

# CSR in Family Business\_A Scooping Literature Review

*by* Sulis Rochayatun

---

**Submission date:** 20-Jul-2022 06:57AM (UTC+0700)

**Submission ID:** 1872787297

**File name:** CSR\_in\_Family\_Business\_Scooping\_FitriyaSulis.REV2.docx (73.11K)

**Word count:** 5582

**Character count:** 33974

# Corporate Social Responsibility in Family Business: A Scoping Literature Review

Fitriya Andriyani<sup>1</sup>, Sulis Rochayatun<sup>2</sup>

Department of Agribusiness Management, State Polytechnic of Jember<sup>1</sup>  
Faculty of Economics, Maulana Malik Ibrahim State Islamic University Malang,<sup>2</sup>  
Jalan Mastrip PO. BOX 164 Jember, East Java, 68101, Indonesia<sup>1</sup>  
Jalan Gajayana No. 50 Malang, East Java, 65144, Indonesia<sup>2</sup>

## Abstract

The study of Corporate Social Responsibility (CSR) is a phenomenon that continues to grow in the business world, which initially was widely studied in large companies and then developed in the study of family companies. Therefore, literature on the topic must provide an updated overview of CSR research. This literature aims to study the concept of corporate social responsibility in family firms. The review of this literature follows the guidelines of (Arksey & O'Malley, 2005), which have five steps, namely: identifying the research questions; identification of relevant studies; selecting studies; charting data; reporting, summarizing, and reporting the results. The study was derived from the electronic database of Emerald, Springer, and Taylor Francis. Results show that corporate social responsibility in family companies is sustainable and a form of building reputation, family identity, and a good image in the business environment. The implications of this study are expected to be a reference and guide for implementing CSR in the family business to benefit wider stakeholders.

**Keywords:** *Corporate Social Responsibility, Sustainability, Family Business, Scoping Review*

## INTRODUCTION

CSR began in 1953 with the publication of Bowen's book "Corporate Social Responsibility Businessman" (Bowen, 2018). The increase in social problems demands business changes, brings CSR to a general approach, and obligates companies to fulfill their social responsibilities (Valor, 2005). CSR refers to organizational policies and actions, which are influenced and implemented by actors at all levels of analysis, for example, institutions, organizations, and people (Aguinis & Glavas, 2012). The application of the concept of corporate social responsibility experienced a change in the concept of growth. The first was based on philanthropy, then changed to the stakeholder concept, and finally became the concept of social capital. (Guidance & Khafid, 2016). A concept that provides mutually beneficial solutions increases profits and maintains the sustainability of the company's performance in the long term (Bruch & Walter, 2005). Writers like (Carroll, 2017; Schwartz & Carroll, 2003; Schwartz & Carroll, 2008) (and Lyra et al., 2017) argues that in order for organizations to survive in today's marketplace, means for they have to take part and participate in ideas that focused on socially and responsibilities.

The theoretical framework for understanding CSR implementation and its consequences for business continues to be meaningful. In today's socio-economic context, business is not only concerned with optimizing profits but also with creating sufficient reciprocity for all stakeholders. (Yáñez-Araque et al., 2021). The implementation of CSR becomes a management control tool, philanthropy, and reporting and can affect the industry's overall reputation (Safae Chalkasra et al., 2019). Thus, CSR finance in social performance can also generate positive results for the business. CSR concept is considered to provide mutually beneficial solutions, increase profits, and maintain the sustainability of the company's

performance in the long term (Bruch & Walter, 2005). Writers like (Lyra et al., 2017; Schwartz & Carroll, 2003; Schwartz & Carroll, 2008) argue that for organizations to survive in today's marketplace, it is important for them to engage in initiatives focused on sustainability and social responsibility

Literature and developments in society provide a contextual background to contemporary studies of CSR, one of which is CSR in family firms. The widely adopted definition of a family business is any business in which the founder has partial ownership and sits on the board of directors (Mariani et al., 2021). CSR research in family businesses has focused on the bond between family involvement in CSR implementation and the implications of CSR on family business performance. Bansal et al. (2018) examine the impact of board independence on corporate social responsibility (CSR) disclosure and analyzes the moderating effect of the presence of family ownership. Canavati (2018) synthesizes empirical evidence regarding the social performance of family firms. At the same time, Zhou et al. (2014) explore the impact of family ownership and family commitment to organizations with family businesses and the management of the impact of CSR mediation on this. Most of the articles on CSR in family businesses analyzed in this study have allowed us to understand aspects of the attitude and operation of the family industry regarding CSR implementation and the impact of CSR implementation on family businesses. A systematic literature review of this topic is needed to share current reflections of existing research and interesting research as a guide for future research.

