proactive personality positively moderates the effect of Confucian dynamism on pressure-based prosocial motivation) was not supported as the unstandardised regression weight was not statistically different from zero ( $B = 0.05, p > 0.05$ ).

### **5.3. DISCUSSION**

The findings of this study indicated that sustainability marketing commitment had a positive impact on sales growth rate and market share growth rate. The findings provide further evidence to support the significance of the relationship posited in the sustainability literature that sustainability activities will enhance firm performance (e.g., Ameer & Othman, 2012; Leonidou et al., 2013; Menguc, Auh & Ozanne, 2010). Some studies identified a positive association

between sustainability and profitability in developing countries such as India (Kansal, Joshi & Batra, 2014), Brazil (Lourengo & Branco, 2013) and Turkey (Ates, 2020). However, this association has also been found to be negative in Turkey (Barnea & Rubin, 2010). This negative association was explained by the argument that firms investing in sustainability were at an economic disadvantage as the distribution of resources was not in the best interests of investors (e.g., Aupperle, Carroll & Hatfield, 1985; Barnea & Rubin, 2010). Moreover, in the current study the effect of sustainability marketing commitment on ROA was partly significant. This might be because firms' ROA is likely to be driven by both lowering costs and increasing realised prices rather than enhancing unit sales while green promotion campaigns are less likely to lower firms' costs (Leonidou et al., 2013). This issue requires further exploration.

The direct positive effect of Confucian dynamism on sustainability marketing commitment identified in this study confirms the role of cultural values in firms (e.g., Hofstede, 1980; Markus & Kitayama, 1994). Prior research has shown that top management can influence business outcomes (e.g., Hambrick & Fukutomi, 1991; Hambrick & Mason, 1984). In this study, firms whose CMOs have a high level of Confucian dynamism tend to achieve a higher level of sustainability marketing commitment.

The findings of this study also confirm the mediating roles of both pleasure- and pressure-based prosocial motivations in the relationship between Confucian dynamism and sustainability marketing commitment. First, the impact of Confucian dynamism on pleasure- and pressure-based prosocial motivations was significantly positive. Cultural values have been confirmed to have a positive effect on motivation (Dekker & Halman, 2003; Grönlund et al., 2011). This study is one of the first to investigate the effect of cultural values (i.e., Confucian dynamism) on the two sources of prosocial motivations (i.e., pleasure- and pressure-based).

Pleasure- and pressure-based prosocial motivations have been found to have positive effects on several types of outcomes in previous studies (e.g., Gebauer et al., 2008; Vecina & Fernando, 2013). (e.g., Gebauer et al., 2008; Vecina & Fernando, 2013). For instance, pleasure-based prosocial motivation was found to be a positive antecedent of self-actualisation, self-esteem, and positive affect while pleasure-based prosocial motivation was found to be a positive antecedent of negative affect and needs of consistency and structure (Gebauer et al., 2008). Pleasure-based prosocial motivation also had a positive effect on psychology well-being, subjective well-being,



volunteer engagement, and volunteer satisfaction (Vecina & Fernando, 2013). No scholars have previously tested the relationship between the prosocial motivation of leaders and the sustainability marketing commitment of firms.

The mediation effect of prosocial motivation has rarely been investigated in previous research. For instance, only Tsachouridi and Nikandrou (2019) tested the mediation effect of prosocial motivation on the relationship between organisational virtuousness' perceptions and employees' willingness to support the organisation and work intensity. This study is one of the first to focus on the mediation effects of both pleasure- and pressure-based prosocial motivations. Specifically, the findings indicated that both mediated the effect of Confucian dynamism on sustainability marketing commitment. That is, Confucian dynamism enhances sustainability marketing commitment not only directly but also indirectly (through pleasure- and pressure-based prosocial motivations). This means that a CMO of a firm with a higher level of Confucian dynamism (i.e., has a strong effect by cultural value) will lead the firm to a high level of sustainability marketing commitment. Such a CMO also has stronger pleasure- and pressure-based prosocial motivations, which in turn enhances firms' sustainability marketing commitment. In addition, the findings demonstrated that the indirect effect of Confucian dynamism on sustainability marketing commitment via pleasure-based prosocial motivation (the standardised regression weight of the indirect effect was 0.10,  $p < 0.00$ ) was stronger than that of pressure-based prosocial motivation (the standardised regression weight of the indirect effect was 0.08,  $p < 0.00$ ). In other words, in Confucian societies, CMOs' pleasure-based prosocial motivation plays a more important role in enhancing firms' sustainability marketing commitment than pressure-based prosocial motivation.

Previous studies have identified proactive personality as a moderator in the workplace environment (e.g., Harvey, Blouin & Stout, 2006; Parker & Sprigg, 1999). Similarly, in this study, proactive personality was found to moderate the relationship between Confucian dynamism and pleasure-based prosocial motivation. In other words, CMOs' proactive personality moderates the relationship between Confucian dynamism and pleasure-based prosocial motivation, such that when the level of CMOs' proactive personality is high, the relationship between Confucian dynamism and pleasure-based prosocial motivation is enhanced, whereas when the level of CMOs' proactive personality is low, the relationship is weakened. In contrast,

proactive personality only plays a role as the antecedent of pressure-based prosocial motivation; it does not moderate the relationship between Confucian dynamism and pressure-based prosocial motivation. This is perhaps because CMOs with proactive personality tend to act upon their own ideas or suggestions for bringing about change (Fuller & Marler, 2009). They are also likely to act on their own rather than follow any external regulations. Further research is needed to investigate this issue. In general, in Confucian societies, the more proactive leaders are, the stronger their prosocial motivation. Furthermore, a CMO who has a higher level of Confucian dynamism tends to have stronger pleasure-based prosocial motivation than pressure-based prosocial motivation.

In summary, this study investigated the pivotal role of CMOs in firms' sustainability marketing commitment. Their prosocial motivations mediated the relationship between cultural values and firms' sustainability activities. In addition, the proactive personality of CMOs interacts with cultural values to activate their prosocial motivations.

#### **5.4. CONTRIBUTIONS**

This research contributes to the literature on sustainability marketing leadership in promoting effective sustainability practices in developing countries. The study findings shed light on the mechanism through which profitable sustainability practices can be established. It shows that the adaptive dimension of a value system (i.e., dynamism) is likely to enhance sustainability focus, where marketing leaders' socially aligned motivations mediate this relationship. In other words, it is argued that the right kind of Confucian value (not all values) would lead to or combine with the right kind of marketing leaders' motivation (i.e., prosocialness) and personality (i.e., proactivity) to generate effective sustainability outcomes in developing economies. The findings of this study offer a number of implications for theory and practice.

##### **5.4.1. Theoretical implications**

This study contributes to the literature on prosocial leadership, especially in marketing. Prosocial leadership is defined as "a positive, effective influence, with constructive goals that serve the common good" (Lorenzi, 2004, p. 283). This study extends this concept to a marketing perspective. Specifically, based on the definition of prosocial leaders developed by Ewest (2018), this study defined prosocial marketing leaders (i.e., marketing managers and CMOs) as

leaders who are motivated by and respond to empathy and who, without punishment or reward, tend to act to enhance the welfare of followers and those they are committed to serve. This study then investigated the role of CMO's prosocial motivation in sustainability marketing.

It also examined the impact of sustainability marketing commitment on firm performance. The results suggested that sustainability marketing commitment has positive effects on average volume sale growth in two years and average market share growth rate in two years. Sustainability has been proven to earn financial benefits for firms. This result adds more evidence to the literature on the role of sustainability marketing in firm performance.

Shao et al. (2017) found that only a limited number of scholars have examined the contextual factors that can foster and facilitate the positive impacts of prosocial motivations on work outcomes. A search on Google Scholar for the two keywords "Confucian values" and "prosocial motivations" showed 40 results. After filtering the papers on high-ranking journals (i.e., upper SSCI), there were two papers focusing on the role of prosocial motivations in Confucian societies. The first study was conducted Li and Liang (2015) that tested the moderating role of prosocial motives on the relationship between firm success and political appointment in a Confucian society (i.e., China). The second study was undertaken by Fu, Padilla-Walker, Nielson, Yuan and Kou (2021) examining the role of culture along with the power distance dimension altering the impact of target's power on prosocial behaviour among the Chinese and Americans adults. The relationship between Confucian values and marketing leaders' prosocial motivations is still neglected. In addition, the role of ethical leadership in Confucian Asian cultures is suggested to be a fruitful avenue for future research (Resick et al., 2011). Accordingly, prosocial leaders are believed to take responsibility for facing numerous complex issues (i.e., financial scandals, environmental side-effects) that can threaten a firm's reputation (Ewest, 2018). Ewest (2018) also pointed out that the motivations, development, and identification of prosocial leaders has largely been ignored. Li and Liang (2015, p. 594) indicated that it is important to "identify a prosocial motive in the Confucian life role transition doctrine, which emphasizes that the ultimate goal of life, after cultivating oneself and taking care of the immediate family or the firm, is to benefit the larger society". Confucian values, especially the role of Confucian dynamism in marketing leadership, have been overlooked in previous studies. Therefore, by investigating the impact of Confucian dynamism on the prosocial motivations of

marketing leaders, this study answers the question as to whether cultural values interact with prosocial motivation in marketing management. Specifically, both pleasure- and pressure-based prosocial motivation of CMOs strongly mediate the relationship between Confucian dynamism and sustainability marketing commitment.

