



Journal of Organizational Change Management

"In sickness and in health, in poverty and in wealth?": Economic crises and CSR change management in difficult times

Bruno Michel Roman Pais Seles, Ana Beatriz Lopes de Sousa Jabbour, Charbel Jose Chiappetta Jabbour, Daniel Jugend,

Article information:

To cite this document:

Bruno Michel Roman Pais Seles, Ana Beatriz Lopes de Sousa Jabbour, Charbel Jose Chiappetta Jabbour, Daniel Jugend, (2018) ""In sickness and in health, in poverty and in wealth?": Economic crises and CSR change management in difficult times", Journal of Organizational Change Management, Vol. 31 Issue: 1, pp.4-25, <https://doi.org/10.1108/JOCM-05-2017-0159>

Permanent link to this document:

<https://doi.org/10.1108/JOCM-05-2017-0159>

Downloaded on: 11 June 2019, At: 11:19 (PT)

References: this document contains references to 89 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 485 times since 2018*

Users who downloaded this article also downloaded:

(2018), "Managing organizational change in emerging markets", Journal of Organizational Change Management, Vol. 31 Iss 1 pp. 2-3 https://doi.org/10.1108/JOCM-12-2017-0468

(2018), "Outsourcing decision: do strategy and structure really matter?", Journal of Organizational Change Management, Vol. 31 Iss 1 pp. 26-46 https://doi.org/10.1108/JOCM-04-2017-0144

Access to this document was granted through an Emerald subscription provided by emerald-srm:478530 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

“In sickness and in health, in poverty and in wealth?”

Economic crises and CSR change management in difficult times

Bruno Michel Roman Pais Seles

Department of Production Engineering, Sao Paulo State University, Bauru, Brazil

Ana Beatriz Lopes de Sousa Jabbour

Montpellier Business School, Montpellier Research in Management, Montpellier, France and

University of Strathclyde, Glasgow, UK

Charbel Jose Chiappetta Jabbour

Montpellier Business School, Montpellier Research in Management, Montpellier, France, and

Daniel Jugend

Department of Production Engineering, Sao Paulo State University, Bauru, Brazil

Abstract

Purpose – “Economic crises” and “corporate social responsibility (CSR) initiatives” are two issues that dominate the modern business agenda. Although related, these issues have been analysed separately, and so a significant gap is perpetuated between the two. What are the effects of economic crises on CSR initiatives? Can organisational social initiatives withstand economic crises? The purpose of this paper is to answer these questions.

Design/methodology/approach – An integrative literature review was conducted, considering: the economic and geographical context in which the research was conducted; the focus of each piece of research; the adopted research methods; organisational theories of analytical support; the sectors analysed; and the effects of economic crises on CSR initiatives and environmental management.

Findings – Some of the findings were as follows: most of the studies analysed reported that CSR helps companies to cope with economic crises by increasing the efficiency of investments and establishing better relations with stakeholders and markets; environmental practices are related to negative environmental performance in periods of economic crises; and CSR relates positively to financial performance in periods of economic crises.

Originality/value – This is one of the first integrative literature reviews to investigate what happens to the relationship between businesses and sustainable change management in periods of crises. This paper also offers a future research agenda for the issue, with 12 questions still unanswered by the latest research.

Keywords Sustainable performance, Corporate social responsibility, Sustainability, Environmental management, Change management, Economic crisis

Paper type Literature review

1. Introduction

Economic crises generate an environment of uncertainty for various social spheres: for people, the public sector, and businesses (Choudhry *et al.*, 2012; Chzhen, 2016; Karanikolos *et al.*, 2013; Kondo *et al.*, 2008; Pavlínek and Ženka, 2010; Perles-Ribes *et al.*, 2016).