This study aims to map the existing literature on corporate social responsibility in family businesses. The previous scoping literature review study focused on the evolution of corporate social responsibility and sustainability. In contrast, this literature study focuses on the relevance between corporate social responsibility and sustainability in family companies. This literature review is expected to provide a deeper understanding of the implementation of CSR in family businesses, how it is implemented, and the underlying motives.

## LITERATURE REVIEW

### Corporate Social Responsibility

Corporate social responsibility, often referred to as Corporate Social Responsibility (CSR), has undergone various developments and changes. One of the changes that have occurred is in the focus of its implementation, as the search conducted by (Moura-Leite & Padgett, 2011). The main focus, which was initially only on the form of corporate responsibility and good actions to the community, became a wider focus, namely on the response of stakeholders. So that the discussion about CSR is more interesting to discuss. There are explicit and implicit CSR concepts introduced by Matten & Moon (2008). The CSR concept tends to be explicitly codified for companies as a policy. Meanwhile, CSR, which tends to be implicit, is codified with the company's assumption as an institutional framework.

At the beginning of the discussion related to CSR conducted by Carroll (1979), it was found that social responsibility in a business is a societal expectation in terms of economics, ethics, law, and discretionary (philanthropy) simultaneously for the business. Next, Carroll (1991) also mentioned four levels of social responsibility: economics, law, ethics, and philanthropy. Not only in economics, a company's social responsibility needs to be considered, but also in the laws that have been established. With the legal rules that have been set, the company can determine how ethics and attitudes must be taken. Furthermore, the various ethics and attitudes that the company chooses as a good member of society indicate the existence of a philanthropic obligation to improve the quality of life of every other individual.

Carroll (2017) stated that there are several requirements for corporate social performance, namely: (1) assessment of social responsibility within the company; (2) identification of social problems that need to be addressed; (3) the selection of philosophy. These key aspects are presented to provide a conceptual framework that can facilitate the various definitions in the literature. The company produces CSR that converges social, environmental, and economic benefits so that these actions can be a driving factor for competitive advantage, improving performance, and creating social value for the company. (Porter & Kramer, 2006). McWilliams and Siegel explain (2000) that CSR is no longer a question of the rationale but rather the characteristics of an integrated CSR model following the various demands needed. Furthermore, opinions regarding the long-term success, as well as the value that the company can generate at this time, are obtained by taking corporate responsibility actions concerning stakeholders, as well as the natural environment [Bruke & Logsdon (1996); Chen & Wongsurawat (2011); Freeman & McVea (2005)].

### **Corporate Sustainability**

*Corporate Sustainability* (CS) is defined in the research of Brundtland (1987) as sustainable development composed of several elements. Elements of economic, social, and environmental aspects in the company's operations, both in practice and management, are the triple bottom line (Antolín-López, Javier, & Ivan, 2016). Another definition of CS is also presented by Schaltegger et al. (2006) as an approach with various dimensions, namely economic, social and environmental. Freeman and McVea (2005) emphasize that it is not the only economic performance considered in a company by stakeholders (customers, investors, researchers, government, and society), but also social and environmental performance. Each company has its concept for the sustainability of its business as a competitive advantage (Baumgartner, 2014). However, in general, the sustainability of this company can be measured by the presence of three parameters, namely economic, social and environmental (Goyal, Rahman, & Kazmi, 2013). It is obtained from the literature research on corporate sustainability that corporate sustainability is related to the company's performance, especially its financial performance, but not to its non-financial performance.

### **Family Business**

Mariani et al. (2021) define a family company as a company with ownership control of 15% or more owned by at least two family members, the company's strategy is influenced by family members, there are 46 concerns for family relationships, and the next generation has the opportunity to continue the company. A family business can be defined as a business owned by one or more family members. There are at least two founding family members as primary owners, where family members hold major ownership and fractional ownership by the founding family (Galdeano-Gómez et al., 2016). Family businesses represent most businesses worldwide (Iaia et al., 2019). However, the existence of a family business is also related to their expertise in changing the values in the family to the economic, social, and environmental fields where they are located by using the family variable as a tool to achieve good economic and financial performance.

An interesting construct in family research is "family," which Iaia et al. (2019) introduced as a source of energy and expertise related to family interactions and interactions. These energy sources include norms, values, cooperation, vision, and beliefs, intrinsic and implicit in the family business; therefore, they are difficult to imitate because it has their own culture in the family. In this regard, Carson et al. (2015) describe the family as a collection of human elements with similar reputations and experiences, organizational elements with decision-



making and education, and relational elements with or networks. Wikantiyoso et al. (2021) designed a multidimensional construction characterized by structural measures in the form of social interactions and networks; a cognitive measure consisting of a shared vision and goals as well as a unique language, story, and culture; as well as relational measures in form of beliefs, norms; then obligations, as well as proof of self. Families are attached to a larger business market orientation (Sismayer et al., 2018) to create a family identity. Family business values are related to long-term orientation, employee relations, social connections to the community, relationships to continuity in business policies, and reputation enhancement which can facilitate greater social adoption than attitudes to non-family businesses (Joo et al., 2019).

