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Article

Confirmatory validation of measurement scales for perceived shared value and corporate sustainable development: evidence from enterprises in Vietnam

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Abstract: Developing suitable measures for creating shared value (CSV) research requires attention to how organizational conditions and value-creation activities are perceived. This pilot assessed the internal consistency and exploratory component structures of 11 proposed scales measuring seven organizational antecedents, perceived shared value (PSV), social value, organizational value, and corporate sustainable development (SD). An online convenience survey conducted in Ho Chi Minh City in February 2026 yielded 108 retained questionnaires from 118 responses; most respondents held managerial positions. The 56-item instrument used seven-point Likert responses. Cronbach's Alpha and principal component analysis (PCA) were applied in four theoretically defined blocks using IBM SPSS Statistics 26. Alpha coefficients ranged from 0.665 to 0.961. The component solutions were broadly aligned with the proposed groupings, but component counts were partly fixed a priori and the analyses were conducted blockwise. The three-item social-value scale showed the weakest internal consistency. These results provide initial guidance for item refinement, not comprehensive construct or discriminant validation. The pilot provides a foundation for subsequent testing of the CSV–PSV–SD framework and has potential relevance to sustainable human resource management through leadership, culture, fairness and trust.

Keywords: corporate sustainable development; exploratory factor analysis; Ho Chi Minh City enterprises; perceived shared value; scale validation.

1. Introduction

Creating shared value (CSV) offers a strategic perspective on how enterprises can enhance their economic competitiveness while addressing societal needs through their core business activities (Porter & Kramer, 2011). Rather than treating social concerns solely as philanthropic obligations or external costs, CSV emphasizes opportunities to generate economic and social value simultaneously. Although corporate social responsibility (CSR) and CSV both concern the relationship between business and society, CSV places particular emphasis on integrating societal challenges into organizational strategy and value creation (Carroll & Shabana, 2010; Porter & Kramer, 2011). This perspective is consistent with Stakeholder Theory, which recognizes the importance of creating value for multiple stakeholder groups (Freeman, 1984). Evidence from Li et al. (2023) further illustrates the relevance of CSV strategy to corporate social, environmental, and financial performance. Accordingly, understanding CSV and its implications for corporate sustainable development (SD) provides the overarching conceptual context for the present research.

Within this CSV framework, an important issue concerns how organizational

efforts to create shared value are recognized and evaluated by individuals working in enterprises. The proposed model focuses on perceived shared value (PSV) as a perception-related construct associated with the organization's orientation toward generating economic and societal benefits. PSV is not treated as synonymous with the actual implementation of a CSV strategy or as a substitute for the broader CSV concept. Instead, it is positioned as the central construct linking seven proposed organizational antecedents—CSR practices, ethical leadership, corporate culture, stakeholder engagement, organizational fairness, organizational trust, and sustainability-oriented strategy—with social value, organizational value, and SD. This conceptual arrangement reflects the possibility that organizational conditions may be associated with how shared-value efforts are perceived, while social and organizational value may represent distinct pathways relevant to sustainable development. These relationships remain theoretical propositions for the subsequent quantitative study, not findings tested in the present pilot.

The five PSV statements operationalize respondents' assessments of whether their enterprises recognize socially relevant business opportunities, combine societal and economic benefits, develop products or services for unmet social needs, improve value-chain competitiveness, and connect long-term performance with social and environmental progress. These items concern perceived CSV orientation, rather than evidence that a CSV strategy has actually been implemented. By comparison, CSR items describe perceived responsible practices; social value (SV) reflects benefits for employees, customers and communities; organizational value (OV) concerns expected organizational and economic benefits from shared-value pursuits; and SD concerns perceived sustainability performance. These are intended content distinctions, not empirically established discriminant validity.

Despite growing research on CSV strategies and sustainability outcomes, evidence concerning organizational strategy does not itself establish the adequacy of instruments intended to measure perceived shared value and related organizational constructs. In particular, measures selected or adapted from earlier research require evaluation before they can be confidently applied to respondents in a different organizational and cultural context. The proposed framework brings together organizational antecedents, PSV, social and organizational value, and SD, making it necessary to examine the preliminary performance of its measurement scales before evaluating the anticipated relationships. Enterprises in Ho Chi Minh City provide a relevant context for this assessment because they operate amid economic and stakeholder-related expectations concerning responsible and sustainable business practices (M. Nguyen et al., 2018; T.-D. Nguyen & Ngo, 2022). The measurement question addressed here is therefore situated within CSV research rather than constituting a separate theory of PSV or HRM.

Several constructs in the proposed CSV framework also have implications for human resource management (HRM). Ethical leadership, corporate culture, organizational fairness, and organizational trust concern managerial behavior, workplace norms, fair organizational treatment, and confidence in organizational relationships. Social Exchange Theory offers one perspective on why such conditions may matter to how employees interpret organizational commitments (Blau, 1964), while research on employee-oriented CSR highlights connections between responsible business initiatives and HRM-related arrangements (Suto & Takehara, 2022). These perspectives help explain the potential relevance of the selected organizational measures to sustainable HRM research. However, the four constructs are not assumed to constitute a direct measure of sustainable HRM, and their inclusion does not change the principal focus of the study on CSV-related perceptions and sustainability-oriented value creation.

Before testing the proposed CSV-related model, the measurement instrument

requires preliminary evaluation. The present pilot study therefore assesses the internal consistency and exploratory component structures of 11 proposed scales comprising 56 items, using 108 valid responses from employees working in enterprises in Ho Chi Minh City. It addresses three questions: (RQ1) What is the preliminary internal consistency of the proposed measurement scales? (RQ2) What component structures emerge from analyses of the theoretically defined measurement blocks? and (RQ3) Which scales require further refinement before the main quantitative study? The study's primary contribution is methodological: it provides initial evidence to guide item retention and refinement within a CSV–PSV–SD research framework. It does not establish the complete construct validity of the instrument or test the proposed direct and indirect relationships. By incorporating organizational conditions related to leadership, fairness, culture, and trust, it also indicates possible applications for future sustainable HRM research without repositioning HRM as the study's principal theoretical domain.

2. Theoretical framework and research model

The theoretical framework provides the conceptual foundation for selecting and organizing the measurement constructs examined in this preliminary study. The proposed model integrates organizational antecedents, perceived shared value (PSV), social value (SV), organizational value (OV), and corporate sustainable development (SD). Five complementary theoretical perspectives—Stakeholder Theory, the Resource-Based View, Social Exchange Theory, Signaling Theory, and Social Identity Theory—are employed to explain the conceptual relevance of these constructs and their proposed relationships. However, the present study focuses exclusively on preliminary measurement assessment; the theoretical relationships are reserved for subsequent empirical testing.