Crant et al. (2016) suggested that investigating the boundary conditions in which proactive individuals exhibit greater performance is a potential area for future research. The role of proactive personality in prosocial leadership informed by Confucian values in marketing remains an open question. This study contributes to the theory of prosocial leadership through its exploration of cultural values (i.e., Confucian dynamism), personal traits (i.e., proactive personality), and the interaction between cultural values and personal traits (i.e., the interaction between Confucian dynamism and proactive personality) that can affect the CMOs' prosocial motivation. In particular, proactive personality was found to not only be an antecedent of both pleasure- and pressure-based prosocial motivation but also to moderate the effect of Confucian dynamism on pleasure-based prosocial motivation.

The role of cultural values in firm performance has been discussed in previous studies (Chew & Sharma, 2005; Frijns, Dodd & Cimerova, 2016; Gomez-Mejia & Palich, 1997). However, the effect of cultural values, especially Confucian dynamism, on sustainability marketing commitment has generally been ignored. This study is among the first to investigate this relationship. Specifically, it demonstrated that Confucian dynamism has a strong effect on sustainability marketing commitment. This means that firms whose CMO has high Confucian dynamism will have a stronger commitment to sustainability marketing.

Prosocial motivation has been widely investigated in previous research. However, only Gebauer et al. (2008) and Vecina and Fernando (2013) focused on the two specific sources of motivations: intrinsic and autonomous motivation (i.e., pleasure-based prosocial motivation) and extrinsic and controlled motivation (i.e., pressure-based prosocial motivation). By focusing on these motivations, this study found that pleasure-based prosocial motivation has a stronger indirect effect on sustainability marketing commitment than pressure-based prosocial motivation. In other words, in Confucian societies, the pleasure-based prosocial motivation of CMOs plays a more important role in enhancing the sustainability marketing commitment of firms than pressure-based prosocial motivation. This study thus offers a novel investigation of the sources

of prosocial motivation among leaders that enriches the literature on marketing leadership and sustainability.

Although sustainability is a critical determinant of national and regional progress and helps emerging markets integrate into the global economic and political system (Nkamnebe, 2011), a majority of emerging markets focus only minimally on sustainability orders. Furthermore, based on the literature review in Chapter Two, most of the research focusing on leadership in sustainability commitment is based on the view of the firm, little attention has been paid to how the personal motivation, attitudes, and behaviours of leaders impact firm performance and activities. However, study on the individual characteristics of particular managers is valuable (Rivera-Camino, 2012) as empirical studies of individual variables that inspire managers to adopt a green orientation (Aragón-Correa et al., 2004). McDonagh and Prothero (2014) reviewed some main streams of sustainability marketing including individual consumer concerns, behaviour and practices; organisational sustainability strategies and sustainability markets; reframing sustainability regarding institutional, societal and systems perspectives; and environmental laws, regulations and policies. Furthermore, Brown's (2012) discussion of the role of leadership, in the intersection of sustainability and advanced adult development, offers new insights into the behaviours and competencies of leaders' post-conventional consciousness within firms. McDonagh and Prothero (2014) suggested this is worthy for further investigation. Tollin and Christensen (2019) highlighted a lack of research on the drivers and barriers impacting the inclusion of sustainability in the marketing strategies and processes of firms. By investigating the effect of CMOs' prosocial motivation on sustainability marketing commitment, this study highlights the role played by the personal attributes of a firm's top management (in enhancing its sustainability marketing commitment). Specifically, this study found that both pleasure- and pressure-based prosocial motivation mediate the relationship between Confucian dynamism and sustainability marketing commitment. This study thus offers a novel contribution regarding the personal characteristics of leaders that can enhance the sustainability strategies of firms.

#### **5.4.2. Managerial implications**

By investigating cultural values (i.e., Confucian dynamism), the leader's motivation (i.e., pleasure- and pressure-based prosocial motivation), and personal traits (i.e., proactive

personality) together with the commitment of the firms to sustainability marketing, the findings of this study offer practitioners knowledge of which factors can impact their firms' sustainability marketing strategies. Specifically, it provides a clearer picture of the sources in terms of environmental factors (i.e., Confucian culture) and leader's personal factors (i.e., motivation and proactive personality) that firms need to access to follow the new global trend (i.e., sustainability). This study also highlights the role of leadership in sustainability marketing in creating the opportunities for a firm to clearly understand the collaboration between human resource strategies and marketing strategies and achieve sustainable development.

Cultural values are one of the important factors that have an effect on sustainability marketing commitment. Therefore, firms should pay attention to how cultural values such as Confucian values can be incorporated into sustainability marketing strategies. Confucian values were also found to have an effect on leader's prosocial motivations and subsequently impact sustainability marketing commitment. Hence, firms could consider including some Confucian teaching in training courses to improve leaders' prosocial motivations and orientate firms' marketing strategies towards sustainability.

The results also suggest several recruitment criteria for firms to achieve sustainability. In this study, CMOs were confirmed as the crucial factor. Furthermore, this study also helps local firms, especially those from Asian emerging markets, to understand whether the Confucian culture interacts with leaders' proactive personality to activate their prosocial motivations. Consequently, firms can consider combining Confucian teaching in training courses along with recruitment criteria regarding proactive personality for top management positions. This would activate the prosocial motivations that may lead to the implementation of sustainability marketing strategies and activities.

Finally, the findings revealed that sustainability marketing commitment enhanced firm performance regarding volume sales and volume share. This suggests that firms should design and implement marketing strategies that emphasise the role of sustainability (e.g., green strategies (Jayaratne, Sullivan Mort & D'Souza, 2019; Zhang, Shen & Wu, 2011), corporate social responsibility practice (David, Kline & Dai, 2005), and eco-orientation (Miles & Munilla, 1993).

### **5.4.3. Implications for public policy and stakeholders**

The findings of this study highlight the role of firms, especially prosocial CMOs, in achieving marketing sustainability to benefit society and consumers by enhancing their values. This is because prosocial CMOs are sustainable CMOs. They promote and conduct activities to generate social and economic values and encourage more customers to get involved in a sustainable lifestyle and increase welfare for the economy. Therefore, it is suggested that governments should establish public policies that instruct and encourage firms to pursue sustainability strategies.

In addition, Schlange (2009) found that sustainability-driven entrepreneurs build relationships with stakeholders who obey the established societal rules, share a system of basic values, and have the potential to create future change in the economic, social, and ecological layers of society. Because prosocial CMOs play an important role in achieving marketing sustainability, they can help stakeholders to clearly understand the benefits of sustainability for firms and societies. Therefore, the government can cooperate with firms to instruct stakeholders to believe and follow sustainability development.

## **5.5. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

This study has several limitations that need to be addressed. First, it focused on CMOs' prosocial motivation and Confucian dynamism. There may, however, be other factors that have an impact on sustainability marketing commitment and firm performance, such as marketing capabilities (e.g., Kamboj and Rahman (2017); Tollin and Christensen (2019)) or sustainability leadership (Tollin & Christensen, 2019), which merit further research. Second, this study investigated the role of Confucian dynamism and prosocial motivation in sustainability marketing commitment and firm performance in one Confucian culture only, Vietnam. A comparison among these countries as well as among Confucian and non-Confucian countries will provide a deeper understanding of the role played by cultural values and prosocial motivation in sustainability marketing commitment. Third, both pleasure- and pressure-based prosocial motivation are important for sustainability activities. Future research should pay attention to the role of each source of prosocial motivation in enhancing sustainability. This study examined the moderation effect of proactive personality, a personal trait, on the relationship between Confucian dynamism

and prosocial motivation, which was found to have an effect on pleasure-based prosocial motivation. This moderation effect on pressure-based prosocial motivation, however, was not confirmed. Future research should therefore re-examine this effect. Finally, several other personal traits among leaders such as the Big Five (e.g., Gallagher, O'Riordan, McMahon and Creaven (2018); Kalshoven, Den Hartog and De Hoogh (2011)) or hardiness (Merino-Tejedor, Hontangas-Beltrán, Boada-Grau & Lucas-Mangas, 2015) may also moderate the relationship between Confucian dynamism and prosocial motivation and merit further investigation. This study focused on CMOs in profit organisations. An examination of the effects of the prosocial motivations and personality traits of CMOs on sustainability marketing commitment and firm performance in non-profit organisations would be another valuable direction for future research.

## **5.6. CONCLUSION**

In conclusion, this study successfully answered the three research questions formulated in Chapter 1:

- How can prosocial marketing leadership be conceptualised? How do prosocial marketing leaders' behaviour and motivations impact business performance?
- What is the process/mechanism through which prosocial marketing motivation is translated into sustainability-based superior business performance? Does marketing leaders' prosocial motivation play a role in how Confucian values are translated into the firms' sustainability marketing commitment, which in turn drives firm performance? In what ways do the Confucian values of marketing leaders affect their prosocial motivation?
- What are the boundary conditions of the “prosocial leadership-sustainability-performance” process? Does marketing leaders' proactive personality interact with Confucian values to have an effect on the process?

By answering these questions, this study has enriched the body of knowledge on prosocial leadership and sustainability marketing regarding the cultural factors (i.e., Confucian dynamism) and personal factors of leaders (i.e., prosocial motivation, proactive personality) that can have a significant impact. This study also revealed the sources of leaders' prosocial motivation (i.e.,



pleasure- and pressure-based prosocial motivation) that play an important role in sustainability marketing strategies.