## RESEARCH METHODS

This paper uses a scoping review method adopted from (Arksey & O'Malley, 2005) using five steps: identify the research problem; identify relevant research; research selection; recognize the information and compose, summarize, and notify the results. Recognizing the research problem is important to knowing the problem formulation at the beginning of the literature. By defining the research problem, strategies can be designed to conduct the literature search. The problem in this literature review is: "What is known from the literature about the implementation of CSR in family businesses, and what motives do they have?" Identify relevant research to understand the literature relevant to the problem formulation by creating keywords for the right literature search. Keywords related to this study are "corporate social responsibility," "sustainability," "family business."

The source used in this study is an electronic database with the consideration that the database summarizes many reputable journals so that literature searches through electronic databases are more effective and efficient. The electronic databases selected were Emerald Insight, Elsevier, and Taylor Francis. The type of publication chosen is an empirical peer-reviewed journal article published in English. Geographical areas are not limited to certain countries. All empirical studies from different countries were included in the criteria as long as they met the other criteria mentioned earlier. Selection of electronic database search results using key search terms so that articles related to corporate social responsibility and corporate sustainability are found.

The next step is mapping information by extracting selected articles to summarize important information and following the research question. The information is recorded about the author, year of research, research position, objectives, methods, and findings. The final session of the scoping review is compiling, summarizing, and presenting the study results. Compilation of articles generates a table containing the post-extraction in the information mapping session. Summarizing creates the main theme or pattern of the main findings, and reporting creates a report format, which in this case is for publication purposes. Table 1 displays the results of gathering information.

No	Identity	Research focus	Method	Findings
1	(Abdulsamad Alazzani, Yaseen Aljanadi, Obeid Shreim, 2018)  The impact of the existence of royal family directors on	To investigate whether the presence of members of the royal family on the board of directors impacts corporate	Quantitative Literature Review	The result show indicates a positive relationship between the presence of a royal family director and CSR reporting.

No	Identity	Research focus	Method	Findings
	corporate social responsibility reporting: a servant leadership perspective	social responsibility (CSR) reporting.		
2	(Ain Hajawiyah, Desi Adhariani, Chaerul Djakman, 2018)  The sequential effect of CSR and COE: family ownership moderation	To examine the sequential effect of the cost of equity capital and corporate social responsibility (CSR) disclosure with family ownership as a moderating variable	Quantitative Multiple Regression Analysis	Companies with a high cost of equity capital in previous years had broad levels of CSR use. Moreover, firms with broad CSR costs benefit from lower equity capital in the following year. Family ownership influences the effect of equity capital in previous years on CSR companies. Another finding is that family ownership does not moderate the effect of CSR on the cost of share capital
3	(Benito Ya´nez-Araque, Juan Pablo Sanchez-Infante Hernandez, Santiago Guti´errez-Broncano, Pedro Jim´enez-Est´evez, 2020)  Corporate social responsibility in micro-, small- and medium-sized enterprises: Multigroup analysis of family vs. non-family firms	to assess how corporate social responsibility affects the performance of SMEs, whether family vs. non-family firms moderate	Secondary Data Quantitative	CSR also targets economic performance when it takes over the economic, social and environmental dimensions for family and non-family SMEs. Furthermore, family businesses have an additional incentive to engage in CSR actions than non-family businesses because these actions will reflect a greater degree of their economic outcomes.
4	(Joseph H. Astrachan, Claudia Binz Astrachan, Giovanna Campopiano,	To gain a more nuanced understanding of the relationship between religious and spiritual beliefs	Qualitative and quantitative	The debate about the role of religion and spirituality in generating and shaping value in family businesses. A

No	Identity	Research focus	Method	Findings
	Massimo Baù, 2020)  Values, Spirituality, and Religion: Family Business and the Roots of Sustainable Ethical Behavior	<sup>1</sup> and sustainable, ethical behavior in family enterprises.		<sup>1</sup> phenomenon that has great potential in advancing our understanding of family businesses, particularly those driven by a broad organization
5	(Shashank Bansal, Maria Victoria Lopez-Perez and Lazar <sup>14</sup> Rodriguez-Ariza, 2018)  Board Independence and Corporate Social Responsibility Disclosure: The Mediating Role of the Presence of Family Ownership	To examine the impact of board independence on the disclosure of corporate social responsibility (CSR) and analyze the moderating effect of the presence of family ownership.	Quantitative Secondary Data	<sup>11</sup> Board independence is negatively related to CSR disclosure practices, and they present opposition to CSR disclosure practices. However, family ownership moderates the relationship and enforces the independent director's positive orientation towards CSR disclosure
6	(Lolita Shaila P. Safaee Chalkasra, John Paolo R. Rivera, Dynah Avigail T. Basil,2019)  A Review of Theoretical Perspectives on CSR Among Family Enterprises	To review the theoretical <sup>9</sup> perspective on CSR in family firms and identify the types of CSR that family firms can undertake based on different orientations that determine behavior and motivation, which depend on the structure and size of the organization.	Qualitative Literature Review.	CSR practices vary depending on context, regulatory framework, and economic system using both normative and theoretical foundations. Family companies can provide CSR initiatives, especially in disadvantaged areas, because they are the economic base in their location.
7	(Jennifer Marti'nez-Ferrero, La'zaro Rodri'guez-Ariza,	To analyze whether the relationship between CSR disclosure and	Quantitative Regression Analysis with	<sup>4</sup> The results show that: (1) companies that disclose more information about CSR tend to have less