2.1. Theoretical framework

Stakeholder Theory provides the theoretical foundation for explaining why firms move beyond shareholder-value maximization towards value creation for multiple stakeholder groups (Freeman, 1984). Freeman (1984) argues that firms operate within networks of relationships involving employees, customers, suppliers, communities, governments, and the environment; the firm's ability to balance the interests of the stakeholders and obtain their support is crucial for the firm to be able to engage in sustainable development over time. This line of thinking coincides with the principles of CSR and CSV since CSR may be interpreted as a firm's way of meeting stakeholder expectations whereas CSV takes it a step further by motivating firms to come up with business activities that will create both economic and social values. On this point, Stakeholder Theory accounts for how CSR and stakeholder involvement influence the recognition of shared value, and why social value and organizational value may be critical mediational factors in the road to corporate sustainability development (Camilleri et al., 2023; Freeman, 1984; Porter & Kramer, 2011).

The Resource-Based View (RBV) provides a theoretical perspective for explaining how organizations utilize their internal resources and capabilities to develop competitive advantages and achieve long-term performance. Barney (1991) argues that valuable, rare, inimitable, and non-substitutable resources can serve as sources of sustained competitive advantage. In the context of corporate sustainability, organizational resources and capabilities may include managerial competencies, organizational culture, stakeholder relationships, and sustainability-oriented practices. While Stakeholder Theory emphasizes the importance of addressing the interests and expectations of multiple stakeholder groups (Freeman, 1984), RBV focuses on the internal resources and capabilities that enable organizations to implement their strategic orientations. These two perspectives are theoretically distinct but complementary in explaining how

organizations can pursue shared value creation while maintaining their economic objectives. In the present study, RBV provides a basis for understanding the organizational capabilities underlying the proposed relationships between organizational antecedents, perceived shared value (PSV), and corporate sustainable development (SD).

Signaling Theory, introduced by Spence (1973), explains how observable signals convey information about underlying characteristics that may not be directly accessible to other parties. In organizational settings, leadership behaviors, organizational policies, and management practices may function as signals through which employees interpret an organization's values, priorities, and commitments. In the context of this study, ethical leadership, corporate culture, organizational fairness, and sustainability-oriented practices may provide signals regarding the organization's commitment to responsible management and shared value creation. These signals may shape employees' perceptions of organizational orientations and priorities, thereby providing a theoretical basis for examining the proposed relationship between organizational antecedents and perceived shared value (PSV). However, the present preliminary study does not empirically test this signaling mechanism.

Social Exchange Theory (Blau, 1964; Homans, 1958) emphasizes reciprocal relationships in which parties respond to favorable treatment and support through positive attitudes and behaviors. In organizational settings, employees who perceive fair treatment, trustworthy management, and organizational concern for their well-being may be more likely to reciprocate through trust, cooperation, and support for organizational goals. This perspective is particularly relevant to the proposed roles of organizational fairness and organizational trust within the CSV framework.

Social Identity Theory (Tajfel & Turner, 1979) explains how individuals derive part of their self-concept from their membership in social groups. In organizational settings, employees may identify more strongly with an organization when they perceive its values and practices as responsible and consistent with their own values. This perspective helps explain why employees' perceptions of corporate social responsibility and shared-value initiatives may be relevant to their organizational identification. However, this mechanism is not examined in the present preliminary study.

Taken together, these five perspectives provide complementary explanations for the conceptual organization of the measurement framework. Stakeholder Theory explains the relevance of value creation for multiple stakeholder groups, while RBV highlights the potential importance of internal resources and strategic capabilities. Social Exchange Theory emphasizes reciprocal organizational relationships, particularly those involving leadership, fairness, and trust. Signaling Theory and Social Identity Theory offer additional perspectives on how individuals may interpret organizational commitments and relate them to organizational values. Within this integrated framework, PSV is positioned as the central perception-related construct linking seven proposed organizational antecedents—ethical leadership, corporate culture, CSR practices, stakeholder engagement, organizational fairness, organizational trust, and sustainability-oriented strategy—to social value, organizational value, and SD. The framework also provides potential relevance to sustainable HRM by incorporating organizational conditions associated with leadership, workplace relationships, and responsible people management. This integration establishes a conceptual foundation for measurement assessment and subsequent research rather than confirming relationships among the constructs.

2.2. Research hypotheses and proposed model

Building on the theoretical perspectives discussed above, a conceptual model is proposed to guide the selection of measurement constructs and subsequent empirical investigation. The model considers PSV as a central construct through which respondents' assessments of organizational conditions may be conceptually connected to social and organizational value creation. These relationships reflect theoretical expectations derived from the five complementary perspectives; they are not tested in the present preliminary study.

The first group of proposed relationships concerns seven organizational antecedents of PSV. Ethical leadership, corporate culture, organizational fairness, and organizational trust represent conditions related to responsible leadership, workplace relationships, and organizational practices. CSR and stakeholder engagement reflect orientations toward stakeholder interests, while sustainability-oriented strategy concerns integration of long-term economic, social, and environmental considerations into organizational priorities. Collectively, these constructs are proposed to be positively associated with PSV.

The second group of relationships concerns PSV and two value outcomes. Following the CSV perspective, which emphasizes simultaneous consideration of economic and societal benefits (Porter & Kramer, 2011), PSV is hypothesized to be positively related to both SV and OV. The conceptual distinction between these constructs allows the subsequent study to examine whether perceptions of shared value are associated with different aspects of organizational value creation.

The final group concerns SD. Social value and organizational value are proposed to be positively associated with SD, while PSV is also hypothesized to have a direct positive relationship with SD. In addition, SV and OV are proposed as parallel mediators between PSV and SD. These propositions provide a framework for subsequent analysis of potential direct and indirect relationships, although no mediation or structural relationships are examined in the present study. See **Table 1**.

Table 1. Hypothesized relationships proposed for the subsequent official quantitative study (not tested in the present pilot study)

Hypothesis	Hypothesis statement	Expected direction
H1	Ethical leadership positively affects enterprises' perception of shared value.	+
H2	Corporate culture positively affects enterprises' perception of shared value.	+
H3	Corporate social and environmental responsibility practices positively affect enterprises' perception of shared value.	+
H4	Stakeholder engagement positively affects enterprises' perception of shared value.	+
H5	Organizational fairness positively affects enterprises' perception of shared value.	+
H6	Organizational trust positively affects enterprises' perception of shared value.	+
H7	Sustainability-oriented strategy positively affects enterprises' perception of shared value.	+
H8	Perception of shared value positively affects enterprises' social value.	+
H9	Perception of shared value positively affects organizational value.	+
H10a	Social value positively affects corporate sustainable development.	+
H10b	Organizational value positively affects corporate sustainable development.	+
H11	Perception of shared value positively affects corporate sustainable development.	+
H12a	Social value mediates the proposed PSV–SD relationship.	Positive indirect effect
H12b	Organizational value mediates the proposed PSV–SD relationship.	Positive indirect effect

The proposed model comprises three interconnected components. The first includes seven organizational antecedents that may be associated with respondents' perceptions of shared value. The second positions PSV as the central perception-related construct connecting organizational conditions with value outcomes. The third incorporates SV, OV, and SD, with SV and OV representing two proposed parallel pathways through which PSV may be indirectly related to SD. A direct PSV–SD relationship is also specified.