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## APPENDICES

### Appendix A- Summary of research on leadership in sustainability in marketing from 2000 to the present day

Study	Research objectives	Country	Unit of analysis/unit of observation	Methodology	Theory/Justification	Findings
Slater and Angel (2000)- The Impact and Implications of Environmentally Linked Strategies on Competitive Advantage: A Study of Malaysian Companies	Investigate the extent to which companies: Include environmental forces in corporate strategy Are affected by environmental pressures when making investment decisions such as cross-border product and market extension Systematically differ in any of the above.	Malaysia	Firm	Quantitative: questionnaire-based survey	Use of a modified portfolio matrix that incorporates environmental attractiveness adapted from Jose (1996) The structure–conduct-performance paradigm in the field of industrial economics The dynamic relationship between environmental regulation, innovation, and companies' competitiveness Advantages of spin-off activities	- Companies have a proactive approach related to the natural environment, and their awareness seems to be originated from their trade with foreign companies. - Environmental issues are part of an associated corporate strategy where the capabilities of the firm and the impact on the environment are considered in the decision of new products/processes. - The benefits from operations are valued for the firm's direct benefit to the environment and not only for their indirect effect on the firm's operations. Therefore, environmentally friendly investments are suitable for their positive effect on the environment, which in turn become cost savings and efficiency improvements.
Banerjee (2002)- Corporate Environmentalism The construct and its measurement	- Examine managerial perceptions of corporate environmentalism which is defined as the process by which companies	U.S.	Firm/Manager	Survey	Stakeholder theory	- Firms in chemicals, utilities, and manufacturing industries generate higher mean scores on environmental orientation and environmental strategy focus than firms in other industries. - Firms in chemical and utility industries exhibit much stronger

	<p>integrate environmental concerns into their decision making</p> <ul style="list-style-type: none"> <li>- Clarify, refine and measure the constructs of ecological sustainability, corporate environmental commitment, ecocentric organisations, and sustaincentric organisations</li> </ul>					<p>levels of environmental orientation and environmental strategy focus</p> <ul style="list-style-type: none"> <li>- The strategy focus in chemical, utilities, and manufacturing industries is at firm level, which in turn determines environmental strategies at lower levels.</li> <li>- At firm level, strategic planning includes integrating environmental goals with other firm goals such as environmental issues in the total quality management process and developing new products and processes to reduce the environmental impact.</li> <li>- Corporate strategy focus is greater than the business/functional strategy focus for all industries.</li> <li>- Firms in the chemical and industrial manufacturing industries exhibit a greater environmental focus at the firm level while firms in industries with a lesser environmental impact exhibit a lower degree of strategic focus at firm, business and functional levels.</li> </ul>
Pujari et al. (2003)- Green and competitive influences on environmental new product development performance	<ul style="list-style-type: none"> <li>- Investigate the underlying dimensions of environmental new product development (ENPD) and its performance</li> <li>- Investigate the relative influence of</li> </ul>	The UK	Firm/Manager	Survey	The literature on environmental management and new product development	<ul style="list-style-type: none"> <li>- There are significant relationships between the market performance of ENPD and environmental benchmarking and performance measurement processes, effective environmental database management, effective groundwork, and cross- functional coordination.</li> <li>- There are relationships between eco-performance and effective</li> </ul>

	various managerial, process, and interface variables on the performance of ENPD					<p>groundwork activities, top management support and involvement, functional coordination, supplier involvement and environmental database management for life cycle analysis activities, and the role of the environmental coordinator</p> <ul style="list-style-type: none"> <li>- The results indicate that for many companies, consideration of eco-performance is being built into the entire NPD process, beginning with the gathering of environmental information and its consideration during “groundwork” activities.</li> <li>- Top management support for, and involvement in, environmental product development was evident in the majority of organisations</li> <li>- The current process is one in which environmental concerns are included in the conventional NPD paradigm.</li> </ul>
Banerjee et al. (2003)- Corporate Environmentalism: Antecedents and Influence of Industry Type	- Examine the strategies by which a business firm manages its relationship with the natural environment by testing the mediating role of <b>top management commitment on the effect of public concerns</b> , regulatory forces and competitive	North America	Firm/Manager	Quantitative: survey	Stakeholder theory	<ul style="list-style-type: none"> <li>- The role of top management commitment is important in any effort to move firms toward environmentalism.</li> <li>- Industry type moderates the effects of public concern, regulations, and competitive advantage on top management</li> </ul>



	<p>advantage on environmental orientation and environmental strategy.</p> <ul style="list-style-type: none"> <li>- Investigate the influence of industry type on these relationships.</li> </ul>					
Rivera-Camino (2007)- Re-evaluating green marketing strategy: a stakeholder perspective	<p>Examine the effect of stakeholders on green marketing strategy including all actions that take into consideration stakeholders and their needs together with different markets and sections</p>	Spain	Firm/Manager	<p>Qualitative research was used to build the scale of green marketing strategy</p> <p>Factorial analysis was performed to test the hypotheses</p>	The literature on green marketing strategies and stakeholders	<ul style="list-style-type: none"> <li>- The stakeholders are linked to GMS and their effect on the strategy adopted by the firms.</li> <li>- Spanish firms use a relative stakeholder classification which was based on the perceived influence stakeholders have on a firm's green marketing strategy.</li> <li>- Stakeholder identities and their interests varied in lined with the organisation and its context.</li> <li>- Managers consider all stakeholders. They perceived that the organisation's proactive attitudes to suppliers, customers, and competitors impact on its orientation to non-market relationships.</li> <li>- The level of perceived importance of stakeholder pressure is associated with a firm's green marketing level although there are variables which linked to the organisation's visibility moderate this relationship.</li> </ul>
Rothenberg (2007)- Environmental managers as	<ul style="list-style-type: none"> <li>- Investigate how both technical and institutional pressures play a role</li> </ul>	The U.S and Canada	Firm/Employee	Qualitative: interview	Institutional theory	<ul style="list-style-type: none"> <li>- Environmental managers act as boundary spanners and respond to both technical and institutional pressures and multiple discourses</li> </ul>

institutional entrepreneurs: The influence of institutional and technical pressures on waste management	<p>in a firm's environmental management and performance.</p> <p>- Investigate the role of environmental managers as boundary spanners and, in some cases, institutional entrepreneurs and discusses the factors that influence their responses to external pressures.</p>					<p>with institutional fields. They act as institutional entrepreneurs in order to alter the framing of and discourse about environmental performance. Their strategies partly depend on their relative power within the organization, the relationship between technical and institutional pressures, and the salience of these pressures.</p> <p>- In the plants operating under more traditional manufacturing practices, managers tend to interpret the technical environment as placing a greater priority on on-time delivery and quality than on process efficiency.</p> <p>- In both plants (St. Louis (US) and Windsor (Canada)), environmental managers work to change how environmental issues were framed in the organization. Institutional frames affect how technical pressures were perceived, suggesting that these pressures co-create each other.</p>
Belz and Schmidt-Riediger (2010)- Marketing Strategies in the Age of Sustainable Development: Evidence from the Food Industry	<p>Investigate characteristics and investigate characteristics and drivers of sustainability marketing strategies in food industry. The drivers includes the perceived influence of</p>	Germany	Food processing companies	Survey	Socio-ecological criteria stakeholder theory	Top management and companies' owners play a key role in the adoption of active sustainability marketing strategies

	consumers, the perceived influence of retailers, the perceived influence of competitors, the perceived influence of legislators, the sustainability commitment of top management and companies owners, public exposure, and the subindustry					
Dibrell et al. (2011)- How managerial attitudes toward the natural environment affect market orientation and innovation	- Investigate the effects of <b>managers' natural environmental attitudes</b> together with market orientation on firm innovativeness.	U.S.	Firm/CEO and owner of the firm		Use the literature in market orientation, firm innovativeness and managerial attitudes toward the natural environmental & innovativeness	<ul style="list-style-type: none"> <li>- The results indicate that the environmental attitudes espoused by managers moderate the effect of the market orientation on firm innovativeness</li> <li>- The results show the organizational culture aspect of market orientation improves the moderating impact of the attitudes of managers on innovativeness.</li> <li>- The natural environmental attitudes of managers involve in a firm's competitive processes such as market orientation lead to increasing entrepreneurial processes that have a strong link to increasing firm financial performance.</li> </ul>
Rivera-Camino (2012)- Corporate environmental market responsiveness: A model of	- Proposes and tests the influences of psychological organizational variables that are attitude towards	Austria, Belgium, France, Italy, Holland, Norway, Portugal,	Firm/Manager	Quantitative: survey	Theory of reasoned action	<ul style="list-style-type: none"> <li>- Managers' behaviour regarding environmental policy is mainly determined by social judgments and perceptions.</li> <li>- Stakeholders have an important impact on managerial decision</li> </ul>

individual and organizational drivers	environmental market responsiveness (CEMR), subjective norm and perceive control on CEMR - Defines the concept of environmental market responsiveness	Spain, Sweden, Switzerland, and Germany				making in terms of CEMR, coincide with the institutional view of human behaviour. - Past performance regarding environmental behaviour has a strong influence on managers' attitudes - The effect of the organizational context on perceived internal control and perceived external control is confirmed. - From the competitive advantage view, the results indicate that managerial decisions are not from a choice among unlimited possibilities determined by purely internal arrangements, but from a narrowly defined set of legitimate options determined by a firm's organizational field
Chen and Chang (2013)- The Determinants of Green Product Development Performance: Green Dynamic Capabilities, Green Transformational Leadership, and Green Creativity	- Explore the effects of green dynamic capabilities and green transformational leadership on green product development performance - Investigate the mediation role of green creativity.	Taiwan	Firm/CEOs, managers of environmental, marketing, manufacturing, or R&D departments, and leaders and members of green product development projects	Quantitative: survey/SEM	- The theory of resource-based view - Use the literature regarding green transformational leadership and green product development performance	- Green dynamic capabilities and green transformational leadership have positive effects on both of green creativity and green product development performance. - Green creativity partially mediates the positive effects of green dynamic capabilities and green transformational leadership on green product development performance
Leonidou et al. (2015)- Environmentally friendly export	- Investigate the external and internal factors drive firms to adopt an	Greece	Firm	Quantitative: survey/SEM	Use the literature regarding the major streams of research that are connected	- The instrumental role of both external forces (i.e., foreign environmental public concern and competitive intensity) and internal