No	Identity	Research focus	Method	Findings
	<p data-bbox="337 317 545 436">Isabel-María García Sánchez, Beatriz Cuadrado-Ballesteros, 2017)</p> <p data-bbox="337 468 516 659">Corporate social responsibility disclosure and information asymmetry: the role of family ownership</p>	<p data-bbox="568 296 737 449">4 information asymmetry is similar in family and non-family businesses.</p>	<p data-bbox="799 317 935 369">Moderating Variables</p>	<p data-bbox="958 296 1175 779">4 information asymmetry; (2) companies with greater information asymmetry tend to disclose more CSR information; (3) this bidirectional relationship between CSR disclosure and information asymmetry is moderated in family businesses, which corroborates the so-called 'adverse selection effect.</p>
8	<p data-bbox="337 800 537 827">(Lixin Zhou, 2014)</p> <p data-bbox="337 852 526 1043">Social responsibility and employees' organizational identification in Chinese family firms</p>	<p data-bbox="568 779 773 1152">7 To explore the impact of family ownership and family commitment on employee organizational identification with Chinese family firms and to address the mediating effect of CSR on these relationships.</p>	<p data-bbox="799 800 935 827">Quantitative</p>	<p data-bbox="958 800 1192 1724">The results show that family commitment has a positive effect on EOI. This shows that the responsibilities of investors, employees and the community have a positive effect on EOI, and partially mediate the relationship between family commitment and EOI. In addition, the results show that family ownership positively affects insider responsibility, outsider responsibility, environmental responsibility and legal and ethical responsibility. Family commitment positively moderates relationships between family ownership and investor and employee responsibilities, partner and consumer responsibilities and environmental responsibilities.</p>



No	Identity	Research focus	Method	Findings
9	<p><sup>17</sup> (Marcello M. Mariani, Khowlah Al-Sultan &amp; Alfredo De Massis, 2021)</p> <p>Corporate social responsibility in family firms: A systematic literature review</p>	<p><sup>1</sup> To identify the topics and aspects of CSR in FF and the drivers and outcomes of CSR adoption in FF.</p>	Qualitative Interpretive	<p><sup>1</sup> The findings of the SLR analysis reveal that corporate features, family involvement, corporate governance, ethics and religion, and SEW are the main drivers of CSR</p>
10	<p><sup>19</sup> (Min Maung, Danny Miller, Zhenyang Tang, Xiaowei Xu, 2019)</p> <p>Value Enhancing Social Responsibility: Market Reaction to Donations by Family vs. Non-family Firms with Religious CEOs</p>	To examine ethical behavior as evidenced by charitable embeddedness within a family business and non-family business	Quantitative	Investors can use these signals to aid in the interpretation of where companies engage in charitable acts that are ambiguous in their hidden motivations and implications
11	<p><sup>12</sup> (Lv Pintian, Li Yongqiang, and Mitra Debi, 2020)</p> <p>CSR and Performance of Family Businesses: A Systematic Review</p>	Relationship between CSR and performance in a family business	Systematic review	There is no <sup>12</sup> consistent evidence of boundary conditions for the relationship between CSR and performance in family businesses <sup>12</sup> measured by financial performance, social performance, and innovation.
12	<p><sup>13</sup> (Mohar Yusof and Nailanie Mohd Nor, 2014)</p> <p>Virtuous CSR: an Islamic family business in Malaysia</p>	An ethical <sup>13</sup> CSR practice based on Islamic values and principles in the family business.	Qualitative	The results suggest <sup>13</sup> that studies of CSR by family businesses in non-Western regions can usefully inform CSR practices in the West by family businesses and non-family firms.

## RESULT

Pintian,<sup>12</sup> & Mitra (2020) stated that most businesses in the world are family businesses whose ownership and management are not separated from the family because family members are managers or have great control over strategy in the business. Family members are committed to the family business, a pending commitment among family members who are valued as a strength in the family business. Ideally, in Service Manager Theory, it is mandatory to do well in a family business. The business that is run must meet the community's expectations regarding ethical attitudes and consideration of social consequences, and the added value of operational processes and competitive advantage for the business.

