

THE IMPACT OF ESG REPORTING ON MANAGEMENT ACCOUNTING INFORMATION SYSTEMS

Tran Duy Thuc^{*1}; Michal Sebastian Banka²; Nguyen Hoang Tien³

¹HUTECH University, Vietnam;

²Warsaw University of Technology, Poland; Stanford University, USA;

³Ho Chi Minh City University of Industry and Trade, Vietnam.

***Corresponding author**

ABSTRACT

The ESG reporting has a widespread influence on management accounting. The strategic necessity for organizations is the seamless incorporation of ESG approaches into their management accounting systems to improve business performance and sustain competitive edge. This research aims to enhance the use of ESG standards within organizations to improve corporate performance, including planning, controlling, and decision-making, through the use of management accounting tools. Findings indicate a significantly positive link between ESG reporting and MAIS in producing more comprehensive analyses, thereby providing corporate profitability enhanced assessments. Furthermore, organizations can effectively use ESG-related elements to enhance the application of management accounting in above areas. A quantitative research paradigm using an online survey with Likert-scale was employed to collect data from a sample of 98 individuals and statistical analyses were performed using SPSS software. The measurement instrument's reliability and internal consistency were thoroughly evaluated utilizing Cronbach's Alpha, EFA, and One-Sample t-tests. This study aims to enhance the effective management of accounting by strategic use of ESG reporting, hence optimizing business performance in the evolving modern market.

Keywords: Management Accounting, ESG Reporting, Business Performance, ESG's related factors

1. INTRODUCTION

1.1 Background

Environmental, Social, and Governance (ESG) considerations have garnered significant attention in Vietnam in recent years. This is mostly attributable to the Vietnamese Government's initiatives to advance ESG-related practices, along with the increasing demand from investors for sustainable investments. During the 2021 United Nations Climate Change Summit (COP26), Vietnam distinguished itself as the Vietnamese Prime Minister Pham Minh Chinh proclaimed a series of promises about climate change mitigation. This could profoundly influence the nation's energy transition towards carbon neutrality and necessitate a comprehensive restructure of the economy. Moreover, the graphic below demonstrated that the Vietnamese Government's initiatives encompass all three ESG dimensions. By spearheading the implementation of pertinent laws and regulations, the Vietnamese Government can motivate enterprises to assume a more significant role in fulfilling national obligations pertaining to ESG objectives. The survey results from 234 participating business representatives indicated that the ESG practice process had faced numerous challenges, which has currently posed a significant issue for enterprises. As anticipated, 57% of foreign direct investment (FDI) businesses have established explicit commitments to ESG. The elevated outcome was comprehensible, as the majority of FDI investors were likely required to adhere to the rules of their parent corporations overseas, where ESG advancement typically outpaced that of Vietnam. Conversely, over half (58%) of listed firms in Vietnam appeared to have adopted a "wait and see" strategy, indicating intentions to establish ESG commitments in the near future. Notably, 40% of the private and family enterprises reported having

previously established ESG commitments. This figure underscored the sense of duty among Vietnamese NextGen24 and their conviction that family enterprises have had to spearhead sustainable business practices (Pwc, 2022).

Moreover, our extensive research framework focuses on enhancing management accounting within enterprises to optimize long-term profitability. He has earnestly sought to adapt more suitable methodologies to practically improve management accounting for contemporary SMEs. Consequently, it indicates that the firm can effectively implement ESG Reporting in conjunction with realistic management accounting tools to address their business challenges moving forward. In other words, firms functioning in the current Vietnamese market must use modern management accounting enhanced by ESG reporting to strengthen their capabilities and remain competitive in the regional market in the near future.

1.2 Problem Statement

The aforementioned explanation of the existing situation suggests that the study advocates for the enhancement of management accounting tools within organizations, emphasizing the adaption of ESG Reporting to optimize the utilization of management accounting. The study must evaluate the present market's reaction to the use of ASG's Reporting and its integration with management accounting. Furthermore, even if there is definitive proof to alter the beneficial relationship between ESG reporting and management accounting, a concern remains regarding whether ESG reporting can successfully guide or enhance contemporary management accounting tools. Furthermore, once the initial question is addressed, we must provide our response to the subsequent question here. This indicates how the market might maximize ESG reporting based on relevant practical aspects to ultimately enhance management accounting.

1.3 Methodology and Research Design's Concise Overview

A review of one hundred pertinent publications has been completed, and an effort will be made to incorporate a previously published research study from the Awareness Journal of Global Awareness, 3(1), 9, (2022), scholar.stjohns.edu. The document was entitled "The Impact of ESG Reporting on Accounting and Finance."

1.4 General Population Group's Identification

This analysis excludes multinational firms and concentrates on domestic and international investments in Vietnam. Individuals from Vietnam or other nations holding a high school diploma, bachelor's degree, or equivalent qualifications in accounting and taxation are mandated to participate in research studies. They assume many positions, including students, accountants, officers, and department heads. The interview participants will comprise individuals of various ages and genders lacking prior work experience.

1.5 Significance of the Study

The application of ESG standards is essential for enhancing enterprises' resilience and sustainable business development in the Vietnamese market. Therefore, Vietnamese SMEs require training in management accounting to enhance their corporate governance effectively. The firm must also modify both ASG and management accounting to its needs. Consequently, they must effectively integrate these components to optimize their personnel and expand their future market share, if feasible. The essential outcome of conducting this research here will provide exact foundational direction for the market to progress and achieve sustainable development.

1.6 Study Objectives

This study aims to assess the importance of integrating EGS reporting into management accounting tools employed by enterprises, thereby improving business decision-making, facilitating effective business planning, and ensuring accurate management control within the framework of contemporary Vietnamese culture. Thus, the approach by which the enhanced management accounting framework could be modified to optimize the firm's operational performance more effectively.

2. MATERIALS AND METHODOLOGY

2.1 Literature Review

The article examines the relationship between ESG Reporting and Management Accounting, and its subsequent effects on successful corporate decision-making, planning, and management control inside organizations. The study analyzed 95 previous research works, identifying 63 units pertaining to enterprise environmental aspects, 46 units regarding social components, and 45 units relating to corporate governance factors in the development and enhancement of ESG Reporting. Additionally, we identified 10 units pertaining to the impact of ESG on corporate Planning, 50 units associated with the effects of ESG Reporting on Management Control, and finally, 47 units illustrating the relationship between ESG Reporting and the management accounting role in corporate decision-making.