business strategy: Its determinants and effects on competitive advantage and performance	environmentally friendly export business strategy - Investigate the role of the use of this business strategy in achieving product differentiation and/or cost leadership advantages in export markets - Investigate the effects of possessing each of these types of competitive advantages on export market performance and financial performance outcomes				with this strategic approach to green issues: - The role of various external factors that necessitate the adoption of environmentally friendly strategies - The internal determinants of green strategy - The environmental corporate strategy - The achievement of environmentally driven competitive advantages - The performance implications of environmental practices	factors (i.e., top management green sensitivity and organizational green culture) in making an environmentally friendly export business strategy - Environmental public concern and competitive intensity can affect exporting firms' operations in foreign markets - Top management is treated as the driving force behind the changes made in any organization - Adopting an environmental stance in the firm's export strategic activities is a serious change that needs constant support, commitment, and coordination to be effective. - The positive effect on competitive advantage exists only with regard to product differentiation, not cost leadership advantage. - Both market and financial performance positively impact on the differentiation advantage achieved from an environmentally friendly strategy. These effects are encouraging news for firms that want to be successful in export markets.
Sheth and Sinha (2015)- B2B branding in emerging markets: A sustainability perspective	- Investigate how B2B companies can leverage sustainability to build their corporate reputation and	Mexico, Latin America, Asia, Africa, India, Mozambique,		Case study	Triple bottom line approach	

	reap both social and financial rewards.	Tanzania.				
Tollin, Christensen and Wilke (2015)- Sustainability in business from a marketing perspective	- Investigate the perspectives, processes and areas of capability serve as drivers to company commitment to sustainability	Denmark and Sweden	Firm/employee	Survey	Use the literature regarding the cognitive and the capability view which are represented by the following constructs: perspectives, orientation and space	- Top management plays a significant role in driving sustainability thought and practice to higher commitment levels, provided they practice a leadership style which embraces ideas and values that signify collectivism and future orientation. - A marketing perspective plays a role not only in driving sustainability commitment, but also as an antecedent variable by driving companies' engagement in social and product responsibility issues - Sustainability-minded CEOs address and emphasize a long-term proactive perspective on company visions and strategies
De Chiara (2016)- Eco-labeled Products: Trend or Tools for Sustainability Strategies?	- Investigate the elements of credibility and efficacy of CSR communication focusing on green advertising and eco-labels	Italy	Firm	Empirical research based on a cross-sector study of 109 firms		
Tollin and Christensen (2019)- Sustainability Marketing Commitment: Empirical Insights	- Analyse the impact of potential drivers at the corporate and functional level of marketing - Investigate	Denmark and Sweden	Firm/Manager in marketing and strategy		Managers' cognitive frames about marketing capabilities	- A higher commitment includes three key traits: a tendency to enact a championship role for corporate sustainability in the company, commitment in driving and managing sustainability-led new product development projects, and

About Its Drivers at the Corporate and Functional Level of Marketing	corporate sustainability includes at the functional level of marketing regarding the processes to be enacted, capabilities to be developed, and performance effects to be expected					<p>efforts to foster relationships with various organizations that actively promote sustainability-led development in business and society.</p> <ul style="list-style-type: none"> <li>- Sustainability marketing includes marketing mix management that adopts a triple-bottom-line approach, and is a process that presupposes initiatives beyond the marketing management domain.</li> <li>- Sustainability marketing indicates an alignment of marketing with other perspectives and disciplines</li> <li>- The study identifies a strong association between managers' cognitions about important marketing capabilities and sustainability marketing commitment.</li> <li>- The strength of the effect of marketing capabilities oriented towards exploration on sustainability marketing commitment does not depend on the organizational context.</li> <li>- The capability's potential to develop and strengthen mainly depends on the capacity within companies' marketing departments to achieve, advance, and capture new insights constantly, thus integrating knowledge of consumer values and processes into innovation projects.</li> <li>- Marketing's effect and the level of market orientation appear to act as conditions for, not drivers of,</li> </ul>
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						sustainability marketing commitment. - Brand image orientation appears as a strong and positive moderator, while innovativeness does not.
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### Appendix B- Summary of the antecedents and outcomes of prosocial motivation

Study	Research objectives	Respondent	Antecedents of prosocial motivation	Moderators of prosocial motivation	Outcomes of prosocial motivation	Theory/ Justification	Findings
De Dreu, Weingart and Kwon (2000)- Influence of Social Motives on Integrative Negotiation: A Meta-Analytic Review and Test of Two Theories	Investigate whether and when prosocially motivated individuals are opposite to egoistically motivated individuals in terms of helping or hindering dyads or groups to be integrative.	Student- Individual level	Collective incentives			- Traditional economic models of bargaining - Cooperation theory - Dual concern theory	Providing collective incentives increases individuals' prosocial motivation
Perlow and Weeks (2002)- Who's helping whom? Layers of culture and workplace behaviour	Investigate how the American and Indian cultures intersect in their effect on work	Employee (engineer)- Individual level	Collectivistic norms			The literature on individualism and collectivism	Employees in an engineering company that emphasises collectivistic norms tend to experience prosocial motivation towards helping their colleagues.
Grant (2007)- Relational job design and the motivation to make a prosocial	Emphasise the relational architecture of jobs and investigate its	Employee- Individual level	- Job impact on beneficiaries - Contact with beneficiaries - Perceived	- Affect commitment to beneficiaries	Behavioural consequences: effort, persistence, and helping	The literature on relational job design, relational architecture of the job (e.g., job	Conceptual framework, no empirical evidence/test

difference	effect on the motivation to make a prosocial difference		impact on beneficiaries		behaviour Identity consequences: competence, self-determination, and social worth	impact on beneficiaries and contact with beneficiaries), perceived impact on beneficiaries, affect commitment of beneficiaries, and the motivation to make a prosocial difference	
Graziano, Habashi, Sheese and Tobin (2007)- Agreeableness, Empathy, and Helping: A Person x Situation Perspective	Explore the links among prosocial motivation, empathy and helping behaviour	Undergraduate student-Individual level	Agreeableness			The literature on agreeableness and prosocial motivation	Prosocial motivations are linked to agreeableness: agreeable individuals pay attention to relationships with others to whom they tend to direct their prosocial motivations
Gebauer et al. (2008)- Pleasure and pressure based prosocial motivation: Divergent relations to subjective well-being	Introduce the measurement of pleasure and pressure based prosocial motivation Investigate the effects of pleasure and pressure based prosocial motivation on subjective well-being	Individual level	Secure attachment		Subjective well-being Self-actualisation Self-esteem Positive and negative affect Study enjoyment Prosocial personality Life satisfaction Interdependent self-construal	The literature on prosocial motivation, subjective well-being, moral norms and self-construals	Only pleasure-based prosocial motivation, has a positive effect on subjective well-being and self-esteem Participants with high pressure-based prosocial motivation have more negative affect and higher needs for consistency and structure Only pleasure-based prosocial motivation has a positive effect

							<p>on study enjoyment</p> <p>Self-actualisation mediates the effect of pleasure-based prosocial motivation on subjective well-being and self-esteem</p> <p>Pressure- and pleasure-based prosocial motivation have a significant effect on prosocial personality</p> <p>Only pleasure-based prosocial motivation has a positive effect on life satisfaction</p> <p>Pleasure- and pressure-based prosocial motivation are positively related to interdependent self-construal and unrelated to independent self-construal.</p> <p>Individuals with high levels of both types of prosocial motivation are likely to have interdependent self-construal</p> <p>Secure attachment impacts on pleasure-based prosocial</p>
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							motivation
Grant (2008)- Does Intrinsic Motivation Fuel the Prosocial Fire? Motivational Synergy in Predicting Persistence, Performance, and Productivity	Investigate the effects of the interaction between intrinsic and prosocial motivations on persistence, performance, and productivity.	Employee (firefighters, fundraising callers)- Individual level		Intrinsic motivation	Persistence Performance Productivity	The literature on intrinsic and prosocial motivations	<ul style="list-style-type: none"> <li>- Intrinsic motivation moderates the relationship between prosocial motivation and persistence.</li> <li>- Intrinsic motivation moderates the relationship between prosocial motivation and performance productivity in fundraising.</li> <li>- Performance mediates the interactive relationship between prosocial and intrinsic motivations and productivity</li> </ul>

Grant and Mayer (2009)- Good Soldiers and Good Actors: Prosocial and Impression Management Motives as Interactive Predictors of Affiliative Citizenship Behaviours	Investigate prosocial and impression management motives as interactive predictors of affiliative citizenship behaviours	Employee-Individual level		Impression management motives	Affiliative citizenship behaviours. Challenging citizenship behaviours	Theories of impression management	- Prosocial motivation influences supervisor ratings of affiliative interpersonal citizenship behaviours - Impression management motives moderate the association between prosocial motives and affiliative citizenship.
Grant, Parker and Collins (2009)- Getting credit for proactive behaviour: supervisor reactions on what you value and how you feel	Investigate factors moderating supervisors' reactions to employees' proactivity.	Manager and employee-Individual level				Attribution theory	When employees have prosocial motivation, their proactive behaviours correlate with their supervisors' performance evaluations.
Grant and Sumanth (2009)- Mission Possible? The Performance of Prosocially Motivated Employees Depends on Manager Trustworthiness	Investigate the contingent relationships between prosocial motivation and performance in mission-driven organisations	Employee (fundraisers)-Individual level		- Manager trustworthiness - Perceived task significance	Performance (the number of calls made by fundraisers)	The literature on prosocial motivation, manager trustworthiness and task significance.	- Manager trustworthiness has a strong moderating effect on the relationship between prosocial motivation and the performance outcome and this is mediated by perceived task significance.