Safae Ch<sup>3</sup>asra et al. (2019) state that the evolution of CSR orientation in the family is outside the regulatory framework of compliance and business orientation towards a new model that expects greater social impact. The implementation of CSR carried out by family companies varies greatly depending on the context, regulatory framework, and economic system using normative and theoretical foundations. The implementation of CSR is supported by the involvement of family members, socio-economic communities, and local linkages. In addition to economic motives, CSR in families is based on non-economic or social motives, such as value creation, community development, and capacity building as other bottom-line strategies.

Yusof et al. (2014) found that CSR in family companies is channeled through zakat, contributing to the construction of mosques, or paying employees who have cancer for 20 years until their death. Greater responsibility by this family company because they are afraid of the loss of the company's image. The loss of corporate image is caused by irresponsible behavior in the existing social situation. This makes the family company pay great attention to maintaining a discreet character. The outline in this study teaches that social initiatives have the greatest opportunity to express good intentions and lead to good results, namely corporate image among business people.

Astrachan et al. (2020) present a simple lens that makes it possible to think about values within family companies, how family companies generate and strengthen identity in business, and how these values-based foundations ultimately influence CSR practices within family companies. A view based on ethics and faith can help companies identify important points in decision-making. Furthermore, religious and spiritual values as an important basis for a decision and behavior of a family company will help to create a corporate identity with a good reputation that is virtuous.

In line with research by Astrachan<sup>15</sup> et al. (2020), Bansal et al. (2018)<sup>15</sup> state that independent directors encourage CSR in family businesses by focusing on creating a reputation, family image, self-evidence, and social status, which is good for the citizens. Family businesses should be able to increase data transparency on social and environmental issues and focus on providing training on CSR issues to their independent directors. Reducing concerns about false information could damage the company's reputation would be detrimental. Family involvement can encourage increased CSR and reduce information asymmetry to offer investors more benefits.

The same thing was said by Martínez-Ferrero et al. (2018),<sup>1</sup> who tested the relationship between information asymmetry on CSR disclosure. The study found that the two-way relationship was less significant in the family business because information asymmetry can cause family members to be opportunistic and take their profits, which will cause losses for uninformed investors. Thus, family control tends to reduce information differences between majority and minority shareholders, thereby reducing information asymmetry and CSR disclosure. So, on the one hand, transparency on CSR performance on information asymmetry

harms family businesses; on the other hand, the positive effect of information asymmetry on CSR disclosure is also reduced.

The results of the study indicate that the measurement of CSR through the triple bottom line is suitable for SMEs, both family and non-family because all goods show an acceptable value. In addition, CSR can be considered as a combination of second-order modes that include economic, social, and environmental aspects. It is closely linked to the Sustainable Development Goals of the 2030 Sustainable Development Agenda for Sustainable Development which are designed to address economic, social and environmental challenges (Yáñez-Araque et al., 2021).

The facts from the literature above explain that CSR is very important for large companies. The benefits of implementing CSR are encouraging CSR information that can be used as a reference by other companies. El-Kassar et al. (2018) stated that CSR benefits companies by saving money, providing a competitive advantage that distinguishes industrial brands from competitors, encouraging product innovation, enhancing business reputation, encouraging long-term goals, generating positive publications, and enhancing good relationships. Between stakeholders. In a family business, family members are leaders in the community in which they live. Thus, family members are strongly responsible for providing good service to their community. Family businesses are also required to strictly comply with applicable laws, as they are important to maintaining the business's reputation.

Research results related to the effect of CSR on company performance (both financial and non-financial) are varied and inconsistent. (Zhou et al., 2014) A study on family firms in China showed that family ownership positively affects CSR and family commitment and moderates the relationship between business ownership and CSR in family firms. The social response to investors, employees, and the community appears to be an effective way to acquire and accumulate organizational resources for family firms. In addition, family development and a firm culture marked by a strong commitment can increase the responsibility of all parties.

Meanwhile, the research of Hajawiyah et al. (2019) found that changes in CSR disclosure in family businesses did not significantly affect changes in the cost of capital. The high cost of capital in previous years has encouraged the industry to carry out extensive CSR according to the theory of capital needs. CSR disclosures that increase the cost of capital in the following year are consistent with what is stated in the signal theory. Capital shrinkage is caused by decreased information asymmetry and risk in investors' perceptions, so investors demand lower capital. Family ownership weakens the positive effect of the cost of equity capital on the use of CSR. Apart from this, family businesses tend not to do CSR; this can be because they have low public pressure and asymmetry. Another finding of this study is that family ownership does not moderate the negative effect of CSR on the cost of capital. The low industrial asymmetry in family businesses makes investors aware of CSR activities before companies widely disclose their CSR activities. The cost of capital issued reflects investors' appreciation of the low potential risk, so it is a kind of litigation for the company in the future.