Figure 1 illustrates the conceptual model and its proposed relationships. The framework is intended to guide the subsequent quantitative investigation, in which reliability and validity of the complete measurement model should be evaluated before testing structural relationships. In this pilot, the framework serves to organize the proposed measurement scales and establish the theoretical rationale for their preliminary assessment.

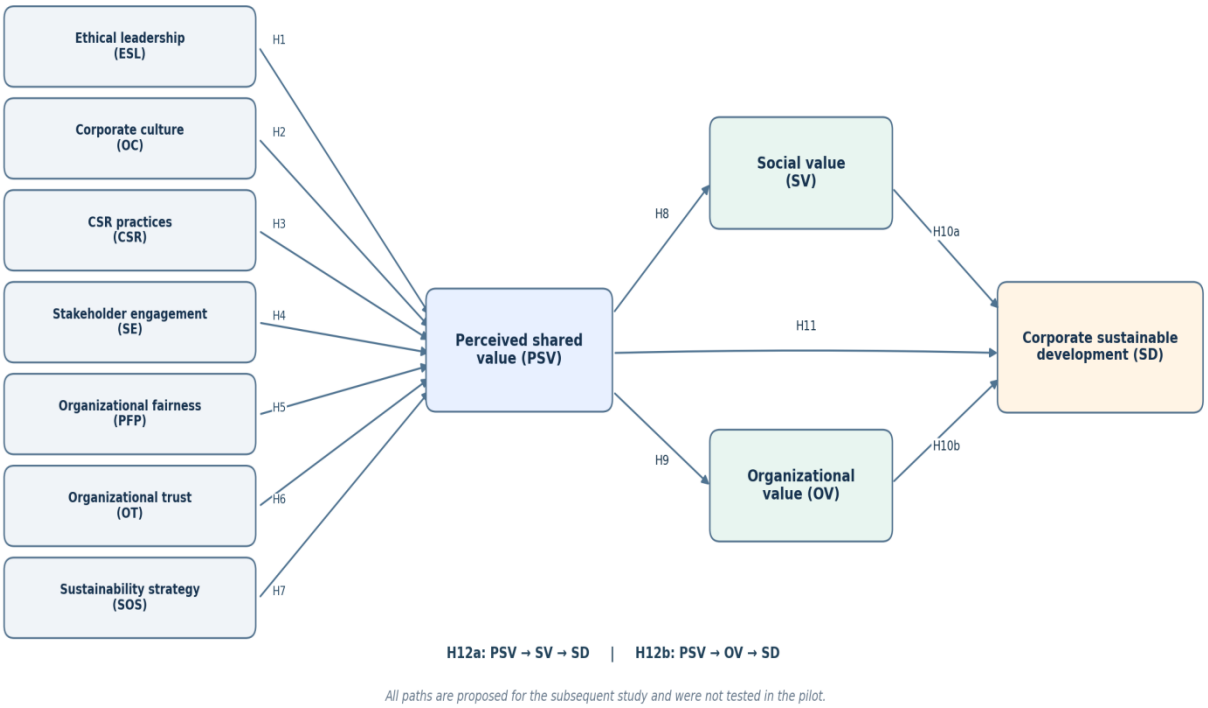

Figure 1. Research model

3. Research methodology

3.1. Research design

The study used a preliminary quantitative design to assess measurement scales for a proposed creating shared value (CSV) framework linking seven organizational antecedents, perceived shared value (PSV), social value (SV), organizational value (OV), and corporate sustainable development (SD). It examined reliability, preliminary component structures and priorities for item refinement, rather than testing the proposed paths or mediation effects.

The pilot instrument contained 56 seven-point Likert items across 11 constructs: ethical leadership (6), corporate culture (5), corporate social responsibility practices (7), stakeholder engagement (5), organizational fairness —operationalized primarily as procedural fairness (4), organizational trust (5), sustainability-oriented strategy (5), PSV (5), SV (3), OV (6) and SD (5). Item wording and candidate construct-level sources are documented in Appendix A.

The pilot was conducted before the main quantitative study, also planned in Ho Chi Minh City. Results supported only provisional measurement decisions; full latent-variable validation and structural testing were outside its scope.

3.2. Measurement development, adaptation and item coding

The questionnaire was developed within a creating shared value (CSV) framework from an initial pool of 59 candidate indicators identified through literature review and contextual assessment. The dissertation documents qualitative expert consultation and focus-group discussions used to examine conceptual coverage, readability and contextual appropriateness; the final February 2026 pilot instrument contained 56 items across 11 constructs. Because earlier drafts differ in item wording and count, Appendix A reproduces the 56-item pilot version rather than the earlier candidate pool. The English wording in Appendix A is an author-prepared translation of the Vietnamese pilot questionnaire; it is not represented as verbatim wording from the original English-language publications. Source families reported during scale construction are listed in the appendix, but item-by-item attribution and adopted/adapted/new classification require author-level source verification. Responses used seven points (1 = strongly disagree; 7 = strongly agree). Items PFP3 and PFP4 were negatively worded in the administered-questionnaire documentation; whether their numerical scores were reverse-coded before the reported analysis remains to be confirmed from the source data. No composite-score estimation was used in the reported reliability/PCA procedures; the analyses were performed on observed items.

3.3. Sampling, survey administration and data screening

The pilot survey was conducted online through Google Forms in February 2026 using non-probability convenience sampling among employees and managers of enterprises in Ho Chi Minh City, Vietnam. The questionnaire was intended for respondents who could assess organizational policies, management and sustainability practices. Of the 108 retained respondents, 12 (11.1%) were employees without managerial titles, 63 (58.3%) were middle managers and 33 (30.6%) were senior managers. The sampling approach was not intended to generate a representative enterprise sample.

A total of 118 questionnaires were collected. Ten were excluded because they showed the same Likert category across all measurement items (straight-lining), leaving 108 responses (91.5%) for analysis. Straight-lining was treated as a prespecified screening concern rather than definitive proof of inattention. The retained-data SPSS output shows 108 valid and zero excluded cases in each of the 11 scale-specific reliability analyses; factor analysis used listwise exclusion.