							<ul style="list-style-type: none"> <li>- Perceived task significance has a strong moderating effect on the relationship between prosocial motivation and performance</li> <li>- Dispositional trust propensity may redeem low manager trustworthiness by strengthening the interaction between prosocial motivation and performance.</li> </ul>
Grant and Wrzesniewski (2010)- I Won't Let You Down... or Will I? Core Self-Evaluations, Other-Orientation, Anticipated Guilt and Gratitude, and Job Performance	Investigate the conditions under which high core self-evaluations are associated with higher versus lower levels of job performance	Study 1: fundraisers Study 2: employees in public service organisations Study 3: employees working in an outbound for-profit call centre Individual level				The literature on self-evaluations and other orientation	<ul style="list-style-type: none"> <li>- Prosocial motivation strengthens the association between core self-evaluations and job performance.</li> <li>- This moderating effect is mediated by anticipated guilt and gratitude</li> </ul>
Grant and Berry (2011)- The necessity of others is the mother of invention: intrinsic and	Based on motivated information process theory, explain and resolve the inconsistent	Study 1: security force officers and their supervisor Study 2: employees and			Perspective taking	Emotion theory and self-determination theory Motivated information processing theory	<ul style="list-style-type: none"> <li>- Prosocial motivation is associated with perspective taking</li> <li>- Prosocial motivation strengthens the</li> </ul>

prosocial motivations, perspective taking and creativity	relationship between intrinsic motivation and creativity	their supervisor at a water treatment plant Study 3: undergraduate students- Individual level					relationship between intrinsic motivation and creativity
Vecina and Fernando (2013)- Volunteering and well-being: is pleasure based rather than pressure based prosocial motivation which is related to positive effects?	Investigate the effects of pleasure based prosocial motivation on subjective well-being, psychological well-being, volunteer engagement, satisfaction and study enjoyment	Members of a non-profit organisation- Individual level			Subjective well-being Psychological well-being Volunteer engagement Satisfaction Study enjoyment	The literature on volunteerism, well-being, pleasure and pressure based prosocial motivation	Pleasure based prosocial motivation has a positive effect on subjective well-being, psychological well-being, volunteer engagement, volunteer satisfaction, and study enjoyment.

Aydinli et al. (2014)- When does self-reported prosocial motivation predict helping? The moderating role of implicit prosocial motivation	Investigate the effects of implicit and explicit prosocial power motivations on different types of helping Investigate the role of explicit and implicit prosocial power motivation for predicting planned helping and spontaneous helping	Individual level			- Planned helping - Spontaneous helping	The literature on planned helping, spontaneous helping, and explicit and implicit prosocial power motivation	- The effect of explicit prosocial motivation on spontaneous helping is strongly moderated by implicit prosocial motivation, but is only significant when implicit prosocial motivation is high. - Explicit prosocial motivation has an effect on planned helping
Zhu and Akhtar (2014)- How transformational leadership influences follower helping behavior: The role of trust and prosocial motivation	Investigate the mediating role of affect-based and cognitive-based trust in the relationship between transformational leadership and followers' helping behaviour towards co-workers Investigate the moderating role	Sales employees and supervisors – Individual level				A relationship-based perspective and a character-based perspective	- Among employees with high prosocial motivation, affect-based trust mediates the effect of transformational leadership on followers' helping behaviour towards co-workers - Among those with low prosocial motivation, cognition-based trust mediates the effect of transformational



	of prosocial motivation in the relationship between affect-based and cognitive-based trust and followers' helping behaviour towards co-workers						leadership on followers' helping behaviour
Hu and Liden (2015)- Making a difference in the teamwork: linking prosocial motivation to team processes and effectiveness	Investigate the effect of team prosocial motivation on team effectiveness which is mediated by team cooperation and team viability, and ascertain when this relationship is stronger or weaker.	Team level Study 1 (survey): Employees, managers Study 2 (lab experiment): undergraduate students		Task interdependence	Team cooperation, team viability, team performance, team organisational citizenship behaviour (OCB), team voluntary turnover	Team effectiveness theory	<ul style="list-style-type: none"> <li>- Team cooperation fully mediates the association between team prosocial motivation and team performance and partially mediates the association between team prosocial motivation and team OCB.</li> <li>- Team prosocial motivation has a negative effect on team voluntary turnover</li> <li>- Team viability fully mediates the association between team prosocial motivation and team performance and voluntary turnover.</li> <li>- Task</li> </ul>

							<p>interdependence moderates the indirect effect of team prosocial motivation on team performance and team OCB via team cooperation</p> <p>- Task interdependence moderates the indirect negative effect of team prosocial motivation on team voluntary turnover via team viability.</p> <p>- Task interdependence moderates the effect of team prosocial motivation on team performance and team OCB.</p>
Frazier and Tupper (2016)- Supervisor Prosocial Motivation, Employee Thriving, and Helping Behaviour: A Trickle-Down Model of Psychological	- Investigate the mechanism by which prosocially motivated supervisors affect subordinates' helping behaviour and performance in the workplace	Employee and supervisor- Multilevel			<p>- Supervisor psychological safety.</p> <p>- Employee psychological safety</p>	<p>- Social learning theory</p> <p>- Self determination theory</p>	<p>- Supervisor prosocial motivation has a positive effect on supervisor psychological safety</p> <p>- Supervisor psychological safety mediates the effects of supervisor prosocial motivation on employee psychological safety</p>

Safety							
Shao et al. (2017)- Are prosocially motivated employees more committed to their organisation? The roles of supervisors' prosocial motivation and perceived corporate social responsibility	<ul style="list-style-type: none"> <li>- Investigate the conditions under which prosocial employees react to their work environment favourably.</li> <li>- Investigate how perceived prosocial work environments including perceptions of supervisors' prosocial motivations and organisation's corporate social responsibility (CSR) redeem employees' prosocial motivation to improve their organisational commitment.</li> <li>- Investigate how prosocial employees' perceptions of their</li> </ul>	Employee-Individual level			Employees' organisational commitment	Person-environment fit theory Social identity theory	Supervisors' prosocial motivations synergise with employees' prosocial motivations to improve employees' organisational commitment. Organisational CSR synergises with employees' prosocial motivation to strengthen their organisational commitment. There is an association between employees' prosocial motivations, supervisors' prosocial motivations, and organisational CSR. The alignment among employees' prosocial motivations, supervisors' prosocial motivations, and organisational CSR exerts a tripartite synergistic effect on employees' organisational commitment.

	organisation's corporate social responsibility impact on their organisational commitment.						
Lebel and Patil (2018)- Proactivity Despite Discouraging Supervisors: The Powerful Role of Prosocial Motivation	Investigate the effect of supervisor behaviour on proactivity Investigate the factors that lessen the negative impact of discouraging supervisor behaviours Investigate potential mechanisms underpinning proactivity among employees with prosocial motivation when they perceive that their supervisor does not welcome self-initiated behaviours.	Employee Individual level				Motivated information processing theory	- Employees with high prosocial motivation are proactive regardless of whether supervisors are perceived as discouraging proactivity. - Prosocial motivation lessens the negative impacts of distrust in the supervisor on feelings of felt responsibility for change and voice efficacy. The effect of distrust in the supervisor on voice behaviour is mediated by felt responsibility for change and voice efficacy.
Rofcanin, de Jong, Las Heras	Investigate the effect of family	Employee Individual				- The work-home resource model	The indirect effects of FSSB on in-job

and Kim (2018)- The moderating role of prosocial motivation on the association between family- supportive supervisor behaviours and employee outcomes	supportive supervisor behaviours (FSSBs) on employees' in- role job performance and perceived promotability Investigate the moderating role of prosocial motivation on these effects	level				- Norm of reciprocity in social exchange theory	performance and career promotability via family performance is stronger for employees with low prosocial motivation
Kibler et al. (2019)- Can prosocial motivation harm entrepreneurs' subjective wellbeing?	- Ascertain whether entrepreneurs' prosocial motivation adversely affects their life satisfaction by increasing stress	Entrepreneur Employee Individual level		- Autonomy - Intrinsic motivation	- Stress - Life satisfaction	- Grant's (2008) contingency perspective: Self- determination theory - The target-of- motivation argument	- Prosocial motivation is positively associated with stress - The indirect effect of prosocial motivation on life satisfaction via stress is only significant when autonomy is low - Among employees, the indirect effect of prosocial motivation on life satisfaction mediated by stress is negative and significant - The indirect effect of prosocial motivation on life

							satisfaction via stress is only significant when intrinsic motivation is low
Steijn and van der Voet (2019)- Relational job characteristics and job satisfaction of public sector employees: When prosocial motivation and red tape collide	Investigate the relationships between prosocial motivation, red tape, relational job characteristics, and job satisfaction.	Child welfare professional Individual level			- Job satisfaction - Job contact - Job impact	- Relational job design theory - The job demands-resources model	- The relationships between prosocial motivation, red tape, and job satisfaction are mediated by relational job characteristics (job impact and job contact). - Prosocial motivation is positively related to job impact and job contact - The effect of red tape on job impact is negative for individuals with high prosocial motivation, but slightly positive for individuals with low prosocial motivation - On average, people with high prosocial motivation are more satisfied with their jobs in situations with low red tape.
Shao, Zhou, Gao, Long and Xiong (2019)-	- Investigate the moderating role of	- Employees - Supervisors Individual				- The motivated information-processing domain:	- People with high prosocial motivation tend to engage in