With regard to businesses, a drop in demand for products and services usually has a negative effect on them (Pavlínek and Ženka, 2010): financial performance decreases; the creation of new businesses slows; the number of bankruptcies increases (Narjoko and Hill, 2007); investments usually decrease (Archibugi *et al.*, 2013; Filippetti and Archibugi, 2011); and government support in various areas, such as environmental development, can decrease (Lekakis and Kousis, 2013). As a result, companies may lay off employees or reduce working hours (Pavlínek and Ženka, 2010), which can result in increased unemployment



(Choudhry *et al.*, 2012; Chzhen, 2016; Pavlínek and Ženka, 2010; Perles-Ribes *et al.*, 2016). Impacts on CSR initiatives and corporate environmental management are likely.

Corporate Social Responsibility (CSR) is defined as a company's responsibility for the impacts of its decisions and activities on society and the environment, through ethical and transparent behaviour (International Organization for Standardization, 2010). Some studies indicate that CSR initiatives tend to be negatively affected by economic crises (Bansal *et al.*, 2015; Bolla-Araya *et al.*, 2014; Panwar *et al.*, 2015). Alternatively, other studies suggest that CSR initiatives can help companies cope with economic crises (Benlemlih and Bitar, 2016; Paulet *et al.*, 2015).

Environmental management initiatives during periods of economic crisis also tend to present different possibilities. Heras-Saizarbitoria *et al.* (2015) showed that the 2008 economic crisis led the Spanish Government to reduce incentives for companies to seek initial environmental certification, such as the Eco-Management and Audit Scheme. As a result, because of the financial situation in the country, Spanish businesses were more reluctant to renew their certification, since some managers saw it as expensive and not necessarily effective. According to Greenpeace (2015), the economic crisis in Spain created and worsened some environmental problems in the country, such as contamination generated by industry and waste management issues.

Similar effects were recorded during the mid-1997 economic crisis in Asia. In Indonesia, for example, incentives proposed by the government to revive the economy, such as the expansion of agriculture and industry, resulted in serious environmental problems, including increased pollution of air, rivers, and soil (Dauvergne, 1999). Another side effect economic crises can have on the environment was recorded in Thailand and Indonesia. Many people who migrated from rural areas to large cities returned to the countryside after losing their jobs due to the economic crisis. As a result, many people were forced to deforest large areas in order to build homes (Dauvergne, 1999).

These different points of view on the limits and possibilities of CSR initiatives and environmental management within the context of economic crises result in a potential dichotomous relationship. Therefore, what does the literature say about the effects of contingencies caused by economic crises on social and environmental responsibility initiatives? Based on this question, this study aims to identify and analyse the effects that the contingencies caused by economic crises have on social and environmental responsibility initiatives, in order to identify existing gaps in the research and to advance the issue. The methodology adopted was an integrative literature review (Huisingh, 2012), which has been successfully used by myriad scholars from various fields of knowledge (e.g. Lage Junior and Godinho Filho, 2010; Mariano *et al.*, 2015; Seuring and Müller, 2008). However, an integrative literature review has not previously been used to gain a better understanding of the complex relationship between economic crises, CSR initiatives, and environmental management.

National economies are becoming increasingly interconnected and interdependent, and economic crises therefore tend to generate contagious financial epidemics across several countries simultaneously (*The Guardian*, 2016a). Thus, understanding the possible relationship between economic crises and social responsibility could generate deliberations on the potential role of CSR in coping with these crises, and could consequently establish a benchmark between countries that may face economic contractions in the near future. Understanding the past effects of economic crises on CSR initiatives and corporate environmental management can be key to developing a more sustainable society.

2. Theoretical background

2.1 CSR and environmental management

ISO 26000 defines CSR as a company's responsibility for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:

considers the expectations of the stakeholders, is integrated throughout the company and practiced in their relations, contributes to sustainable development (health and well-being of society), and complies with international laws and rules of behaviour (International Organization for Standardization, 2010).