Responses are individual assessments of enterprise-related conditions, not independently verified enterprise-level observations. The available pilot records do not establish the number of unique enterprises or whether multiple respondents belonged to the same enterprise. These limits and convenience recruitment preclude enterprise-level or population-generalizable claims

3.4. Data analysis

The 56 item responses were analyzed using IBM SPSS Statistics 26. Internal consistency was evaluated for each scale, followed by PCA across four theoretically specified item blocks. The analysis does not establish the latent-variable measurement model.

3.4.1. Reliability assessment

Internal consistency was examined using the unstandardized Cronbach's Alpha coefficient reported in the SPSS Reliability Statistics tables and corrected item–total correlations. The preliminary operational thresholds were Alpha >

0.60 and corrected item–total correlation > 0.30 (Nunnally & Bernstein, 1994). All 11 scale analyses reported 108 valid cases and no cases excluded within the reliability procedure; composite scores were not the basis for these analyses. A high Alpha can also indicate overlapping items and does not prove construct validity.

Items satisfying these criteria were provisionally retained. The SV scale (three items) requires further review because its Alpha was 0.665; the high Alpha of CSR (0.961) warrants scrutiny for item redundancy.

3.4.2. Exploratory component analysis

PCA was performed using the correlation matrix, with listwise exclusion for missing data, in SPSS 26. The antecedent block (37 items) was run with seven theoretically fixed components; the PSV block (five items) with one fixed component. The final reported two-component SV–OV solution (nine items) and single-component SD solution (five items) also matched the minimum-eigenvalue criterion of 1.0. SPSS output shows a fixed-two-component trial for SV–OV as well as eigenvalue-based runs; the reported final solution corresponds to two components. Multi-component solutions used orthogonal Varimax rotation with Kaiser normalization (maximum 25 iterations); single-component solutions were not substantively rotated.

The 37, 5, 9 and 5 items were analyzed separately to limit the size of each component analysis. This does not resolve concerns about $n = 108$ or permit examination of cross-block loadings or discriminant validity. The formatted SPSS output suppressed loadings below 0.40 or 0.50 in different runs, so blank cells cannot be treated as zero cross-loadings. The original unsuppressed matrices are required before ruling out substantive cross-loading.

Sampling adequacy and correlation-matrix suitability were assessed using KMO and Bartlett's test of sphericity; the component loadings, retained component counts and variance explained are reported in **Table 3** together with Bartlett's approximate chi-square, degrees of freedom and p-values. Hair et al. (2010) and MacCallum et al. (1999) are used here to frame the limitations of pilot component analysis, rather than as evidence that the chosen sample size was adequate for full validation.

PCA describes weighted components of observed items rather than estimating common latent factors. Orthogonal rotation may also be restrictive for correlated organizational constructs. Accordingly, the findings are exploratory; subsequent research should re-evaluate dimensionality, convergent and discriminant validity, and potential common method bias before testing the proposed structural paths (Fornell & Larcker, 1981; Henseler et al., 2015).

4. Research results

4.1. Characteristics of the pilot sample

The retained pilot sample comprised 108 individual responses from employees and managers in Ho Chi Minh City. Organization-level characteristics included legal form, years of operation, capital size and industry; these distributions refer to reported employers and need not indicate 108 distinct enterprises. Respondent characteristics included sex, tenure and managerial role, allowing the reader to identify whose perceptions were analyzed.

Regarding legal form, private enterprises accounted for 56 responses (51.9%), followed by non-state joint-stock companies with 30 (27.8%). Wholly state-owned enterprises represented 14 responses (13.0%), while joint-stock companies with state capital and partnerships accounted for six (5.6%) and two (1.9%), respectively. Thus, respondents associated with non-state enterprises predominated, although these proportions cannot be generalized to all enterprises

in the city.

Regarding years of operation, organizations operating for at least 15 years accounted for 58 responses (53.7%), followed by those operating for five to fewer than ten years with 24 (22.2%). Enterprises operating for fewer than five years accounted for 16 responses (14.8%) and those operating for ten to fewer than 15 years for ten (9.3%). These categories indicate variation in organizational age but do not establish individual respondents' experience or ability to assess organizational practices.

Regarding capital size, enterprises with reported capital exceeding VND 500 billion accounted for 51 responses (47.2%), followed by those with capital below VND 10 billion with 22 (20.4%). The other categories were VND 10 billion to below VND 20 billion (14, 13.0%), VND 20 billion to below VND 50 billion (eight, 7.4%), VND 50 billion to below VND 100 billion (four, 3.7%), VND 100 billion to below VND 300 billion (four, 3.7%), and VND 300 billion to VND 500 billion (five, 4.6%). The distribution reflects variation in reported capital size, with substantial representation of the highest category.

Regarding industry sector, finance, banking and financial services accounted for 40 responses (37.0%), commerce, services and tourism for 34 (31.5%), industrial manufacturing and construction for 18 (16.7%), education for seven (6.5%), agriculture, forestry, fisheries and aquaculture for four (3.7%), transport and transport services for four (3.7%), and information technology and telecommunications for one (0.9%). Together these seven categories account for all 108 retained responses; five responses in the last two sectors had previously been omitted from the abbreviated summary.

Among participants, 73 (67.6%) reported being male and 35 (32.4%) female; 12 (11.1%) were non-managerial employees, 63 (58.3%) middle managers and 33 (30.6%) senior managers. Reported organizational tenure was below three years for 15 (13.9%), three to fewer than five for 11 (10.2%), five to fewer than ten for 23 (21.3%), and ten years or longer for 59 (54.6%). The predominance of managerial respondents may be pertinent to the strategic wording of the CSV items, but cannot establish superior respondent knowledge or eliminate common-method limitations.

Overall, the sample covered several forms of organization, operating histories, capital sizes, and industries. This variation provided a setting for examining the measurement instrument, but it does not establish representativeness or justify enterprise-level generalizations.

4.2. Results of the preliminary quantitative analysis

4.2.1. Reliability assessment

The internal consistency of the eleven proposed scales was examined using Cronbach's Alpha and corrected item–total correlations. As shown in **Table 2**, Alpha coefficients ranged from 0.665 to 0.961, and all corrected item–total correlations exceeded the pilot screening criterion of 0.30. This indicates that the items generally met the study's preliminary internal consistency criteria, without demonstrating construct validity.

Among the seven organizational antecedents, corporate social responsibility (CSR) had the highest Alpha (0.961), followed by ethical leadership (0.949), sustainability-oriented strategy (0.949), stakeholder engagement (0.939), organizational trust (0.936), corporate culture (0.931), and organizational fairness (0.901). Their corrected item–total correlations were consistently above the preliminary threshold. Such high coefficients suggest strong response consistency but also motivate examination of potentially redundant items, particularly within scales with Alpha near or above 0.95.