Double-Edged Effects of Socially Responsible Human Resource Management on Employee Task Performance and Organisational Citizenship Behaviour: Mediating by Role Ambiguity and Moderating by Prosocial Motivation	prosocial motivation on socially responsible human resource management (SRHRM) influence	level				the desire to benefit others among prosocially motivated employees means they pay much more attention to other perspectives - An other-focused psychological process: prosocial motivation directs employees' attention toward others' needs	OCB under role ambiguity
Hu et al. (2019)- Getting Ahead, Getting Along, and Getting Prosocial: Examining Extraversion Facets, Peer Reactions, and Leadership Emergence		- Students - Employees Multi-level				- The motivated information processing perspective - Prosocial motivation literature	- Prosocial motivation moderates the indirect effect of assertiveness on leadership emergence via advice seeking by peers
Tsachouridi and Nikandrou (2019)- The Role of Prosocial Motives and Social Exchange		- Employees	Organisational Virtuousness		-Willingness to support the organisation -Time commitment -Work intensity	- Literature on organisational virtuousness and prosocial motivation	- Prosocial motives mediate the relationship between perceptions of organisational virtuousness and willingness to support

in Mediating the Relationship Between Organisational Virtuousness' Perceptions and Employee Outcomes							the organisation and work intensity
Resh, Marvel and Wen (2019)- Implicit and Explicit Motivation Crowding in Prosocial Work		- Worker Individual level			Prosocial behaviour	The literature on crowding prosocial motivation and helping behaviour	- Explicit prosocial motivation is linked with a substantively large increase in donation numbers in the difficult performance regime group when implicit prosocial is low - Workers with high levels of implicit prosocial motivation keep donation amounts stable across subjects in the easy performance regime group from low to high explicit prosocial motivation. - Social desirability bias is stronger when workers are high in both explicit and implicit prosocial motivation.
Li and Bao (2020)- Ethical leadership and	Investigate the mediating effect of	Employees Individual level	Ethical leadership		Positive work behaviour	Social learning theories Literature on	Employees' prosocial motivation partially mediates the



positive work behaviours: a conditional process model	employees' prosocial motivation on the relationship between ethical leadership and followers' positive work behaviours.					ethical leadership	relationship between ethical leadership and positive work behaviours
Shin and Hur (2020)- How are service employees' perceptions of corporate social responsibility related to their performance? Prosocial motivation and emotional labour as underlying mechanisms	Investigate the effect of employees' perceived CSR on their prosocial motivation Investigate the mediating effect of employees' prosocial motivation on the relationship between perceived corporate social responsibility (CSR) and deep acting and the relationships between perceived CSR and surface acting Investigate the	Employee Individual level	Perceived CSR		Deep acting Surface acting	The literature of ethical climates within a firm created through CSR Antecedent-focused emotional regulation and response-focused regulation	Employees' CSR perceptions are positively related to their prosocial motivation. Prosocial motivation is positively related to deep acting Prosocial motivation mediates the relationship between perceived CSR and deep acting The positive relationship between employees' CSR perceptions and their service performance is partially and sequentially mediated by their prosocial motivation and deep acting.

	effect of perceived CSR on service performance, which is mediated first through prosocial motivation and then through deep acting. Investigate the effect of perceived CSR on service performance, which is mediated first through prosocial motivation and then through surface acting.						
Arshad, Abid and Torres (2021)- Impact of prosocial motivation on organisational citizenship behaviour: the mediating role of ethical leadership and leader-member exchange	Investigate organisational citizenship behaviour (OCB) in relation to prosocial motivation while examining the mediating roles of ethical leadership and	Workers and heads of departments Individual level			Ethical leadership LMX OCB	Ethical theories LMX theories	Prosocial motivation has a positive effect on employees' OCB The total indirect effect of prosocial motivation by carrying the mediating effect of ethical leadership on employees' OCB is positively significant LMX mediates and signifies the

	leader-member exchange (LMX).						relationship between prosocial motivation and employee OCB The specific indirect effect of prosocial motivation on employee OCB through ethical leadership and LMX is significant
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### Appendix C- Summary of the relationship between Confucian values and leadership in marketing

Study	Research objectives	Country	Methodology	Theory/Justification	Findings
Davies et al. (1995)- The benefits of “Guanxi”: The value of relationships in developing the Chinese market	- Identify Hong Kong Chinese executives’ perceptions of the nature of the benefits arising from Guanxi and their relative importance	Hong Kong	Quantitative: survey	The literature on guanxi	In China’s collectivistic culture, the real decision maker is the whole network, not some mysterious and unseen individual. Members of the guanxi network become an important source of information on market trends and business opportunities. Networks are useful methods for gathering information from government policies such as import regulations and restrictions. Guanxi provides benefits such as securing access to tangible resources such as land, labour, raw materials, and electricity, and resources regarding rights such as import licenses, local government approval, and central government approval.
Chiou and Chang (2009)- The Effect of Management Leadership Style on Marketing Orientation, Service Quality, and Financial Results: A Cross-Cultural Study	1. Investigate the relationship between management leadership style and market orientation 2. Investigate the effect of management leadership style on collaboration between the management and the subordinates	Taiwan vs. the U.S.  Taiwanese culture: collectivist and power distance society The U.S: individualistic and low power distance	Quantitative: survey Qualitative: focus group	The literature on market orientation, management leadership style, and cultural effects	- In a high individualism society, the management’s goal-oriented leadership style is effective in motivating employees to accomplish the expected goal but not necessarily in encouraging collaboration within the organisation. - A participative leadership style is more effective in a vertical collectivism society than in a horizontal individualism society. - A participative leadership style is good for a vertical collectivism culture in promoting market orientation and collaboration between top management and employees within an organisation.

	<p>3 Investigate the effect of market orientation and collaboration on business performance including service quality, customer service results, and financial results</p> <p>4. Investigate the effect of cultural factors including vertical individualism, vertical collectivism, and horizontal individualism on the above relationships</p>	society			<p>- The approval of advertisements, recruitment of labour, and the securing of raw materials are rated as the least important benefits of guanxi.</p>
<p>Zhu (2009)- Confucian Ethics Exhibited<sup>[1]</sup> in the Discourse of Chinese Business and Marketing Communication</p>	<p>- Develop a guiding conceptual framework based on relevant Confucian ethics and politeness behaviour</p> <p>- Use discourse analysis as a major research method to examine Confucian ethics applied in Chinese</p> <p>- Incorporate sales managers' views to further substantiate the analysis.</p>	China	Quantitative and qualitative: survey and focus group	<p>The literature on Confucian ethics (guanxi, renqing [humanised feelings], interdependence, reciprocity, harmony, and mianzi [face]), the qing-orientation, and politeness behaviour in invitations</p>	<p>- Mianzi for invitation and persuasiveness in advertising the Expo are the most important purposes for managers.</p> <p>- Guanxi is also important to the managers</p> <p>- Sets of Confucian ethics such as guanxi, interdependence, harmony, and mianzi (face) are important foundations for advertising the Chinese Expo or trade fairs.</p> <p>- The complexities of Chinese Expo advertising are incorporated into inviting behaviour governed by politeness principles</p> <p>- Confucian ethics and the qing-orientations in advertising can be treated as a guiding principle for marketers to build interpersonal relations with potential customers in the Chinese market.</p> <p>- Mianzi (face), harmony and interdependence</p>

					are fundamental for Expo invitations
Zheng et al. (2011)- Rethinking ethical leadership, social capital and customer relationship	- Investigate the influence of ethical leadership and social capital on customer relationship.	China	Quantitative: survey	The literature on ethical leadership regarding Confucianism and The Art of War, social capital and customer relationship	- Social capital and ethical leadership have a significant and positive impact on customer relationship
Chan et al. (2011)- Confucian Dynamism, Affective Commitment, Need for Achievement, and Service Quality: A Study on Property Managers in Hong Kong	- Investigate the role of Confucian dynamism, affective commitment to the organisation, and need for achievement related to service quality.	Hong Kong	Quantitative: survey	The literature on Confucian dynamism, affective commitment, service quality, and need for achievement	- Need for achievement has a moderating impact on the indirect effect of Confucian dynamism via affective commitment on service quality - Confucian dynamism has a positive effect on service quality and affective commitment, the latter of which partially mediates the influence of Confucian dynamism on service quality. This means that Confucian dynamism may help the development of relationships with colleagues and seniors, thus improving the likelihood of an emotional attachment to the organisation. The results indicate that because emotional attachment to the organisation increases, property managers tend to be willing to perform their responsibilities and do more than what is formally required to provide a better service to clients.

## Appendix D- Questionnaire (English version)

My name is Thu Ngoc Quynh NGUYEN. I am a Ph.D. student at the Victoria University of Wellington, New Zealand. I am doing my research regarding the role of leadership in marketing management.

Therefore, I would like to ask for your help to answer my below questionnaire. Please note that there is no right or wrong answer. Your frank and candid input and feedback is very important for me to understand the effect of leadership in sustainability marketing management. **Your responses are completely anonymous.** The survey will not require any personal information such as your title, department or contact details.