2.1.1 *Related definitions of the study*

2.1.1.1 Definition of ESG

ESG, which stands for environmental, social, and governance, is a framework that may be used to evaluate the operational value and performance of a business with regard to ethical and sustainable issues. It also provides a mechanism for evaluating the potential hazards and opportunities that are associated with such areas. When it comes to the financial markets, there are certain advisors that use environmental, social, and governance (ESG) criteria to evaluate companies and develop their investment strategies. This technique is known as ESG investing (Kyle, 2022).

2.1.1.2 Definition of Enterprise Environmental Factors

Enterprise Environmental Factors (EEFs) are conditions beyond the direct control of the project team that affect, limit, or guide the project, program, or portfolio (Project Management Institute, 2021). These are factors beyond the control of the project team and often the company hosting the project, which might influence the project's outcome. Projects occur in environments that can exert both beneficial and detrimental influences on them. These considerations can exist both within the firm launching the initiative and externally. An organization and project team must identify and evaluate those elements to enhance the likelihood of project success (Arif-Ud-Din, 2020).

2.1.1.3 Definition of Social Factors in Business

Schepers sought to investigate the correlation between creativity in the work environment and the social dimensions of perceptions regarding organizational culture, employee engagement, knowledge dissemination, and procedural equity. Given the collaboration of employees in a department within various teams and the probable variability in their work conditions, his investigation was conducted at the individual level. Hierarchical regression analysis revealed a correlation between work-environment creativity and views of adhocracy culture, employee participation, and knowledge exchange (Schepers, 2007).

2.1.1.4 Definition of Corporate Governance

Corporate governance comprised a framework of regulations, procedures, and statutes that direct firms to function ethically and responsibly during company operations, shareholders and management make choices and oversee activities through established rules, procedures, and structures. Contemporary corporate governance underscored the division of responsibilities and efficient oversight. The division of responsibilities within the organization mitigated conflicts of interest and unethical conduct. The essence resided in the distribution of authority and the alignment of interests, mitigating conflicts between shareholders and management, therefore enhancing the company's financial performance and market competitiveness (Khan, 2011).

2.1.1.5 Definition of Strategic Planning

O'Regan asserted that the absence of strategic business planning was a significant impediment to the execution of business process efforts, including overall quality management. Moreover, it was apparent that strategic planning firms outperform their counterparts. Nevertheless, strategic planning frequently falters due to challenges or obstacles faced during the execution phase. The minimal study conducted thus far has rendered ambiguous the steps, if any, that firms might undertake to mitigate or eradicate these hurdles. He analyzed the notion of strategic planning and identified the obstacles to its execution. It evaluated the appropriateness of formal strategic planning as a means to mitigate or eliminate implementation barriers by contrasting the degree to which these barriers are encountered in formal vs non-formal planning organizations. He also assessed the degree to which the barriers are encountered by high and low-performing organizations (O'Regan, 2002).

2.1.1.6 Definition of Management Control

Malmi examined various definitions of Management Control System (MCS) by researchers and the resultant issues this has engendered. He introduced a novel typology for MCS categorized into five groups: planning, cybernetic, reward and compensation, administrative, and cultural controls. The typology differentiated between decision-making and control, focusing on the mechanism's managers deploy to influence employee's behavior (Malmi, 2008).

2.1.1.7 Definition of Business Decision Making

Ghatts employed data mining methodologies to discern the correlations among context, path decisions, and process outcomes, subsequently deriving decision rules from these correlations. The evaluation utilized a simulation of a manufacturing process, revealing the potential for enhancing business performance through the rules produced by the technique (Ghatts, 2014).

2.1.2 Literature of ESG's influences to MA's application within the enterprises

2.1.2.1 The influence of ESG's related factors on ESG Reporting

2.1.2.1.1 The enterprise environmental factors influencing to ESG's Reporting

Previous study concentrated on the particular conditions in which enterprise environmental factors positively influenced the quality of ESG reporting. The review encompassed 63 prior studies examining the correlation between ESG's enterprise environmental characteristics and the quality of ESG reporting. In other words, these variables and their execution have significantly enhanced the quality of ESG reporting, which encompasses the development of effective company performance. Kocmanová (2012), Chvátalová (2013), Hoang (2018), Aich (2021), Chairani (2021), Iliescu (2021), Zainullin (2021), Zhang (2022), Bāk (2022), Wang (2022), Chen (2022), Hao (2022), Chen, Y. P. V (2022), Ge (2022), Popova (2022), Arvidsson (2022), Du (2023), Litvinova

(2023), Zhong (2023), Wang (2023), Li (2023), Luan (2023), Asif (2023), Siwei (2023), Gao (2023), Fang (2023), Cai (2023), He (2023), Zhen (2024), Peredy (2024), Xu (2024), Chang (2024), Jin (2024), Mukhtar (2024), Kandpal (2024), Zhang (2024), Wang (2024), Ding (2024), Liu (2024), Li (2024), Yang (2024), Shah (2025), Chu (2025), and others have underscored the necessity of enhancing the adaptability of ESG enterprise environmental factors to attain more sustainable corporate profitability.

2.1.2.1.2. *The Social Factors in Business affects to ESG's Reporting*

A prior study focused on the specific conditions under which social considerations in business favorably impacted the quality of ESG reporting. The research included 46 previous studies analyzing the relationship between the social dimensions of ESG in business and the quality of ESG reporting. These variables and their implementation have markedly improved the quality of ESG reporting, which includes the advancement of successful corporate performance. Kocmanová (2012), Chvátalová (2013), Sassen (2016), Hoang (2018), Deng (2019), Aich (2021), Chairani (2021), Chen (2022), Popova (2022), Wang (2022), Ge (2022), Mardini (2022), Chang (2022), Li (2023), Cai (2023), Du (2023), Siwei (2023), Zhang (2023), Kao (2023), Zhang (2024), Yang (2024), Khamisu (2024), Xu (2024), and others have emphasized the imperative of enhancing the adaptability of ESG's social factors to achieve greater sustainable corporate profitability.

2.1.2.1.3. *The corporate governance factors influence to ESG's Reporting*

A previous study examined the particular conditions that enable corporate governance to positively influence the quality of ESG reporting. The research encompassed 45 prior studies examining the correlation between the elements of corporate governance in ESG and the quality of ESG reporting. The inclusion of these factors has significantly enhanced the quality of ESG reporting, contributing to improved business performance. Kocmanová (2012), Chvátalová (2013), Sassen (2016), Chairani (2021), Zhang (2022), Chen (2022), Zhong (2022), Jiang (2022), Popova (2022), Du (2023), Ng (2023), Cai (2023), Yang (2024), Piao (2024), Mukhtar (2024), Zhang (2024), Niu (2024), Gong (2024), and others have underscored the necessity of enhancing the adaptability of ESG corporate governance factors to attain improved sustainable corporate profitability.