PSV ($\alpha = 0.842$), OV ($\alpha = 0.848$) and SD ($\alpha = 0.937$) showed satisfactory

preliminary internal consistency. SV showed the lowest Alpha (0.665), with corrected item–total correlations of 0.384–0.618; its item content and internal consistency therefore require further examination, not automatic deletion. The original response-data file is still needed to verify whether the negatively worded PFP3 and PFP4 were reverse coded before calculating the reported PFP Alpha (0.901).

Table 2. Reliability results of the measurement scales

Measurement scale	Code	Items	Alpha	Corrected item–total correlation	Preliminary decision
Ethical leadership	ESL	6	0.949	0.770–0.901	Provisionally retained
Corporate culture	OC	5	0.931	0.775–0.866	Provisionally retained
Corporate social responsibility	CSR	7	0.961	0.839–0.896	Provisionally retained
Stakeholder engagement	SE	5	0.939	0.817–0.878	Provisionally retained
Organizational fairness	PFP	4	0.901	0.802–0.868	Provisionally retained
Organizational trust	OT	5	0.936	0.806–0.860	Provisionally retained
Sustainability-oriented strategy	SOS	5	0.949	0.811–0.878	Provisionally retained
Perceived shared value	PSV	5	0.842	0.537–0.737	Provisionally retained
Social value	SV	3	0.665	0.384–0.618	Provisionally retained; review
Organizational value	OV	6	0.848	0.567–0.714	Provisionally retained
Corporate sustainable development	SD	5	0.937	0.813–0.852	Provisionally retained

Based on these findings, all 56 items were provisionally retained at this stage. This decision means only that the scales satisfied the prespecified screening criteria; it does not establish the measurement model as valid or final.

4.2.2. Exploratory component analysis

PCA was conducted separately within four prespecified blocks. The final SPSS output was checked for KMO, Bartlett's approximate chi-square and df, eigenvalues, component loadings and explained variance. Seven antecedent components and one PSV component were fixed in their respective SPSS runs; the SV–OV and SD solutions corresponded to two and one components, respectively. The observed groupings were broadly compatible with the theoretical arrangement but do not demonstrate full-model validity.

The antecedent block contained 37 items across seven constructs. Its KMO value was 0.786 and Bartlett's test was significant ($p < 0.001$). Seven components were extracted, explaining 81.941% of total variance. Reported component loadings ranged from 0.883 to 0.923 for CSR, 0.847 to 0.931 for ethical leadership, 0.886 to 0.918 for sustainability-oriented strategy, 0.878 to 0.925 for stakeholder engagement, 0.877 to 0.915 for organizational trust, 0.846 to 0.917 for corporate culture, and 0.872 to 0.925 for organizational fairness. The solution was broadly compatible with the proposed organization of items within this block, but did not confirm all latent constructs.

The PSV block comprised five items. KMO was 0.813, Bartlett's test was significant ($p < 0.001$), and one component accounted for 61.373% of variance. Component loadings ranged from 0.685 to 0.853. The findings suggest a coherent preliminary one-component structure for PSV, subject to further measurement validation.

The combined SV–OV block comprised nine items. KMO was 0.791, Bartlett's test was significant ($p < 0.001$), and two components explained 59.564% of variance. Loadings ranged from 0.707 to 0.860 for SV and 0.693 to

0.809 for OV. This solution was broadly compatible with their proposed separation within the block, but did not establish their discriminant validity relative to the remaining constructs.

The SD block included five items. KMO was 0.881, Bartlett's approximate $\chi^2(10) = 450.558$ ($p < 0.001$), and one component explained 79.853% of variance. Component loadings ranged from 0.882 to 0.909. The checked SPSS output identifies the items as SD1–SD5; an earlier dissertation copy incorrectly reproduced PSV labels in this block. The SD result remains preliminary.

Table 3. Summary of principal component analysis results

Variable block	Method	KMO	Bartlett χ^2 (df); p	No.	Variance (%)	Loading range
Organizational antecedents (CSR, ESL, SOS, SE, OT, OC, PFP)	PCA / Varimax	0.786	3813.756 (666); < 0.001	7	81.941	0.846–0.931
Perceived shared value (PSV)	PCA / none	0.813	219.635 (10); < 0.001	1	61.373	0.685–0.853
Social value and organizational value (SV, OV)	PCA / Varimax	0.791	318.709 (36); < 0.001	2	59.564	0.693–0.860
Corporate sustainable development (SD)	PCA / none	0.881	450.558 (10); < 0.001	1	79.853	0.882–0.909

Note. PCA = principal component analysis; KMO = Kaiser–Meyer–Olkin. Bartlett's chi-square is approximate; p < 0.001 in all blocks. Antecedent and PSV solutions were run with theoretically fixed component counts; SV–OV and SD were also examined using a minimum eigenvalue of 1.0. Varimax was used for multi-component solutions. Only principal displayed loadings are summarized; small loadings were suppressed in the SPSS display.

Across the four blocks, KMO values and significant Bartlett tests supported exploratory analysis, and the reported loadings and explained variance offered favorable initial evidence of item organization. These findings must nevertheless be qualified by the modest pilot sample, blockwise procedure and use of PCA with orthogonal rotation. They support provisional retention rather than definitive validation.

In particular, SV warrants additional review because of its comparatively lower reliability, while antecedent scales with exceptionally high Alpha values should be examined for content overlap. Subsequent research in Ho Chi Minh City should assess the complete measurement framework before testing the hypothesized relationships among antecedents, PSV, SV, OV and SD.

4.3. Discussion

The preliminary analyses suggest that the proposed instrument is sufficiently coherent to warrant further assessment, but they do not establish that its eleven constructs have been fully validated. Most scales showed strong internal consistency, and the item groupings obtained through principal component analysis (PCA) were broadly compatible with the proposed measurement domains. This helps identify items for provisional retention and refinement. Nevertheless, internal consistency is not equivalent to unidimensionality or construct validity: items may correlate highly because they share overlapping wording or content. Likewise, recovering the anticipated components from separate analyses does not demonstrate that all constructs are distinguishable when examined together. Thus, the evidence remains preliminary.

The seven organizational antecedents exhibited consistently high internal consistency, with particularly strong coefficients for CSR, ethical leadership, and sustainability-oriented strategy. However, coefficients near or above 0.95 warrant inspection for redundant indicators. Four antecedents—ethical leadership, corporate culture, organizational fairness, and organizational trust—have particular relevance to HRM because they concern managerial conduct,

shared workplace norms, perceived fairness, and confidence in organizational relationships. In prior research, Getele et al. (2020) examined CSR practices in small and medium-sized enterprises and highlighted their association with corporate image and employee motivation. Suto and Takehara (2022) reported that employee-oriented CSR rewards and HRM arrangements worked together in supporting innovation-related motivation and firm value. Tian et al. (2026) identified green HRM and environmental strategy as mechanisms linking green leadership and CSR with sustainability outcomes. Together, these studies justify attention to people-related organizational conditions, although none establishes the validity of the specific scales in this pilot or demonstrates their effects on PSV.