### PART 2:

**Please circle one number from 1 to 7 that indicates the importance of each of the following statement: (1:Not at all important; 7: extremely important)**

1. Careful management of money (thrift) ..... 1 2 3 4 5 6 7
2. Going on resolutely in spite of opposition (persistence)..... 1 2 3 4 5 6 7
3. Personal steadiness and stability ..... 1 2 3 4 5 6 7
4. Long-term planning ..... 1 2 3 4 5 6 7
5. Giving up today's fun for success in the future ..... 1 2 3 4 5 6 7
6. Working hard for success in the future ..... 1 2 3 4 5 6 7

**Please circle one number from 1 to 7 that indicates your agreement with each of the following statement: (1:Strongly disagree; 7: strongly agree)**

7. Supporting other people makes me very happy ..... 1 2 3 4 5 6 7
8. I have a great feeling of happiness when I have acted unselfishly ..... 1 2 3 4 5 6 7
9. When I was able to help other people, I always felt good afterwards..... 1 2 3 4 5 6 7
10. Helping people who are doing not well raise my own mood ..... 1 2 3 4 5 6 7
11. I feel obligated to perform selfless acts towards others ..... 1 2 3 4 5 6 7
12. I feel indebted to stand up for other people..... 1 2 3 4 5 6 7
13. I regard it as my duty to act selflessly ..... 1 2 3 4 5 6 7
14. I feel a strong duty to help other people in every situation where it is possible for me  
..... 1 2 3 4 5 6 7
15. Nothing is more exciting than seeing my ideas turn into reality..... 1 2 3 4 5 6 7
16. If I see something I don't like, I fix it ..... 1 2 3 4 5 6 7
17. No matter what the odds, if I believe in something I will make it happen ..... 1 2 3 4 5 6 7
18. I love being a champion for my ideas, even against others' opposition ..... 1 2 3 4 5 6 7
19. I excel at identifying opportunities ..... 1 2 3 4 5 6 7
20. I am always looking for better ways to do things ..... 1 2 3 4 5 6 7
21. One of our most essential tasks is to disseminate information about customers' attitudes towards sustainability to other parts of the company (R&D, top management, value chain, etc.)  
..... 1 2 3 4 5 6 7
22. We are very focused on promoting sustainability within the company ..... 1 2 3 4 5 6 7
23. We are very focused on educating our customers (and their customers) about sustainability and sustainable solutions ..... 1 2 3 4 5 6 7

24. A central task for us is to initiate and manage the development of new products and services with a sustainability focus ..... 1 2 3 4 5 6 7
25. Corporate sustainability is an important perspective when we plan and implement advertising campaigns (e.g. using electronic rather than print channels) ..... 1 2 3 4 5 6 7
26. We allocate significant resources to the process of finding possible sustainable brand line extensions ..... 1 2 3 4 5 6 7
27. It is our responsibility to create and maintain relations with public and private organizations and networks with focus on sustainability ..... 1 2 3 4 5 6 7

**Please indicate your company's firm performance**

28. Volume growth rate .....
29. Share growth rate .....
30. Return on asset.....

**PART 3: DEMOGRAPHIC INFORMATION**

1. In which industry sector your company is operating? (Tick one box only)
- ☐ Production is dominant.
- ☐ Service is dominant.
2. What is your company's type of ownership? (Tick one box only)
- ☐ Foreign-owned enterprise (foreign investment contributes more than 50% of the firm's total investment)
- ☐ Local-owned enterprise
3. How many full-time (and full-time equivalent) employees are working in your company?
- \_\_\_\_\_
4. What is the number of years you have been working for your company? \_\_\_\_\_years
5. How long has your company been in business? \_\_\_\_\_years
6. What is your title in your company?

**Please indicate the possibility of the below situation (1: not at all happen; 7: totally happen):**

7. My company will invest in Thailand in the upcoming year..... 1 2 3 4 5 6 7
8. My company is likely to restructure in the upcoming years ..... 1 2 3 4 5 6 7

**Appendix E: Questionnaire (Vietnamese version)**

Xin chào! Chúng tôi là nhóm nghiên cứu Trường Đại học Kinh tế Tp.HCM, đang nghiên cứu về vai trò của lãnh đạo trong chiến lược phát triển bền vững của công ty. Rất mong anh/chị vui lòng trả lời các câu hỏi sau đây. Xin chú ý là không có ý kiến đúng hay sai; mọi ý kiến của anh/chị đều có giá trị cho chúng tôi. Rất mong nhận được ý kiến trung thực của anh/chị. Những thông tin được thu thập sẽ được bảo mật và chỉ được sử dụng cho mục đích nghiên cứu.

**PHẦN 1: CÂU HỎI GỌN LỌC**

Anh/chị có phải là người phụ trách cao nhất về Marketing trong công ty hoặc tương đương hay không?

☐ Có ☐ Không (dừng)

Công ty của anh/chị có phòng Marketing hoặc phòng Kinh doanh hay không?

☐

Có ☐ Không (dừng)



## PHẦN 2: CÂU HỎI CHÍNH

**Anh/chị vui lòng cho biết mức độ quan trọng của những yếu tố sau đây đối với anh/chị:**

**(1: rất không quan trọng, 7: rất quan trọng)**

1. Quản lý tiền bạc cẩn thận..... 1 2 3 4 5 6 7
2. Kiên trì bất chấp sự phản đối ..... 1 2 3 4 5 6 7
3. Sự ổn định cá nhân..... 1 2 3 4 5 6 7
4. Kế hoạch dài hạn..... 1 2 3 4 5 6 7
5. Từ bỏ niềm vui hiện tại cho sự thành công của tôi trong tương lai ..... 1 2 3 4 5 6 7
6. Làm việc chăm chỉ cho sự thành công của tôi trong tương lai ..... 1 2 3 4 5 6 7

**Anh/chị vui lòng cho biết mức độ đồng ý của mình với những phát biểu sau đây:**

**(1: hoàn toàn không đồng ý, 7: hoàn toàn đồng ý)**

7. Tôi thấy hạnh phúc khi giúp đỡ người khác ..... 1 2 3 4 5 6 7
8. Tôi cảm thấy vui khi tôi hành động vì người khác ..... 1 2 3 4 5 6 7
9. Tôi cảm thấy vui khi tôi có thể giúp đỡ người khác..... 1 2 3 4 5 6 7
10. Tâm trạng của tôi luôn tốt hơn khi giúp đỡ người khác làm điều đúng ..... 1 2 3 4 5 6 7
11. Tôi cảm thấy thoải mái khi có hành động vị tha với người khác ..... 1 2 3 4 5 6 7
12. Tôi cảm thấy bản thân có nghĩa vụ đứng lên vì người khác ..... 1 2 3 4 5 6 7
13. Hành động vì người khác là trách nhiệm của tôi ..... 1 2 3 4 5 6 7
14. Tôi cảm thấy có trách nhiệm phải giúp đỡ người khác trong mọi tình huống khi tôi có thể  
..... 1 2 3 4 5 6 7
15. Thật thú vị khi thấy ý tưởng của mình thành hiện thực ..... 1 2 3 4 5 6 7
16. Nếu tôi thấy những điều tôi không thích, tôi sẽ điều chỉnh nó ..... 1 2 3 4 5 6 7
17. Nếu tôi tin điều nào đó có ích thì tôi sẽ cố gắng thực hiện nó cho dù có trở ngại  
..... 1 2 3 4 5 6 7
18. Tôi thích những ý tưởng của mình cho dù nó đối lập với người khác ..... 1 2 3 4 5 6 7
19. Tôi giỏi trong việc nắm bắt những cơ hội ..... 1 2 3 4 5 6 7
20. Tôi luôn tìm những cách tốt hơn để thực hiện công việc ..... 1 2 3 4 5 6 7

**Anh/chị vui lòng cho biết mức độ đồng ý của mình với những phát biểu sau đây về công ty của anh/chị:**

**(1: hoàn toàn không đồng ý, 7: hoàn toàn đồng ý)**

21. Một nhiệm vụ quan trọng của phòng Marketing là cung cấp cho các bộ phận khác (như R&D, quản lý cấp cao, chuỗi giá trị...) thông tin về thái độ của khách hàng đối với sự bền vững  
..... 1 2 3 4 5 6 7
22. Phòng Marketing tập trung vào việc thúc đẩy sự bền vững của công ty ..... 1 2 3 4 5 6 7

23. Phòng Marketing tập trung vào việc hướng dẫn khách hàng về sự bền vững và các giải pháp bền vững ..... 1 2 3 4 5 6 7
24. Nhiệm vụ trọng tâm của phòng Marketing là tạo ra và quản lý sự phát triển những sản phẩm và dịch vụ mới theo hướng bền vững ..... 1 2 3 4 5 6 7
25. Tính bền vững của công ty là yếu tố quan trọng khi phòng Marketing lên kế hoạch và thực hiện các chiến dịch quảng cáo (ví dụ như dùng các phương tiện truyền thông điện tử thay vì các phương tiện in ấn truyền thống) ..... 1 2 3 4 5 6 7
26. Phòng Marketing phân bổ những nguồn lực quan trọng cho quá trình tìm kiếm sự mở rộng thương hiệu theo hướng bền vững ..... 1 2 3 4 5 6 7
27. Trách nhiệm của phòng Marketing là tạo ra và duy trì mối quan hệ với các tổ chức tư nhân, tổ chức nhà nước và các mối quan hệ theo hướng bền vững ..... 1 2 3 4 5 6 7

**Xin vui lòng cho biết kết quả hoạt động kinh doanh của công ty anh/chị trong 2 năm qua:**

28. Tốc độ tăng trưởng bình quân của doanh thu trong 2 năm qua .....%/năm
29. Tốc độ tăng trưởng bình quân thị phần trong 2 năm qua .....%/năm
30. Tỷ suất lợi nhuận trên tài sản bình quân trong 2 năm qua .....%/năm