In conclusion, the investigation indicated that the company may modify and effectively select the aforementioned elements to enhance the quality of ESG reporting accurately. Conversely, if the organizations are unable to enhance their ESG reporting and optimize company performance, they will not progress effectively.

2.1.2.2. *The corporate governance factors influencing to ESG's Reporting*

2.1.2.2.1 *ESG improving management accounting's application in the business planning*

The study has identified 18 prior researchers engaged in the application of management accounting in corporate planning and its correlation with ESG reporting. These examples established a clear and affirmative correlation between the two previously indicated criteria, as detailed in reality. Kocmanová (2012), Deng (2019), Chairani (2021), Iliescu (2021), Bāk (2022), Diala (2023), Kao (2023), Zhao (2023), Zhong (2023), Zhang (2023), Asif (2023), Kandpal (2024), Yang (2024), Xu (2024), Zheng (2025), and others have elucidated the beneficial perspectives related to management accounting and the impact of ESG reporting on its implementation within enterprises.

2.1.2.2.2 *ESG improving management accounting's application in management control*

The research has identified 50 previous scholars involved in the utilization of management accounting inside management control and its relationship with ESG

reporting. These cases demonstrated a definitive and positive association between the two aforementioned criteria, as evidenced in reality. Kocmanová (2012), Joshi (2016), Chairani (2021), Bāk (2022), Singhania (2022), Jianqiang (2022), Bai (2022), Mardini (2022), Teplova (2022), Li (2023), Asif (2023), Du (2023), He (2023), Koczar (2023), Zioło (2023), Chen (2023), Siwei (2023), Andrey (2023), Zhen (2024), Liu (2024), Yang (2024), Zhang (2024), Wang (2024), Kandpal (2024), Fan (2025), Shah (2025), and others have articulated the advantageous aspects of management accounting and the influence of ESG reporting on its execution within organizations.

2.1.2.2.3 ESG improving management accounting's application in the business decision making

The research has found 45 previous scholars involved in the utilization of management accounting in corporate decision-making and its relationship with ESG reporting. These examples demonstrated a definitive and positive link between the two previously specified criteria, as outlined in reality. Chvátalová (2013), Aich (2021), Zainullin (2021), Raghavan (2022), Zhang (2022), Wang (2022), Bāk (2022), Jiang (2022), Ellili (202), Ng (2023), Luan (2023), Gao (2023), Kao (2023), Litvinova (2023), Handoko (2024), Peredy (2024), Wang (2024), Ge (2024), Qian (2024), Chang (2024), Ding (2024), Yang (2024), (2025), Kocmanová (2012), and others have illuminated the advantageous aspects of management accounting and the influence of ESG reporting on its execution within organizations.

In conclusion, the study provides compelling evidence to alter the positive correlation between ESG reporting and management accounting, as well as its impact on corporate performance. Otherwise, the enterprise will enhance management accounting practices by effectively leveraging ESG reporting to optimize business performance in planning, management, and decision-making processes throughout the business cycles.

2.2 Methodology

2.2.1 Research Method and Design Appropriateness

Preliminary data for the study objectives were gathered through surveys of diverse enterprises in Vietnam (excluding multinational corporations and prominent Vietnamese organizations) during the 2025 fiscal year. The statistical software SPSS conducted an analysis of resolution data. A self-administered questionnaire was utilized to collect quantitative data, necessitating employees to assess their level of agreement on a 5-point scale ([5] strongly agree; [4] agree; [3] neutral; [2] disagree; [1] strongly disagree). An early exploratory investigation may employ a Cronbach's Alpha of 0.6 (Hair, 2009). The scale demonstrates more reliability with a higher Cronbach's Alpha. A Total Correlation value of 0.3 or greater is required for a scale to be considered successful (Cristobal, 2007). The Corrected Item-Total Correlation coefficient enhances the quality of observed variables. The standard deviation measures the variability of a dataset in comparison to its mean. It computes the absolute variability of a distribution. The T-test is a statistical tool utilized to compare the means of one or two populations in hypothesis testing (Paul, 2008). Additionally, it was resolved to modify the specific testing of exploratory factor analysis (EFA), which encompasses KMO, Bartlett's test of sphericity, and Eigenvalue, to validate the interrelations among the sub-elements in the study model and to verify the model's validity.

2.2.2 Population, Sampling, Data Collection Procedures and Rationale

The chosen business entities were classified according to the type of FDI for Vietnamese firms in 2025. The study analyzed Vietnamese and foreign-invested firms in significant regions such as Northern, Middle, and Central South Vietnam, along with

adjacent provinces. The non-probability sampling method was subsequently employed for the study, utilizing the class sample to represent the diverse types of investors in Vietnam. The gender, educational attainment, and occupation of the questionnaire respondents were considered in assessing the sample's characteristics. Accordingly, total sample sizes in scientific research are calibrated to precise units, with a margin of error established at 5% and a confidence level set at 95%. The Statistical Package for the Social Sciences was employed to analyze the research data (SPSS). Furthermore, the study will incorporate reliability assessments.

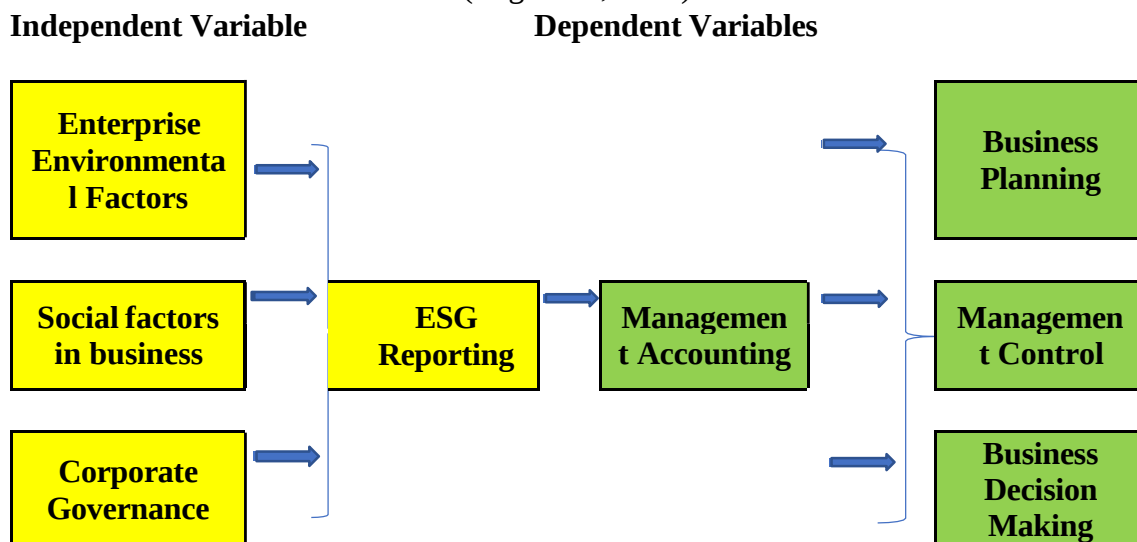
2.2.3 Internal and External Validity

This study analyzed prior research to assess the influence of ESG Reporting on Accounting and Finance, as documented in the Journal of Global Awareness, scholar.stjohns.edu, published in 2022. We initially analyzed 98 previous examples from our literature spanning from 2000 to the present. We have ascertained that, indeed, a limited number of previous studies have been conducted on the same research topic and context as our current investigation in Vietnam.