For PSV, Alpha (0.842) and the fixed one-component solution support provisional internal coherence. The five surveyed items address perceived recognition of shared economic and societal benefits, unmet social needs as business opportunities, sustainable value-chain improvements and long-term business–society interdependence. This content aligns more closely with CSV (Porter & Kramer, 2011) than an alternative interpretation of "shared values" as employees holding the same internal organizational values. However, its wording often asks respondents to infer the organization's orientation. The distinction between perceived CSV orientation, CSR practices, sustainability-oriented strategy and actual shared-value outcomes therefore requires further item-level and discriminant validation. Li et al. (2023) investigated CSV strategy and outcomes, not validation of this exact PSV measure.

The contrast between social value (SV) and organizational value (OV) provides the clearest direction for scale refinement. OV displayed satisfactory internal consistency, whereas the three-item SV scale had the lowest coefficient ($\alpha = 0.665$). Its short length may contribute to the result, but limited content coverage or heterogeneous items are also possible. Consequently, adding items solely to raise Alpha would be premature without first reviewing what forms of social value the existing statements capture. The two components obtained when SV and OV were analyzed together are consistent with their proposed distinction within that block. This separation is conceptually important to CSV, which concerns benefits for society as well as the organization (Porter & Kramer, 2011). Yet it neither verifies discrimination from PSV and SD nor establishes the proposed mediating roles of SV and OV, since no structural paths or indirect effects were estimated.

The SD scale displayed strong internal consistency and a coherent single-component solution, indicating that its five items behaved similarly in the pilot sample. However, this finding cannot establish whether the scale adequately represents the economic, social, and environmental breadth of sustainable development; content coverage must be evaluated against the actual item wording. Faraz et al. (2026) examined how environmental strategy and green innovation mediated associations between green CSR and SD in Pakistani SMEs, while Tian et al. (2026) emphasized green HRM and environmental strategy as sustainability-related mechanisms. Unlike those hypothesis-testing studies, the present research provides no evidence that HRM-related antecedents, PSV, SV, or OV influence SD. Its relevance to sustainable HRM is instead prospective: once validated, the organizational-condition scales may support assessments of perceptions concerning ethical leadership, workplace fairness, culture, and trust, without yet functioning as established diagnostic benchmarks or demonstrating the effectiveness of particular HRM interventions.

The study contributes a preliminary appraisal of a multi-construct instrument and priorities for improvement. The 108 valid responses were limited relative to 56 items, and four blockwise PCA analyses reduced the number of variables per analysis without resolving sample-size concerns or allowing cross-block

loadings to be assessed. Orthogonal Varimax rotation also may not capture correlations among theoretically related organizational constructs. The next study in Ho Chi Minh City should examine the full item set with a larger sample, reassess SV content and potentially overlapping antecedent items, and evaluate dimensionality and convergent and discriminant validity using appropriate latent-variable methods. The individual-response basis of the data and possible common method bias require attention before drawing enterprise-level or causal conclusions. Only after satisfactory measurement evaluation should the proposed direct and parallel indirect relationships involving PSV, SV, OV and SD be tested. These boundaries preserve the methodological contribution of the pilot while identifying a defensible route toward future research on shared value and sustainable HRM.

5. Conclusion

This study conducted a preliminary assessment of measurement scales proposed for examining perceived shared value (PSV) and corporate sustainable development (SD) among enterprises in Ho Chi Minh City, Vietnam. Based on 108 valid responses and 56 observed items representing 11 constructs, the findings provided initial evidence of internal consistency and exploratory component structures broadly consistent with the proposed conceptual framework. Most scales demonstrated strong internal consistency, while the social value (SV) scale exhibited comparatively weaker reliability, indicating the need for further examination. Overall, the results support provisional retention and refinement of the instrument rather than its definitive validation.

The study's principal contribution is methodological, providing an initial empirical basis for assessing a measurement framework integrating organizational antecedents, PSV, social value, organizational value, and SD. By examining reliability and preliminary component structures, the study identifies measurement considerations to be addressed before applying the framework in a larger quantitative investigation. In particular, the distinction between PSV and related organizational constructs, the comparatively lower reliability of SV, and possible overlap among highly correlated items warrant further attention. These findings contribute to systematic refinement of instruments for subsequent research on shared value and corporate sustainability, without establishing the construct validity of the complete model or confirming hypothesized relationships.

From a managerial perspective, the framework offers potential relevance to sustainable human resource management. The scales concerning ethical leadership, corporate culture, organizational fairness, and organizational trust address organizational conditions associated with responsible leadership, equitable workplace practices, employee relations, and trust-building. Following further validation, these measures may help HR managers assess employees' perceptions of selected organizational conditions and identify areas requiring closer managerial attention. Such assessments could inform leadership development, organizational culture initiatives, and approaches to workplace fairness and organizational trust. Nevertheless, these implications remain prospective because the pilot does not establish the effectiveness of specific HRM practices or provide a fully validated diagnostic instrument.

Several limitations qualify these findings. The modest sample, convenience sampling, and concentration on Ho Chi Minh City restrict stability and generalizability. PCA was conducted separately across four theoretically defined blocks, preventing comprehensive assessment of cross-loadings and discriminant validity across the full model. Individual responses also limit enterprise-level interpretation. Future research in Ho Chi Minh City should employ a larger sample, refine the items—particularly SV—and evaluate dimensionality,

convergent and discriminant validity, and potential common method bias through appropriate measurement-validation procedures. Once satisfactory measurement properties have been established, subsequent research can examine the proposed direct and indirect relationships among organizational antecedents, PSV, SV, OV and SD.

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Appendix A. Pilot measurement items and construct-level source basis

This appendix reports the 56-item pilot instrument administered in Vietnamese in February 2026. The English statements are author-prepared translations of the Vietnamese questionnaire reproduced in Appendix 5 of the dissertation; they are not presented as verbatim English wording from the cited publications. The final pilot instrument contains 11 constructs: ethical leadership (6 items), corporate culture (5), corporate social responsibility practices (7), stakeholder engagement (5), organizational fairness (4), organizational trust (5), sustainability-oriented strategy (5), perceived shared value (5), social value (3), organizational value (6), and corporate sustainable development (5).

Source citations identify the source basis documented for each construct and indicator family in the dissertation's **Table 3**.1 and scale-development appendix. "Adapted" denotes contextualized or reworded indicators; "synthesized" denotes indicators developed by combining related dimensions or sources; "author-formulated" denotes wording developed for this study from the cited conceptual basis. The dissertation does not consistently identify a unique original item number for every final pilot statement; accordingly, the citations below do not imply verbatim adoption or a one-to-one match with an original item.