However, most research shows that CSR practices are profitable. Mariani et al. (2021) stated that the benefits obtained are in the form of company reputation and sustainability. At the same time, the main driving factors for CSR are family features, family involvement, corporate governance, ethics, and religion. This is in line with Maung et al. (2020), who argue that long-term reputation and relational orientation and maintaining good relations with stakeholders are the goals of family companies. Family firms tend to do well in the charitable aspects, including donations to local institutions. Meanwhile, philanthropic activities such as donations increase moral capital. Investors view charitable contributions more positively when they are seen to be based on ethical-moral considerations that maintain the company's reputation.



## CONCLUSION

Family businesses tend to do well in the charitable aspects, including donations to local institutions. CSR practice initiatives in family companies are formally structured and well managed. This follows the basic meaning of CSR, which is an ongoing commitment by businesses to act ethically and contribute to the economic development of the local community or society at large, along with improving the standard of living of workers and their families.

Literature review shows that the company's reputation is the most underlying motive for the disclosure and implementation of CSR. Family members realize that their reputation and image are closely identified with the company because they often carry their name in the wider business environment and have a domino effect on the company's sustainability. Reputation is important for a company to maintain its sustainable competitive advantage. With reputation, the company can also maintain long-term relationships with stakeholders. Reputation is the most valuable intangible asset that helps sustain an organization throughout its life.

Furthermore, a good corporate reputation is considered to be able to protect the organization in times of crisis. Another term as a form of corporate identity with a good reputation is virtuous. To realize a virtuous company, it is necessary to inculcate values such as honesty and responsibility in various generations in family companies to achieve company sustainability.

The results of this literature review are expected to provide a deeper understanding of the implementation of CSR in family businesses so that it can be a reference guide for other family businesses. In addition, the results of this literature review are expected to provide a broader understanding to policymakers so that they can be used to determine more appropriate regulations.

## REFERENCE

- Aguinis, H., & Glavas, A. (2012). What We Know and Don't Know About Corporate Social Responsibility: A Review and Research Agenda. *Journal of Management*, 38(4), 932–968. <https://doi.org/10.1177/0149206311436079>
- Antolín-López, R., Delgado-Ceballos, J., & Montiel, I. (2016). Deconstructing corporate sustainability: a comparison of different stakeholder metrics. *Journal of Cleaner Production*, 136, 5–17. <https://doi.org/10.1016/j.jclepro.2016.01.111>
- Arksey, H., & O'Malley, L. (2005). Scoping studies: Towards a methodological framework. *International Journal of Social Research Methodology: Theory and Practice*, 8(1), 19–32. <https://doi.org/10.1080/1364557032000119616>
- Astrachan, J. H., Binz Astrachan, C., Campopiano, G., & Baù, M. (2020). Values, Spirituality and Religion: Family Business and the Roots of Sustainable Ethical Behavior. *Journal of Business Ethics*, 163(4), 637–645. <https://doi.org/10.1007/s10551-019-04392-5>
- Bansal, S., Lopez-Perez, M. V., & Rodriguez-Ariza, L. (2018). Board independence and corporate social responsibility disclosure: The mediating role of the presence of family ownership. *Administrative Sciences*, 8(3). <https://doi.org/10.3390/admsci8030033>
- Baumgartner, R. J. (2014). Managing corporate sustainability and CSR: A conceptual framework combining values, strategies and instruments contributing to sustainable development. *Corporate Social Responsibility and Environmental Management*, 21(5), 258–271. <https://doi.org/10.1002/csr.1336>
- Bowen, H. R. (2018). Why Are Businessmen Concerned About Their Social Responsibilities? (Continued). *Social Responsibilities of the Businessman*, 15(1), 84–105. <https://doi.org/10.2307/j.ctt20q1w8f.14>
- Bruch, H., & Walter, F. (2005). The keys to rethinking corporate philanthropy. *MIT Sloan Management Review*, 47(1).
- Canavati, S. (2018). Corporate social performance in family firms: a meta-analysis. *Journal*