2.2.4 Research Design

The study design includes one primary dependent variable and one independent variable that form the research framework. Table 01 illustrates the current state of EGS Reporting and its impact on the application of management accounting in company planning, management control, and decision-making. Furthermore, it substantiates the examination of the correlation between ESG Reporting and its influencing aspects, including environmental, social, and corporate governance elements in practice.

Table 01. model depicts again ESG Reporting Impact on Accounting, Finance (Raghavan, 2022)



2.2.5 Study Hypothesis

Table 02. Null Research Hypotheses (H₀)

H01	Factors related to the enterprise environment, social environment, and corporate governance do not favorably impact ESG reporting.
H02	ESG Reporting does not positively effect to Management Accounting in Planning, Management and Business Decision Making.

2.2.6 Statistical Analysis

Employees were required to evaluate their degree of agreement on a 5-point scale ([5] highly agree; [4] agree; [3] neutral; [2] disagree; [1] strongly disagree) in order to collect quantitative data. The questionnaire was self-administered, and employees were provided with the opportunity to express their opinions. A Cronbach's Alpha value of 0.6 may be utilized in the beginning stages of an exploratory inquiry (Hair, 2009). Having a higher Cronbach's Alpha indicates that the scale is more reliable than was previously thought. During the process of hypothesis testing, the T-test is a statistical instrument that makes it easier to compare the averages of one or two populations (Paul, 2008). In addition, the KMO, Bartlett's test of sphericity, and Eigenvalue in exploratory factor analysis are applied in order to ensure that the research model is of the highest possible quality.

3. RESULTS, ANALYSIS AND FINDINGS

3.1 Sample Characteristics

The research utilized a nonprobability sample. The study identifies eight factors necessary for an individual to be integrated into the group. The research investigates three independent variables and five dependent factors, emphasizing the impact of big data on business analysis via management accounting for decision-making objectives. Hair et al. (2014) project that at least 85 (17x5) research surveys from practice will be compelling, and 98 online surveys have already undergone experimental analysis. Additionally, it obtained sample statistics. The predominant number of participants were below the age of 30. The bulk of participants possess less than five years of industry experience. The bulk of survey samples on research issues showed that Vietnamese capital predominates in enterprises and organizations. Therefore, we are assured that it will provide adequate data to substantiate the research undertaken here.

3.2 Research Variables

Table 03. Research Variable List

No	Classification		Researching Questionnaire	Reference
			Independent Research Variables	
1	H0111	Enterprise Environmental Factors	Organizational culture, structure and governance affects the quality of a company's ESG reporting	(Sun, 2024)
2	H0113	Enterprise Environmental Factors	Competitors, brand recognition, market share and trademarks of the business affect the quality of the business's ESG reporting	(Kandpal, 2024).
3	H0115	Enterprise Environmental Factors	Commercial databases affect the quality of a company's ESG reporting	(Arvidsson, 2022).
4	Ho122	Social factors in business	Workers' attitudes towards life and work affect the quality of ESG reporting	(Zhang, 2024).
5	Ho123	Social factors in business	Workers' living conditions affect the quality of ESG reporting	(Piao, 2022).
6	Ho131	Corporate Governance Factors	Organizational culture, structure and governance affects the quality of a company's ESG reporting	(Mukhtar, 2024).

7	Ho132	Corporate Governance Factors	Social factors in business positively does effect to the quality of ESG Reporting	(Ellili, 2022).
			Dependent Research Variables	
8	Ho21	ESG Reporting positively effects to MA	ESG Reporting improves Management Accounting's usage in the planning process for Human Resources acquisition	(Nabil Alnasser, 2014)
9	Ho22	ESG Reporting positively effects to MA	ESG Reporting improves Management Accounting's usage in the planning process for expenditures	(Nabil Alnasser, 2014)
10	Ho23	ESG Reporting positively effects to MA	ESG Reporting improve Management Accounting's usage in the planning process for production	(Nabil Alnasser, 2014)
11	Ho24	ESG Reporting positively effects to MA	ESG Reporting improve Management Accounting's usage in changing at Cost Structure	(Nabil Alnasser, 2014)
12	Ho25	ESG Reporting positively effects to MA	ESG Reporting improve Management Accounting's usage in making long-term investment decisions	(Nabil Alnasser, 2014)
13	Ho26	ESG Reporting positively effects to MA	ESG Reporting improve Management Accounting's usage in evaluating price fluctuations	(Nabil Alnasser, 2014)
14	Ho27	ESG Reporting positively effects to MA	ESG Reporting improve Management Accounting's usage in analyzing market trends	(Nabil Alnasser, 2014)

3.3 Data Analysis and Findings

3.3.1 Cronbach Alpha Testing

The study persists in evaluating its research data by examining the reliability of the eight research variables that illustrate the relationship between ESG Reporting, Management Accounting, and its impact on business performance in depth. The data values are specified as 0.735 and 0.867 in the references of Tables 04.02 and 05.02. The study variables in this module are deemed reliable for the subsequent phases of the investigation (Hair, 2009).