Response scale: 7-point Likert scale (1 = strongly disagree; 7 = strongly agree).

Ethical leadership (ESL; 6 items)

Code	English translation of the pilot item	Source basis and adaptation status
ESL1	My leader acts honestly and with integrity at work.	Brown, Treviño, & Harrison (2005); Yukl et al. (2013). Adapted: honesty and integrity in leader conduct.
ESL2	My leader makes decisions fairly.	Brown, Treviño, & Harrison (2005); Yukl et al. (2013). Adapted: fair decision-making.
ESL3	My leader sets an example of ethical behavior.	Brown, Treviño, & Harrison (2005). Adapted: ethical role modelling.
ESL4	My leader considers what is ethically right.	Brown, Treviño, & Harrison (2005); Yukl et al. (2013). Adapted: ethical consideration in decisions.
ESL5	My leader encourages employees to follow ethical standards.	Brown, Treviño, & Harrison (2005); Yukl et al. (2013). Adapted: encouraging compliance with ethical standards.
ESL6	My leader handles ethical issues clearly and consistently.	Brown, Treviño, & Harrison (2005); Yukl et al. (2013). Adapted: consistent handling of ethical issues.

Corporate culture (OC; 5 items)

Code	English translation of the pilot item	Source basis and adaptation status
OC1	The executive management integrates social and environmental objectives into our company's corporate culture.	Gregory et al. (2009); Geradts & Bocken (2019). Synthesized/adapted: integration of social and environmental objectives into organizational culture.
OC2	Our company strives to create employment opportunities and ensure equal opportunities for all employees.	Gregory et al. (2009); Geradts & Bocken (2019). Synthesized/adapted: employment creation and equal opportunity.
OC3	Our company's leadership pays attention to employees' needs and aspirations.	Gregory et al. (2009); Geradts & Bocken (2019). Contextualized: leadership attention to employee needs and aspirations.
OC4	Employees in our company are provided with reasonable incomes to maintain an appropriate quality of life.	Gregory et al. (2009); Geradts & Bocken (2019). Contextualized: reasonable income and employee quality of life.
OC5	Our company participates in activities and projects that promote social welfare and protect the natural environment.	Gregory et al. (2009); Geradts & Bocken (2019). Synthesized: social-welfare and environmental participation as organizational practices.

Corporate social responsibility practices (CSR; 7 items)

Code	English translation of the pilot item	Source basis and adaptation status
CSR1	Our enterprise engages in activities to protect and improve the quality of the natural environment.	Park (2019); Mishra & Suar (2010); Turker (2009). Adapted: environmental protection and improvement.
CSR2	Our enterprise implements programs to minimize adverse environmental impacts.	Park (2019); Mishra & Suar (2010); Turker (2009). Adapted: programs to reduce negative environmental impacts.
CSR3	Our enterprise contributes to programs and projects that improve social welfare.	Mishra & Suar (2010); Turker (2009). Adapted: contributions to social welfare.
CSR4	Our enterprise encourages employees to participate in community volunteering.	Mishra & Suar (2010); Turker (2009). Adapted: employee participation in community volunteering.
CSR5	Our enterprise fulfills its social responsibility toward the surrounding environment near its business operations.	Park (2019); Mishra & Suar (2010); Turker (2009). Contextualized: environmental responsibility around operating sites.
CSR6	Our enterprise fulfills its social responsibility toward the local community where it operates.	Mishra & Suar (2010); Turker (2009). Adapted: responsibility toward local communities.
CSR7	Our enterprise fulfills its social responsibility toward its employees.	Mishra & Suar (2010); Turker (2009). Adapted: responsibility toward employees.

Stakeholder engagement (SE; 5 items)

Code	English translation of the pilot item	Source basis and adaptation status
SE1	Our enterprise maintains regular dialogue with key stakeholders.	Bhattacharya, Korschun, & Sen (2009); Strand, Freeman, & Hockerts (2015); Cuevas-Lizama & Royo-Vela (2023). Synthesized: regular stakeholder dialogue.
SE2	Stakeholders' expectations and opinions are considered in the enterprise's decision-making.	Bhattacharya, Korschun, & Sen (2009); Strand, Freeman, & Hockerts (2015); Cuevas-Lizama & Royo-Vela (2023). Synthesized: stakeholder voice in organizational decisions.
SE3	Our enterprise communicates transparently and clearly with stakeholders.	Bhattacharya, Korschun, & Sen (2009); Strand, Freeman, & Hockerts (2015); Cuevas-Lizama & Royo-Vela (2023). Synthesized: transparent stakeholder communication.
SE4	Stakeholder feedback is used by the enterprise to improve its operations and management practices.	Bhattacharya, Korschun, & Sen (2009); Strand, Freeman, & Hockerts (2015); Cuevas-Lizama & Royo-Vela (2023). Synthesized: use of stakeholder feedback for improvement.
SE5	Our enterprise works closely with local communities and social partners.	Bhattacharya, Korschun, & Sen (2009); Strand, Freeman, & Hockerts (2015); Cuevas-Lizama & Royo-Vela (2023). Synthesized: collaboration with local communities and social partners.

Organizational fairness—procedural dimension (PFP; 4 items)

Code	English translation of the pilot item	Source basis and adaptation status
PFP1	The enterprise treats me fairly in decision-making processes.	Leventhal (1980); Krawczyk (2011); Li, Bingham, & Umphress (2007). Adapted: perceived fairness of decision procedures.
PFP2	Decisions in the enterprise are made transparently.	Leventhal (1980); Krawczyk (2011); Li, Bingham, & Umphress (2007). Adapted: procedural transparency.
PFP3	I feel that the decision-making procedures in the enterprise are unfair.	Leventhal (1980); Krawczyk (2011); Li, Bingham, & Umphress (2007). Author-formulated negative item addressing perceived procedural unfairness; negatively worded.
PFP4	Decisions made by the enterprise often favor certain groups.	Leventhal (1980); Krawczyk (2011); Li, Bingham, & Umphress (2007). Author-formulated negative item addressing procedural bias/favoritism; negatively worded.