**PHẦN 3: THÔNG TIN KHÁC**

1. Công ty anh/chị hoạt động trong những ngành nghề nào sau đây (chỉ chọn 1 ô)

- ☐ Sản xuất là chính
- ☐ Dịch vụ là chính

2. Loại hình doanh nghiệp của công ty anh/chị là gì? (Chỉ chọn 1 ô)

- ☐ Doanh nghiệp có vốn nước ngoài
- ☐ Doanh nghiệp không có vốn nước ngoài

3. Số lượng lao động toàn thời gian của công ty \_\_\_\_\_ người

4. Thời gian anh/chị làm cho công ty \_\_\_\_\_ năm

5. Thời gian hoạt động của công ty \_\_\_\_\_ năm

6. Chức vụ của anh/chị trong công ty \_\_\_\_\_

**Anh/chị vui lòng cho biết khả năng xảy ra của những tình huống sau:**

(1: hoàn toàn không xảy ra; 7: chắc chắn sẽ xảy ra)

7. Công ty tôi có thể sẽ đầu tư vào Thái Lan trong những năm sắp tới ..... 1 2 3 4 5 6 7
8. Công ty tôi có thể sẽ tái cấu trúc trong những năm sắp tới ..... 1 2 3 4 5 6 7

**Appendix F- Assessment of normality**

Variable	min	max	skew	c.r.	kurtosis	c.r.
Proac6	4	7	-0.5	-3.547	-0.206	-0.729
Proac5	4	7	-0.581	-4.119	0.394	1.399
Proac4	4	7	-0.32	-2.273	-0.564	-2.001
Proac3	5	7	-0.304	-2.158	-0.752	-2.669
Proac2	4	7	-0.637	-4.516	-0.043	-0.154
Proac1	4	7	-0.787	-5.584	-0.427	-1.514

Suscom7	1	7	-1.501	-10.648	2.388	8.472
Suscom6	1	7	-1.739	-12.335	3.204	11.366
Suscom5	1	7	-1.853	-13.146	4.012	14.232
Suscom4	1	7	-1.615	-11.459	3.066	10.876
Suscom3	1	7	-1.362	-9.661	1.946	6.904
Suscom2	2	7	-1.525	-10.816	2.05	7.273
Suscom1	1	7	-1.661	-11.785	3.08	10.927
Press4	1	7	-0.962	-6.826	1.188	4.215
Press3	1	7	-0.699	-4.96	0.062	0.219
Press2	1	7	-0.932	-6.614	0.586	2.079
Plea4	2	7	-1.756	-12.46	4.152	14.727
Plea3	3	7	-1.408	-9.986	1.934	6.86
Plea2	2	7	-1.317	-9.347	2.198	7.797
Plea1	2	7	-2.283	-16.196	6.281	22.279
Conf6	2	7	-1.294	-9.178	1.495	5.304
Conf5	1	7	-0.895	-6.351	0.751	2.666
Conf4	3	7	-1.219	-8.652	1.118	3.965
Conf3	2	7	-1.177	-8.349	0.944	3.348
Conf2	1	7	-0.831	-5.896	0.73	2.589
Conf1	2	7	-1.553	-11.017	1.917	6.799
Multivariate					255.636	58.212

**Note:** Conf: Confucian Dynamism, Plea: Pleasure-based prosocial motivation, Press: Pressure-based prosocial motivation, Proact: Proactive Personality, Suscom: Sustainability Marketing Commitment.

### Appendix G- Detection of outliers among cases

Observation number	Mahalanobis d-squared	p1	p2
289	164.804	0	0
49	117.143	0	0
8	102.128	0	0
71	101.722	0	0
271	99.83	0	0
256	99.812	0	0
98	94.377	0	0
54	91.093	0	0
269	90.63	0	0
265	86.853	0	0
272	83.396	0	0
247	76.586	0	0
203	76.486	0	0
33	76.148	0	0
260	76.119	0	0

204	75.176	0	0
216	74.599	0	0
214	72.408	0	0
75	70.498	0	0
5	69.127	0	0
7	68.066	0	0
224	67.675	0	0
202	66.821	0	0
277	65.719	0.001	0
41	65.475	0.001	0
42	64.98	0.001	0
53	63.815	0.001	0
292	63.415	0.001	0
225	62.655	0.001	0
302	60.835	0.002	0
264	59.024	0.004	0
254	58.869	0.004	0
276	58.248	0.004	0
60	58.149	0.004	0
1	55.669	0.008	0
52	55.497	0.008	0
86	55.431	0.009	0
6	54.436	0.011	0
263	54.361	0.011	0
64	54.184	0.011	0
78	53.956	0.012	0
151	53.735	0.013	0
205	52.31	0.018	0
227	52.109	0.018	0
248	51.859	0.019	0
270	50.64	0.025	0
91	50.015	0.029	0
209	49.515	0.032	0
259	48.613	0.039	0
280	48.266	0.042	0
199	48.019	0.044	0
290	47.881	0.045	0
223	47.75	0.047	0
232	47.655	0.048	0
201	47.397	0.05	0
285	46.914	0.055	0
20	46.075	0.065	0
230	45.939	0.067	0
258	45.716	0.069	0

131	45.258	0.076	0
127	45.178	0.077	0
97	45.069	0.078	0
72	45.037	0.079	0
233	44.057	0.095	0
32	43.921	0.097	0
255	43.706	0.101	0
56	43.542	0.104	0
194	43.327	0.108	0
206	43.282	0.109	0
3	41.614	0.144	0
300	40.916	0.162	0.001
2	40.853	0.164	0.001
267	40.746	0.166	0.001
266	40.178	0.182	0.004
174	39.257	0.21	0.06
123	39.223	0.211	0.05
121	39.109	0.214	0.052
192	38.726	0.227	0.11
119	38.697	0.228	0.094
282	38.543	0.233	0.109
130	38.112	0.248	0.227
94	38.102	0.248	0.193
273	37.813	0.259	0.282
73	37.68	0.264	0.303
197	37.609	0.266	0.295
212	37.111	0.285	0.527
275	36.997	0.29	0.544
279	36.733	0.3	0.648
182	36.349	0.315	0.798
170	36.32	0.317	0.774
189	36.29	0.318	0.75
237	36.094	0.326	0.802
143	36.054	0.328	0.784
196	36	0.33	0.773
179	35.989	0.33	0.739
284	35.644	0.345	0.854
257	35.596	0.347	0.843
14	35.303	0.36	0.911
107	35.285	0.361	0.895
100	35.032	0.372	0.937

**Appendix H- The correlation between the marker variable and each construct in the CFA model**

			Correlation	Covariance	SE	t	p
PRESS	↔	SUSCOM	0.430	0.286	0.054	5.283	0.000
PLEA	↔	SUSCOM	0.459	0.252	0.045	5.583	0.000
PLEA	↔	PRESS	0.474	0.218	0.041	5.271	0.000
CONF	↔	PRESS	0.417	0.278	0.054	5.186	0.000
CONF	↔	PROACT	0.332	0.146	0.032	4.503	0.000
PLEA	↔	PROACT	0.400	0.122	0.025	4.889	0.000
CONF	↔	PLEA	0.447	0.245	0.045	5.492	0.000
SUSCOM	↔	PROACT	0.362	0.159	0.033	4.816	0.000
CONF	↔	SUSCOM	0.619	0.492	0.067	7.344	0.000
PRESS	↔	PROACT	0.430	0.159	0.031	5.085	0.000
CONF	↔	Marker variable	-0.020	-0.032	0.101	-0.319	0.750
PLEA	↔	Marker variable	0.105	0.119	0.073	1.642	0.101
PROACT	↔	Marker variable	-0.007	-0.006	0.057	-0.113	0.910
PRESS	↔	Marker variable	-0.095	-0.131	0.087	-1.511	0.131
SUSCOM	↔	Marker variable	0.080	0.131	0.101	1.295	0.195

**Note:** SE: standard error; t: t-value; p: p-value, CONF: Confucian Dynamism, PLEA: Pleasure-based prosocial motivation, PRESS: Pressure-based prosocial motivation, SUSCOM: Sustainability Marketing Commitment, PROACT: Proactive Personality.

## Appendix I- The correlation between the marker variable and all items measuring the constructs

	Conf1	Conf2	Conf3	Conf4	Conf5	Conf6	Plea1	Plea2	Plea3	Plea4	Press2	Press3	Press4	Suscom1	Suscom2	Suscom3	Suscom4	Suscom5	Suscom6	Suscom7	Proac1	Proac2	Proac3	Proac4	Proac5	Proac6	Marker variable
Marker variable	0.011	-0.088	-0.022	0.004	-0.054	-0.004	0.071	0.095	0.072	0.077	-0.084	-0.094	0.011	0.104	0.084	0.006	0.078	0.069	0.008	0.053	0.011	-0.048	-0.021	-0.001	0.039	0.010	1.000
Pearson Correlation	0.853	0.128	0.705	0.944	0.347	0.941	0.221	0.100	0.214	0.184	0.144	0.102	0.847	0.072	0.147	0.919	0.177	0.229	0.894	0.356	0.849	0.408	0.722	0.981	0.499	0.868	
Sig. (2-tailed)	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302	302
N																											

**Note:** Conf: Confucian Dynamism, Plea: Pleasure-based prosocial motivation, Press: Pressure-based prosocial motivation, Proact: Proactive Personality, Suscom: Sustainability Marketing Commitment.