3.3.1.1. Cronbach Alpha Testing for Independent Variables

Table 04.01 Case Processing Summary

	N	%
Cases Valid	98	89.1
Excluded ^a	12	10.9
Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Table 04.02. Reliability Statistics

Cronbach's Alpha	N of Items
.735	7

Table 04.03. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
H0111	24.4796	9.077	.419	.712
H0113	24.5204	9.551	.447	.704
H0115	24.5816	9.400	.441	.705
H0122	24.5816	9.050	.498	.691
H0123	24.6939	8.792	.467	.700
H0131	24.3878	9.601	.500	.694
H0132	24.4898	10.026	.381	.718

3.3.1.2. Cronbach Alpha Testing for Dependent Variables

Table 05.01. Case Processing Summary

	N	%
Cases Valid	98	89.1
Excluded ^a	12	10.9
Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Table 05. 02. Reliability Statistics

Cronbach's Alpha	N of Items
.867	7

Table 05.03. Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
H021	24.6735	11.232	.645	.848
H022	24.6224	11.413	.561	.860
H023	24.6327	11.802	.620	.852
H024	24.5714	10.845	.718	.838
H025	24.5510	11.549	.565	.859
H026	24.6224	11.227	.696	.841
H027	24.6735	11.026	.693	.841

3.3.2 EFA Testing for Independent Variables

**Table 06. 01. KMO and
Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.731
Bartlett's Test of Sphericity	Approx. Chi-Square	133.489
	df	21
	Sig.	.000

**Table 06. 02. Rotated
Component Matrix^a**

	Component	
	1	2
H0122	.804	
H0115	.743	
H0113	.662	
H0123	.591	
H0131		.788
H0111		.749
H0132		.713

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Table 06.03. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.729	38.989	38.989	2.729	38.989	38.989	2.060	29.431	29.431

2	1.15 7	16.52 4	55.513	1.15 7	16.52 4	55.513	1.8 26	26.08 1	55.513
3	.917	13.10 2	68.615						
4	.728	10.39 4	79.009						
5	.580	8.286	87.295						
6	.465	6.649	93.944						
7	.424	6.056	100.000						

Extraction Method: Principal Component Analysis.

The study examines the effectiveness of its research module with regard to the independent variables that are reported in tables 6.01, 6.02, and 6.03 in the sub-conclusion. The findings show that the KMO is .731, which is greater than 0.5, the significance level is .0, and the cumulative proportion of eigenvalues is 55.513%, which is greater than or equal to 50%. As a consequence of this, all of the results that were examined have been validated, which demonstrates that the research module is reliable with regard to the variables that are independent of it. Furthermore, this demonstrates that we should proceed with our work from this point forward.

3.3.3. EFA Testing (Dependent Variables)

Table 07. 01. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.875
Bartlett's Test of Sphericity	Approx . Chi-Square	280.452
	df	21
	Sig.	.000

Table 07.02. Component Matrix^a

	Component
	1
H024	.815
H026	.798
H027	.796
H021	.750
H023	.723
H025	.677
H022	.672

Extraction Method:
Principal Component
Analysis.

a. 1 components
extracted.

Table 07. 03. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.930	56.149	56.149	3.930	56.149	56.149
2	.768	10.972	67.121			
3	.643	9.182	76.303			
4	.579	8.272	84.575			
5	.434	6.199	90.774			
6	.355	5.066	95.840			
7	.291	4.160	100.000			

Extraction Method: Principal Component Analysis.

In addition, the sub-conclusion provides an evaluation of the efficiency of the research module with regard to the dependent variables that are presented in tables 7.01, 7.02, and 7.03. The findings indicate that the KMO value is 0.875, which is greater than 0.5. Additionally, the significance level is 0.0, and the cumulative percentage of eigenvalues is 56.149 percent, which is greater than or equal to 50%. As a consequence of this, all of the outcomes that were examined have been confirmed, which demonstrates that the research module is reliable with regard to the independent variables that it contains. This encourage us to continue our efforts from this point forward.

3.3.4. Mean Testing

Table 08. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
H0111	98	1.00	5.00	4.1429	.90815
H0113	98	2.00	5.00	4.1020	.75286
H0115	98	2.00	5.00	4.0408	.79843
H0122	98	2.00	5.00	4.0408	.82385
H0123	98	2.00	5.00	3.9286	.92223
H0131	98	2.00	5.00	4.2347	.68566
H0132	98	2.00	5.00	4.1327	.69812
H021	98	2.00	5.00	4.0510	.75125
H022	98	1.00	5.00	4.1020	.79288
H023	98	2.00	5.00	4.0918	.65938
H024	98	1.00	5.00	4.1531	.76458
H025	98	1.00	5.00	4.1735	.76016
H026	98	2.00	5.00	4.1020	.71059
H027	98	2.00	5.00	4.0510	.75125
Valid N (listwise)	98				

As a result of the study, the necessity of using mean testing was understood. The description of their testing findings can be found in Table 08, which contains descriptive statistics. The average mean consistently exceeds 3.9, which indicates that the respondents' perspectives are in agreement with the impacts of ESG Reporting on the use of MA in practice as well as its successful decision-making, company control, and business planning in actuality.

3.3.5. T-One Testing

Furthermore, T-One Testings have been utilized in the research in order to validate the accuracy of the ideas that have been brought forth. The null research hypotheses, Ho1 and Ho2, will be rejected as a consequence of our analysis of the research testing results, which show a significant value of.000 for the two-tailed test, which can be found in Tables 9.02 and 10.02 of the One-Sample Test.

3.3.5.1. T-One Testing for H01

Table 09.01. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H0111	98	4.1429	.90815	.09174
H0113	98	4.1020	.75286	.07605
H0115	98	4.0408	.79843	.08065
H0122	98	4.0408	.82385	.08322
H0123	98	3.9286	.92223	.09316
H0131	98	4.2347	.68566	.06926
H0132	98	4.1327	.69812	.07052

Table 09.02. One-Sample Test

	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
H0111	7.989	97	.000	.73286	.5508	.9149
H0113	9.100	97	.000	.69204	.5411	.8430
H0115	7.821	97	.000	.63082	.4707	.7909
H0122	7.580	97	.000	.63082	.4656	.7960
H0123	5.566	97	.000	.51857	.3337	.7035
H0131	11.907	97	.000	.82469	.6872	.9622
H0132	10.247	97	.000	.72265	.5827	.8626

3.3.5.2. T-One Testing for H02

Table 10.01. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H021	98	4.0510	.75125	.07589
H022	98	4.1020	.79288	.08009
H023	98	4.0918	.65938	.06661
H024	98	4.1531	.76458	.07723
H025	98	4.1735	.76016	.07679
H026	98	4.1020	.71059	.07178
H027	98	4.0510	.75125	.07589

Table 10.02. One-Sample Test

	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
H021	8.447	97	.000	.64102	.4904	.7916
H022	8.640	97	.000	.69204	.5331	.8510
H023	10.237	97	.000	.68184	.5496	.8140
H024	9.621	97	.000	.74306	.5898	.8963
H025	9.943	97	.000	.76347	.6111	.9159
H026	9.641	97	.000	.69204	.5496	.8345
H027	8.447	97	.000	.64102	.4904	.7916

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Discussion of Findings

According to Hair (2009), the Cronbach Alpha values for all eight of the research variables that were included in the study were found to be greater than 0.6. Furthermore, as a consequence of this, the validity of the research variables used in the study is undermined, which will ultimately have an impact on the subsequent evaluation of the hypotheses. According to the One-Sample Test, which is explained in Tables 9.02 and 10.2, the values that are considered significant with two tails are finally determined to be.000. Using the precise approach that is described below, the study can shed light on the findings of their research. The null hypotheses H0₁ and H0₂ must be rejected by the research project. In addition, the results of the EFA testing demonstrate that the research variable scale that was applied in the study continues to provide accurate and useful results. As a consequence of this, the implementation of ESG Reporting has a significant impact on the management accounting stool in order to enhance the performance of the firm (BP), particularly with regard to the efficient execution of decision-making, management control, and business planning for the present Vietnamese market.