- of *Family Business Management*, 8(3), 235–273. <https://doi.org/10.1108/JFBM-05-2018-0015>
- Carroll, A. B. (2017). A three-dimensional conceptual model of corporate performance. *Corporate Social Responsibility*, 4(4), 37–45. <https://doi.org/10.5465/amr.1979.4498296>
- Carson, S. G., Hagen, Ø., & Sethi, S. P. (2015). From Implicit to Explicit CSR in a Scandinavian Context: The Cases of HÅG and Hydro. *Journal of Business Ethics*, 127(1), 17–31. <https://doi.org/10.1007/s10551-013-1791-2>
- El-Kassar, A. N., ElGammal, W., & Fahed-Sreih, J. (2018). Engagement of family members, corporate governance and social responsibility in family-owned enterprises. *Journal of Organizational Change Management*, 31(1), 215–229. <https://doi.org/10.1108/JOCM-06-2017-0238>
- Galdeano-Gómez, E., Pérez-Mesa, J. C., & Aznar-Sánchez, J. A. (2016). Internationalisation of SMEs and simultaneous strategies of cooperation and competition: an exploratory analysis. *Journal of Business Economics and Management*, 17(6), 1114–1132. <https://doi.org/10.3846/16111699.2014.959040>
- Hajawiyah, A., Adhariani, D., & Djakman, C. (2019). The sequential effect of CSR and COE: family ownership moderation. *Social Responsibility Journal*, 15(7), 939–954. <https://doi.org/10.1108/SRJ-09-2017-0179>
- Hidayah, R., & Khafid, M. (2016). A Critical Review on Concept Developments of Corporate Social Responsibility Implementation in Enterprises. *Review of Integrative Business and Economics Research*, 5(1), 340–345.
- Iaia, L., Vrontis, D., Maizza, A., Fait, M., Scorrano, P., & Cavallo, F. (2019). Family businesses, corporate social responsibility, and websites: The strategies of Italian wine firms in talking to stakeholders. *British Food Journal*, 121(7), 1442–1466. <https://doi.org/10.1108/BFJ-07-2018-0445>
- Joo, S., Miller, E. G., & Fink, J. S. (2019). Consumer evaluations of CSR authenticity: Development and validation of a multidimensional CSR authenticity scale. *Journal of Business Research*, 98(January), 236–249. <https://doi.org/10.1016/j.jbusres.2019.01.060>
- Lyra, F. R., De Souza, M. J. B., Verdinelli, M. A., & Lana, J. (2017). Corporate social responsibility: Comparing different models. *Social Responsibility Journal*, 13(4), 728–742. <https://doi.org/10.1108/SRJ-02-2017-0036>
- Mariani, M. M., Al-Sultan, K., & De Massis, A. (2021). Corporate social responsibility in family firms: A systematic literature review. *Journal of Small Business Management*, 00(00), 1–55. <https://doi.org/10.1080/00472778.2021.1955122>
- Martínez-Ferrero, J., Rodríguez-Ariza, L., García-Sánchez, I. M., & Cuadrado-Ballesteros, B. (2018). Corporate social responsibility disclosure and information asymmetry: the role of family ownership. *Review of Managerial Science*, 12(4), 885–916. <https://doi.org/10.1007/s11846-017-0232-5>
- Maung, M., Miller, D., Tang, Z., & Xu, X. (2020). Value-Enhancing Social Responsibility: Market Reaction to Donations by Family vs. Non-family Firms with Religious CEOs. *Journal of Business Ethics*, 163(4), 745–758. <https://doi.org/10.1007/s10551-019-04381-8>
- Pintian, Lv, Y., & Mitra, D. (2020). Csr and performance of family businesses: A systematic review. *Australasian Accounting, Business and Finance Journal*, 14(3), 75–85. <https://doi.org/10.14453/aabfj.v14i3.6>
- Preslmayer, C., Kuttner, M., & Feldbauer-Durstmüller, B. (2018). Uncovering the research field of corporate social responsibility in family firms: a citation analysis. *Journal of Family Business Management*, 8(2), 169–195. <https://doi.org/10.1108/JFBM-10-2017-0032>
- Safae Chalkasra, L. S., Rivera, J. P. R., & Basuil, D. A. T. (2019). A Review of Theoretical Perspectives on CSR Among Family Enterprises. *Vision*, 23(3), 225–233. <https://doi.org/10.1177/0972262919860966>
- Schwartz, M. S., & Carroll, A. B. (2003). Philosophy Documentation Center. *Philosophy*, 13(4), 503–530.