Organizational trust (OT; 5 items)

Code	English translation of the pilot item	Source basis and adaptation status
OT1	Overall, I believe that the enterprise's motives and intentions are good and that it is trustworthy.	Xu, Loi, & Ngo (2016); Knapp et al. (2019). Synthesized: trust in the enterprise's motives, intentions, and trustworthiness.
OT2	I believe the enterprise will treat me in a beneficial way, or at least not disadvantage me. It has the ability to fulfill its commitments.	Xu, Loi, & Ngo (2016); Knapp et al. (2019). Synthesized: fair treatment and ability to fulfil commitments. The pilot item contains two distinct assertions.
OT3	Our enterprise responds promptly and responsibly to stakeholders.	Xu, Loi, & Ngo (2016); Knapp et al. (2019). Synthesized: organizational responsiveness and accountability.
OT4	I believe the enterprise will act fairly when addressing issues related to employees.	Xu, Loi, & Ngo (2016); Knapp et al. (2019). Synthesized: fairness in handling employee-related issues.
OT5	Our enterprise prioritizes legitimate stakeholder interests over its own short-term interests.	Xu, Loi, & Ngo (2016); Knapp et al. (2019). Synthesized: stakeholder-oriented trust and prioritization of legitimate interests.

Sustainability-oriented strategy (SOS; 5 items)

Code	English translation of the pilot item	Source basis and adaptation status
SOS1	Our enterprise integrates sustainability objectives into its long-term development strategy.	Klewitz & Hansen (2014); Adams et al. (2016); Khurana et al. (2019, 2021). Adapted: integration of sustainability objectives into long-term strategy.
SOS2	The enterprise's strategic decisions consider economic, social, and environmental interests simultaneously.	Klewitz & Hansen (2014); Adams et al. (2016); Khurana et al. (2019, 2021). Adapted: consideration of economic, social, and environmental dimensions in strategic decisions.
SOS3	Sustainable development is an important strategic direction for our enterprise.	Klewitz & Hansen (2014); Adams et al. (2016); Khurana et al. (2019, 2021). Adapted: sustainability as a strategic direction.
SOS4	The enterprise's strategy reflects a long-term commitment to sustainable development.	Klewitz & Hansen (2014); Adams et al. (2016); Khurana et al. (2019, 2021). Adapted: long-term strategic commitment to sustainability.
SOS5	Sustainability goals guide the enterprise's strategic priorities.	Klewitz & Hansen (2014); Adams et al. (2016); Khurana et al. (2019, 2021). Adapted: sustainability goals as a basis for strategic priorities.

Perceived shared value (PSV; 5 items)

Code	English translation of the pilot item	Source basis and adaptation status
PSV1	The enterprise regards creating shared value as a long-term strategic direction, integrating social and environmental issues into its business strategy.	Porter & Kramer (2011); Porter et al. (2012); Cuevas-Lizama & Royo-Vela (2023); Sibińska & Krawiec (2023). Merged/adapted: long-term CSV orientation and integration of social/environmental issues.
PSV2	The enterprise considers that addressing social problems can also generate economic benefits.	Porter & Kramer (2011); Porter et al. (2012); Cuevas-Lizama & Royo-Vela (2023); Sibińska & Krawiec (2023). Adapted: simultaneous social problem-solving and economic benefit.
PSV3	The enterprise regards unmet societal needs as opportunities to develop new products or services.	Porter & Kramer (2011); Porter et al. (2012); Cuevas-Lizama & Royo-Vela (2023); Sibińska & Krawiec (2023). Adapted: unmet social needs as product/service opportunities.
PSV4	The enterprise recognizes that improving the value chain sustainably can increase productivity and competitiveness.	Porter & Kramer (2011); Porter et al. (2012); Cuevas-Lizama & Royo-Vela (2023); Sibińska & Krawiec (2023). Adapted: sustainable value-chain improvement and business productivity/competitiveness.
PSV5	The enterprise recognizes that long-term success is linked to the development of society, the environment, and collaboration with stakeholders.	Porter & Kramer (2011); Porter et al. (2012); Cuevas-Lizama & Royo-Vela (2023); Sibińska & Krawiec (2023). Merged/adapted: long-term success, societal/environmental development, and stakeholder collaboration.

Social value (SV; 3 items)

Code	English translation of the pilot item	Source basis and adaptation status
SV1	Our enterprise makes positive contributions to social welfare, local communities, and stakeholder health and safety.	Sibińska & Krawiec (2023); Rubio-Andrés et al. (2022); Porter & Kramer (2011). Merged/adapted: social welfare and local-community contributions combined with stakeholder health and safety.
SV2	Our enterprise creates quality jobs and supports workers in improving their skills and competencies.	Sibińska & Krawiec (2023); Cantele, Landi, & Vernizzi (2024). Adapted: quality employment and employee skills development.
SV3	Our enterprise increases customer satisfaction and perceived value.	Sibińska & Krawiec (2023); Rubio-Andrés et al. (2022). Adapted: customer satisfaction and perceived value as social-value outcomes.

Organizational value (OV; 6 items)

Code	English translation of the pilot item	Source basis and adaptation status
OV1	Pursuing shared value helps our enterprise improve profitability.	Porter et al. (2012); Sibińska & Krawiec (2023). Adapted: profitability as a business result of shared-value creation.
OV2	Pursuing shared value helps our enterprise achieve business growth.	Porter et al. (2012); Rubio-Andrés et al. (2022). Adapted: business growth.
OV3	Pursuing shared value helps our enterprise improve revenue and market share.	Porter et al. (2012). Adapted: revenue and market-share outcomes.
OV4	Pursuing shared value helps our enterprise reduce costs and improve operational efficiency.	Porter et al. (2012). Adapted: cost reduction and operational efficiency.
OV5	Pursuing shared value helps our enterprise strengthen its reputation and competitive position.	Rubio-Andrés et al. (2022); Porter et al. (2012). Adapted: reputation and competitive position.
OV6	Pursuing shared value helps our enterprise sustain business performance over the long term.	Rubio-Andrés et al. (2022). Adapted: sustainable profitability and long-term business performance.

Corporate sustainable development (SD; 5 items)

Code	English translation of the pilot item	Source basis and adaptation status
SD1	Our enterprise maintains stable and sustainable long-term development and is able to adapt well to changes in the business environment.	Elkington (1998); Cantele, Landi, & Vernizzi (2024); Nguyen & Ngo (2022). Merged/adapted: long-term stability and adaptability; combines the earlier SD1 and SD6 candidate indicators.
SD2	Our enterprise balances economic objectives, social responsibility, and environmental protection in its business operations.	Elkington (1998); Cantele, Landi, & Vernizzi (2024). Adapted: balance across economic, social, and environmental dimensions.
SD3	Our enterprise continually improves its management practices and strategic orientation toward sustainability.	Cantele, Landi, & Vernizzi (2024). Adapted: governance/management practices and strategic sustainability orientation.
SD4	Our enterprise uses resources and energy more efficiently while reducing adverse environmental impacts.	Cantele, Landi, & Vernizzi (2024); Elkington (1998). Adapted: resource and energy efficiency and reduced environmental impact.
SD5	Our enterprise improves working conditions, social responsibility, and the value created for people and communities.	Cantele, Landi, & Vernizzi (2024); Elkington (1998). Adapted: people-related outcomes, working conditions, and community value.