4.2. Recommendations

We assert that ESG principles and their implementation in the Vietnamese economic market are very important. Consequently, the firm can enhance its management accounting operations by leveraging the application of ESG. Furthermore, to select and adapt an ESG system for the microeconomic level, it is imperative to develop more sophisticated research activities, which will provide a foundational basis for implementing more appropriate management accounting practices within enterprises to enhance market share and optimize resource utilization effectively.

5. REFERENCES

- Aich, S., Thakur, A., Nanda, D., Tripathy, S., & Kim, H. C. (2021). Factors affecting ESG towards impact on investment: A structural approach. *Sustainability*, 13(19), 10868.
- Andrey, E. (2023). ESG as an innovative tool to improve the efficiency and financial stability of financial organizations. *Procedia Computer Science*, 221, 705-709.
- Arvidsson, S., & Dumay, J. (2022). Corporate ESG reporting quantity, quality and performance: Where to now for environmental policy and practice?. *Business strategy and the environment*, 31(3), 1091-1110.

- Asif, M., Searcy, C., & Castka, P. (2023). ESG and Industry 5.0: The role of technologies in enhancing ESG disclosure. *Technological Forecasting and Social Change*, 195, 122806.
- Bąk, I., Zioło, M., Cheba, K., & Spoz, A. (2022). Environmental, social and governance factors in companies' business models and the motives of incorporated them in the core business. *Journal of Business Economics and Management (JBEM)*, 23(4), 837-855.
- Cai, F. (2023). Analysis of ESG Factors in Financial Environment Risk and Investment Decision. *Financial Engineering and Risk Management*, 6(11), 162-167.
- Chang, Y. J., & Lee, B. H. (2022). The impact of ESG activities on firm value: Multi-level analysis of industrial characteristics. *Sustainability*, 14(21), 14444.
- Chang, Y., & Wang, S. (2024). A study on the impact of ESG rating on green technology innovation in enterprises: An empirical study based on informal environmental governance. *Journal of Environmental Management*, 358, 120878.
- Chairani, C., & Siregar, S. V. (2021). The effect of enterprise risk management on financial performance and firm value: the role of environmental, social and governance performance. *Meditari Accountancy Research*, 29(3), 647-670.
- Chen, S., Song, Y., & Gao, P. (2023). Environmental, social, and governance (ESG) performance and financial outcomes: Analyzing the impact of ESG on financial performance. *Journal of environmental management*, 345, 118829.
- Cho, Y. (2022). ESG and firm performance: Focusing on the environmental strategy. *sustainability*, 14(13), 7857.
- Chu, H., Niu, X., Li, M., & Wei, L. (2025). Research on the impact of new quality productivity on enterprise ESG performance. *International Review of Economics & Finance*, 99, 104009.
- Chvátalová, Z., & Šimberová, I. (2013). Analysis of ESG indicators for measuring enterprise performance. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 61(7), 2197-2204.
- Deng, X., & Cheng, X. (2019). Can ESG indices improve the enterprises' stock market performance?—An empirical study from China. *Sustainability*, 11(17), 4765.
- Diala, L. U. (2023). Integrating ESG in a Managerial Accounting Class. *Journal of Accounting & Finance* (2158-3625), 23(6).
- Ding, H., Han, W., & Wang, Z. (2024). Environmental, Social and Corporate Governance (ESG) and Total Factor Productivity: The Mediating Role of Financing Constraints and R&D Investment. *Sustainability*, 16(21), 9500.
- Du, Y., Zhang, J., & Deng, H. (2023). ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG), FINANCING CONSTRAINTS, AND ENTERPRISE VALUE. *Transformations in Business & Economics*, 22.
- Ellili, N. O. D. (2022). Impact of ESG disclosure and financial reporting quality on investment efficiency. *Corporate Governance: The International Journal of Business in Society*, 22(5), 1094-1111.
- Fan, M., Tang, Y., Qalati, S. A., & Ibrahim, B. (2025). Can logistics enterprises improve their competitiveness through ESG in the context of digitalization? Evidence from China. *The International Journal of Logistics Management*, 36(1), 196-224.
- Fang, M., Nie, H., & Shen, X. (2023). Can enterprise digitization improve ESG performance?. *Economic Modelling*, 118, 106101.

- Gao, A., Xiong, T., Luo, Y., & Meng, D. (2023). Promote or crowd out? The impact of environmental information disclosure methods on enterprise value. *Sustainability*, 15(4), 3090.
- Ge, G., Xiao, X., Li, Z., & Dai, Q. (2022). Does ESG performance promote high-quality development of enterprises in China? The mediating role of innovation input. *Sustainability*, 14(7), 3843.
- Ghattas, J., Soffer, P., & Peleg, M. (2014). Improving business process decision making based on past experience. *Decision support systems*, 59, 93-107.
- Gong, E., Wang, Y., Zhou, X., & Duan, J. (2024). ESG factors affecting the asset sustainability of infrastructure REITs in China. *Engineering, Construction and Architectural Management*.
- Handoko, S., Afifudin, A., & Holili, M. H. (2024). The Strategic Integration of ESG Metrics in Performance Evaluation: Insights from Management Accounting Practices. *Journal of Management and Informatics*, 3(1), 141-156.
- Hao, S., Ren, C., & Zhang, L. (2022). Research on performance evaluation of coal enterprises based on grounded theory, entropy method and cloud model from the perspective of ESG. *Sustainability*, 14(18), 11526.
- Hoang, T. (2018). The role of the integrated reporting in raising awareness of environmental, social and corporate governance (ESG) performance. In *Stakeholders, governance and responsibility* (pp. 47-69). Emerald Publishing Limited.
- Iliescu, E. M., & Voicu, M. C. (2021). The integration of ESG factors in business strategies—competitive advantage. *Challenges of the Knowledge Society*, 838-843.
- Jiang, Y., Ni, H., Guo, X., & Ni, Y. (2023). Integrating ESG practices and natural resources management for sustainable economic development in SMEs under the double-carbon target of China. *Resources Policy*, 87, 104348.
- Jianqiang, G., Rong, L., & Juan, X. (2022). Data element embedding and firm performance: the influence of ESG investment. *Frontiers in Environmental Science*, 10, 974399.
- Jin, X., & Wu, Y. (2024). How does digital transformation affect the ESG performance of Chinese manufacturing state-owned enterprises?—Based on the mediating mechanism of dynamic capabilities and the moderating mechanism of the institutional environment. *Plos one*, 19(5), e0301864.
- Joshi, S., & Li, Y. (2016). What is corporate sustainability and how do firms practice it? A management accounting research perspective. *Journal of Management Accounting Research*, 28(2), 1-11.
- Kandpal, V., Jaswal, A., Santibanez Gonzalez, E. D., & Agarwal, N. (2024). Corporate social responsibility (CSR) and ESG reporting: redefining business in the twenty-first century. In *Sustainable energy transition: Circular economy and sustainable financing for environmental, social and governance (ESG) practices* (pp. 239-272). Cham: Springer Nature Switzerland.
- Khamisu, M. S., Paluri, R. A., & Sonwaney, V. (2024). Stakeholders' perspectives on critical success factors for environmental social and governance (ESG) implementation. *Journal of Environmental Management*, 365, 121583.
- Kocmanová, A., & Dočekalová, M. (2012). Construction of the economic indicators of performance in relation to environmental, social and corporate governance (ESG) factors. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 60(4), 195-206.