- Schwartz, M. S., & Carroll, A. B. (2008). Integrating and unifying competing and complementary frameworks: The search for a common core in the business and society field. *Business and Society*, 47(2), 148–186. <https://doi.org/10.1177/0007650306297942>
- Torelli, R. (2020). Sustainability, responsibility and ethics: different concepts for a single path. *Social Responsibility Journal*, 2019. <https://doi.org/10.1108/SRJ-03-2020-0081>
- Valor, C. (2005). Corporate Social Responsibility and Corporate Citizenship : Towards Corporate Accountability. *Business and Society Review*, 110:2(Cc), 191–212. doi: 10.1111/j.0045-3609.2005.00011.x%0A
- Wikantiyoso, B., Riyanti, B. P. D., & Suryani, A. O. (2021). A Construction of Entrepreneurial Personality Tests: Testing Archetype Personality Inventory in Entrepreneurship. *International Journal of Applied Business and International Management*, 6(1), 1–13. <https://doi.org/10.32535/ijabim.v6i1.1085>
- Yáñez-Araque, B., Sánchez-Infante Hernández, J. P., Gutiérrez-Broncano, S., & Jiménez-Estévez, P. (2021). Corporate social responsibility in micro-, small- and medium-sized enterprises: Multigroup analysis of family vs. nonfamily firms. *Journal of Business Research*, 124(June), 581–592. <https://doi.org/10.1016/j.jbusres.2020.10.023>
- Yusof, M., Mohd Nor, L., & Edward Hoopes, J. (2014). Virtuous CSR: an Islamic family business in Malaysia. *Journal of Family Business Management*, 4(2), 133–148. <https://doi.org/10.1108/JFBM-07-2013-0016>
- Zhou, L., Zhou, L., Studies, C. M., Wang, X., Yu, Y., Choi, Y., Studies, C. M., Wang, X., Huang, S. K., Yang, C., Studies, C. M., Wang, X., Berger, R., & Studies, C. M. (2014). Article information : Chinese Management Studies Social responsibility and employees' organizational identification in Chinese family firms: Influence of family ownership and family commitment. *Chinese Management Studies*, 8(4), 683–703.

# CSR in Family Business\_A Scooping Literature Review

## ORIGINALITY REPORT

24%

SIMILARITY INDEX

19%

INTERNET SOURCES

23%

PUBLICATIONS

5%

STUDENT PAPERS

## PRIMARY SOURCES

1

[eprints.lancs.ac.uk](https://eprints.lancs.ac.uk)

Internet Source

4%

2

Ain Hajawiyah, Desi Adhariani, Chaerul Djakman. "The sequential effect of CSR and COE: family ownership moderation", Social Responsibility Journal, 2019

Publication

2%

3

Benito Yáñez-Araque, Juan Pablo Sánchez-Infante Hernández, Santiago Gutiérrez-Broncano, Pedro Jiménez-Estévez. "Corporate social responsibility in micro-, small- and medium-sized enterprises: Multigroup analysis of family vs. nonfamily firms", Journal of Business Research, 2020

Publication

2%

4

[link.springer.com](https://link.springer.com)

Internet Source

2%

5

[www.innotourclust.eu](http://www.innotourclust.eu)

Internet Source

1%

6	Lolita Shaila P. Safaee Chalkasra, John Paolo R. Rivera, Dynah Avigail T. Basuil. "A Review of Theoretical Perspectives on CSR Among Family Enterprises", <i>Vision: The Journal of Business Perspective</i> , 2019 Publication	1 %
7	<a href="http://www.emerald.com">www.emerald.com</a> Internet Source	1 %
8	<a href="http://www.emeraldinsight.com">www.emeraldinsight.com</a> Internet Source	1 %
9	Lixin Zhou. "Social responsibility and employees' organizational identification in Chinese family firms", <i>Chinese Management Studies</i> , 2014 Publication	1 %
10	Lea Iaia, Demetris Vrontis, Amedeo Maizza, Monica Fait, Paola Scorrano, Federica Cavallo. "Family businesses, corporate social responsibility, and websites", <i>British Food Journal</i> , 2019 Publication	1 %
11	<a href="http://hdl.handle.net">hdl.handle.net</a> Internet Source	1 %
12	<a href="http://vuir.vu.edu.au">vuir.vu.edu.au</a> Internet Source	1 %

13 Mohar Yusof, Leilanie Mohd Nor, James Edward Hoopes. "Virtuous CSR: an Islamic family business in Malaysia", Journal of Family Business Management, 2014 1 %

Publication

---

14 Submitted to Holmesglen Institute of TAFE 1 %

Student Paper

---

15 Isabel-María García-Sánchez, Jennifer Martínez-Ferrero. "Corporate Social Responsibility Performance, Disclosure and Assurance: Introduction to the Special Issue of Administrative Sciences", Administrative Sciences, 2018 1 %

Publication

---

16 [www.um.edu.mt](http://www.um.edu.mt) 1 %

Internet Source

---

17 [centaur.reading.ac.uk](http://centaur.reading.ac.uk) 1 %

Internet Source

---

18 [theses.gla.ac.uk](http://theses.gla.ac.uk) 1 %

Internet Source

---

19 [www.mitpressjournals.org](http://www.mitpressjournals.org) 1 %

Internet Source

---

20 [www.researchpublish.com](http://www.researchpublish.com) 1 %

Internet Source

---

21 [onlinelibrary.wiley.com](http://onlinelibrary.wiley.com) 1 %

Internet Source

---

---

Exclude quotes      On

Exclude matches      < 1%

Exclude bibliography      On