- Khan, H. (2011, December). A literature review of corporate governance. In *International Conference on E-business, management and Economics* (Vol. 25, No. 1, pp. 1-5). Singapore: IACSIT Press.
- Kao, F. C. (2023). How do ESG activities affect corporate performance?. *Managerial and Decision Economics*, 44(7), 4099-4116.
- Koczar, J., Zakhmatov, D., & Vagizova, V. (2023). Tools for considering ESG factors in business valuation. *Procedia Computer Science*, 225, 4245-4253.
- Kyle, P. (2022). What is ESG (environmental, social, and governance). *Citado el*, 18.
- Li, H., Yu, D., & Ke, Z. (2023). Commercial system reform, enterprise green innovation and enterprise ESG performance. *Sustainability*, 15(19), 14469.
- Litvinova, T. N., Balashova, N. N., Zemskova, O. M., & Karpova, A. A. (2023). Integration of ESG Principles in the Practice of Managing Enterprises in the Agro-industrial Complex. In *Smart Green Innovations in Industry 4.0: New Opportunities for Climate Change Risk Management in the "Decade of Action"* (pp. 229-236). Cham: Springer Nature Switzerland.
- Liu, H., Duan, H., & Li, M. (2024). Enterprise digital transformation and ESG performance. *Energy & Environment*, 0958305X241246186.
- Liu, Y., Deng, Y., Li, C., Twumasi, M. A., & Cheng, Y. (2023). Do disclosure of ESG information policies inhibit the value of heavily polluting Enterprises?—Evidence from China. *Heliyon*, 9(12).
- Liu, Z., Chen, Z., & Hu, L. (2024). Can enterprise digital transformation improve ESG performance?. *Managerial and Decision Economics*, 45(7), 5088-5103.
- Luan, X., & Wang, X. (2023). Open innovation, enterprise value and the mediating effect of ESG. *Business Process Management Journal*, 29(2), 489-504.
- Malmi, T., & Brown, D. A. (2008). Management control systems as a package—Opportunities, challenges and research directions. *Management accounting research*, 19(4), 287-300.
- Mardini, G. H. (2022). ESG factors and corporate financial performance. *International Journal of Managerial and Financial Accounting*, 14(3), 247-264.
- Mukhtar, B., Shad, M. K., Woon, L. F., Haider, M., & Waqas, A. (2024). Integrating ESG disclosure into the relationship between CSR and green organizational culture toward green Innovation. *Social Responsibility Journal*, 20(2), 288-304.
- Ng, A. W., Leung, T. C. H., Yu, T. W., Cho, C. H., & Wut, T. M. (2023). Disparities in ESG reporting by emerging Chinese enterprises: evidence from a global financial center. *Sustainability Accounting, Management and Policy Journal*, 14(2), 343-368.
- Niu, D., & Wang, Z. (2024). Can ESG ratings promote green total factor productivity? Empirical evidence from Chinese listed companies. *Heliyon*, 10(7).
- O'Regan, N., & Ghobadian, A. (2002). Formal strategic planning: the key to effective business process management?. *Business Process Management Journal*, 8(5), 416-429.
- Peredy, Z., Chaudhuri, S., & Li, S. (2024). Environmental, social and governance (ESG) practices of the Chinese small and medium size enterprises. *Zeszyty Naukowe ZPSB Firma i Rynek*, (1 (65)), 39-61.
- Piao, X., Xie, J., & Managi, S. (2022). Environmental, social, and corporate governance activities with employee psychological well-being improvement. *BMC Public Health*, 22, 1-12.

- Popova, E. V., & Strikh, N. I. (2022). The impact of ESG and personal environmental concern on performance of Russian companies. *Управленец*, 13(5), 2-16.
- PWC. (2022). Report on ESG Readiness in Vietnam in 2022.
<https://www.pwc.com/vn/vn/publications/2022/pwc-vietnam-esg-readiness-2022-vn.pdf>.
- Raghavan, K. (2022). ESG reporting impact on accounting, finance. *Journal of Global Awareness*, 3(1), 9.
- Sassen, R., Hinze, A. K., & Hardeck, I. (2016). Impact of ESG factors on firm risk in Europe. *Journal of business economics*, 86, 867-904.
- Schepers, P., & Van Den Berg, P. T. (2007). Social factors of work-environment creativity. *Journal of business and psychology*, 21, 407-428.
- Singhania, M., & Saini, N. (2022). Quantification of ESG regulations: a cross-country benchmarking analysis. *Vision*, 26 (2), 163-171.
- Siwei, D., & Chalermkiat, W. (2023). An analysis on the relationship between ESG information disclosure and enterprise value: A case of listed companies in the energy industry in China. *Cogent Business & Management*, 10(3), 2207685.
- Shah, S. Q. A., Lai, F. W., Shad, M. K., Hamad, S., & Ellili, N. O. D. (2025). Exploring the effect of enterprise risk management for ESG risks towards green growth. *International Journal of Productivity and Performance Management*, 74(1), 224-249.
- Soratana, K. (2025). Environmental Factors in ESG Investing. In *Environmental, Social, and Governance (ESG) Investment and Reporting* (pp. 17-42). Cham: Springer Nature Switzerland.
- Teplova, T., Sokolova, T., Gubareva, M., & Sukhikh, V. (2022). The multifaceted sustainable development and export intensity of emerging market firms under financial constraints: The role of ESG and innovative activity. *Complexity*, 2022(1), 3295364.
- Thuc T.D. et al (2025) ERP and AI Driven Performance of Management Accounting Systems. "LEX LOCALIS JOURNAL OF LOCAL SELF-GOVERNMENT". Vol. 23, No. S5, 795-820.
- Thuc T. D. & Tien N. H. (2025). Disentangling the effects of management on management accounting systems utilization: Evidence from Vietnam. "INTERNATIONAL JOURNAL OF ENVIRONMENTAL SCIENCES", Vol. 11, No. 20s, 2773-2788.
- Tien N. H. (2018). Management Accounting Practices in Globalizing Poland. Proceedings of University Scientific Conference on: "Accounting and Auditing in Process of Reform and Integration", 89-100. Faculty of Economics, TDM University. 30 March 2018.
- Wang, F., & Sun, Z. (2022). Does the environmental regulation intensity and ESG performance have a substitution effect on the impact of enterprise green innovation: evidence from China. *International Journal of Environmental Research and Public Health*, 19(14), 8558.
- Wang, J., Ma, M., Dong, T., & Zhang, Z. (2023). Do ESG ratings promote corporate green innovation? A quasi-natural experiment based on SynTao Green Finance's ESG ratings. *International Review of Financial Analysis*, 87, 102623.
- Wang, J. (2025). Digital transformation, environmental regulation and enterprises' ESG performance: Evidence from China. *Corporate Social Responsibility and Environmental Management*, 32(2), 1567-1582.

- Wang, N., Pan, H., Feng, Y., & Du, S. (2024). How do ESG practices create value for businesses? Research review and prospects. *Sustainability Accounting, Management and Policy Journal*, 15(5), 1155-1177.
- Wang, M., Wang, Y., & Wen, S. (2024). ESG performance and green innovation in new energy enterprises: does institutional environment matter?. *Research in International Business and Finance*, 71, 102495.
- Wang, W., Sun, Z., Wang, W., Hua, Q., & Wu, F. (2023). The impact of environmental uncertainty on ESG performance: Emotional vs. rational. *Journal of Cleaner Production*, 397, 136528.
- Wang, Y., Chen, L., & Jin, S. (2022). ENVIRONMENTAL PERFORMANCE, SOCIAL RESPONSIBILITY AND CORPORATE GOVERNANCE (ESG) RATINGS AND FINANCIAL RISK. *Environmental Engineering & Management Journal (EEMJ)*, 21(5).
- Xu, J., & Wan, L. (2024). Future-Oriented Enterprises: Research on the Coordinated Development of ESG Performance, Financial Performance and Operational Efficiency. *Account. Corp. Manag.*, 6, 24-30.
- Xu, J., & Wan, L. (2024). Research on the Relationship between Operational Efficiency and ESG Performance: A New Perspective for Continued Growth. *Industrial Engineering and Innovation Management*, 7(1), 176-181.
- Xu, X., & Zhao, H. (2024). An Empirical Study on ESG Evaluation of Chinese Energy Enterprises Based on High-Quality Development Goals—A Case Study of Listed Company Data. *Sustainability*, 16(15), 6602.
- Yang, J., Zuo, Z., Li, Y., & Guo, H. (2024). Manufacturing enterprises move towards sustainable development: ESG performance, market-based environmental regulation, and green technological innovation. *Journal of Environmental Management*, 372, 123244.
- Yang, X., & Han, Q. (2024). Nonlinear effects of enterprise digital transformation on environmental, social and governance (ESG) performance: evidence from China. *Sustainability Accounting, Management and Policy Journal*, 15(2), 355-381.
- (2021). Digitalisation of corporate culture as a factor influencing esg investment in the energy sector. *International Review*, (1–2), 130-136.
- Zhang, C., & Jin, S. (2022). What drives sustainable development of enterprises? Focusing on ESG management and green technology innovation. *Sustainability*, 14(18), 11695.
- Zhang, L. S. (2025). The impact of ESG performance on the financial performance of companies: evidence from China's Shanghai and Shenzhen A-share listed companies. *Frontiers in Environmental Science*, 13, 1507151.
- Zhang, Q., Tan, L., & Gao, D. (2024). Leading Sustainability: The Impact of Executives' Environmental Background on the Enterprise's ESG Performance. *Sustainability*, 16(16), 6952.
- Zhang, T., Zhang, J., & Tu, S. (2024). An Empirical Study on Corporate ESG Behavior and Employee Satisfaction: A Moderating Mediation Model. *Behavioral Sciences*, 14(4), 274.
- Zhang, Y., Wang, J., & Song, Y. (2024). Trade networks and corporate ESG performance: Evidence from Chinese resource-based enterprises. *Journal of Environmental Management*, 367, 122079.

- Zhang, Y., Wang, X., Guo, W., Guo, X., Wang, Q., & Tan, X. (2024). Does ESG performance affect the enterprise value of China's heavily polluting listed companies?. *Sustainability*, 16(7), 2826.
- Zhang, Y., Zhang, C., Zhang, S., Yang, Y., & Lan, K. (2024). Insight into the risk-resistant function of ESG performance: An organizational management perspective. *Chinese Management Studies*, 18(3), 818-846.
- Zhang, Y., Zhang, Y., & Sun, Z. (2023). The impact of carbon emission trading policy on enterprise ESG performance: evidence from China. *sustainability*, 15(10), 8279.
- Zhen, T., & Rahman, M. M. (2024). Greening emerging economies: enhancing environmental, social, and governance performance through environmental management accounting and green financing. *Sustainability*, 16(11), 4753.
- Zheng, X., & Bu, Q. (2024). Enterprise ESG Performance, Digital Transformation, and Firm Performance: Evidence from China. *SAGE Open*, 14(4), 21582440241291680.
- Zhong, S., Hou, J., Li, J., & Gao, W. (2022). Exploring the relationship of ESG score and firm value using fsQCA method: Cases of the Chinese manufacturing enterprises. *Frontiers in Psychology*, 13, 1019469.
- Zhong, Y., Zhao, H., & Yin, T. (2023). Resource bundling: How does enterprise digital transformation affect enterprise ESG development? *Sustainability*, 15(2), 1319.
- Zioło, M., Bąk, I., Cheba, K., Filipiak, B. Z., & Spoz, A. (2023). Environmental, social, governance risk versus cooperation models between financial institutions and businesses. Sectoral approach and ESG risk analysis. *Frontiers in Environmental Science*, 10, 1077947.