CSR considers that corporations have not only economic and legal obligations, but ethical and discretionary responsibilities to society too (Carroll, 1979, 1991, 1999). Organisational economic responsibilities mean that a successful company is one that is consistently profitable (Carroll, 1991). Legal responsibilities involve acting in accordance with government specifications, complying with the law, and providing products and services that meet the minimum legal requirements (Carroll, 1991). Ethical responsibility means acting in a way that is consistent with the expectations of social customs and ethical norms (Carroll, 1991). Philanthropic responsibilities consist of acting in a manner consistent with the expectations of philanthropy and charity in society, and providing assistance to public and private educational institutions (Carroll, 1991).

CSR initiatives are composed of practices which companies perform to support social causes (Kotler and Lee, 2008), such as improving education, fighting poverty, and protecting the environment. Those initiatives usually require organisational changes. Implementation of sustainability strategies (composed of economic, social and environmental aspects) and organisational change are important issues in business sustainability and requires changes that normally start with leadership (Millar *et al.*, 2012) and need employees' positive attitudes (Jóhannsdóttir *et al.*, 2015). For example, there are individuals in organisations who can induce the necessary changes in organisations to put those CSR initiatives into practice. These change agents, such as CSR managers, have the potential to dictate those CSR practices and foster sustainability in business contexts (Carollo and Guerri, 2017). Nevertheless, they can be challenged by issues such as business profitability and business competitiveness, which may cause them to have limited capacity to promote significant change (Carollo and Guerri, 2017).

CSR initiatives can improve business performance (Zasuwa, 2016), because companies that practice CSR can benefit in several ways. For example, Tuan (2013) identified that ethical CSR generated a high level of trust between players in shipping companies from Vietnam. In general, companies can be rewarded by the market in economic and financial terms, and specifically through reductions in costs and risks, by strengthening their legitimacy and reputation, building a competitive advantage, and creating a win-win situation through synergistic value (Carroll and Shabana, 2010). Furthermore, some CSR practices can be positively associated with better business performance and financial returns (Shen *et al.*, 2016; Yusoff and Adamu, 2016).

As shown in a paper by Wirth *et al.* (2016), who studied CSR in the mining sector, companies with the potential to generate major social and environmental impacts can formulate their CSR policies and strategies in order to grow sustainably, respecting the local community, environment, and their employees. Within this context of sustainability, specifically on environmental aspects, there is a pro-environmental change process for companies to become more environmentally friendly. As argued by Garcés-Ayerbe *et al.* (2016), this process involves four stages: process measures; adoption of management measures together with process measures; measures in the product and in the supply chains; and increasing the intensity of the different measures adopted in previous stages by means eco-innovation. Considering pro-environmental change process, environmental management is an important initial strategy. Environmental management consists of several activities that aim to reduce the environmental impacts of business products and processes, and that enable corporate environmental objectives to be achieved (Rao, 2002; Zhu and Sarkis, 2006). One management approach directly related to improving products in relation to the environment is green manufacturing.

Green manufacturing refers to the manufacturing of products and processes in a way that generates less of a negative impact on the environment, through initiatives that promote the conservation of energy and natural resources (Dornfeld, 2012; Sangwan and Mittal, 2015), such as pollution prevention, energy reduction, reduced use of raw materials, emissions reduction, and reuse of water (Rusinko, 2007). By adopting these practices, companies can reduce costs, which significantly improve their operational performance (Dubey and Bag, 2014; Govindan *et al.*, 2015).

2.2 *The impacts that economic crises have on companies and the role of CSR*

In general, economic volatility is related to macroeconomic policies which are not sustainable in the long term (Acemoglu *et al.*, 2003), such as a large state sector, an increasing budget deficit, high inflation and misaligned exchange rates, which can result in economic crises (Acemoglu *et al.*, 2003). Factors such as political instability and natural disasters can also influence the economy.

Economic crises create an uncertain environment for all sectors of society, especially in the production and services sectors, such as automotives (Pavlínek and Ženka, 2010) and tourism (Perles-Ribes *et al.*, 2016) sectors, resulting in increased unemployment (Choudhry *et al.*, 2012; Chzhen, 2016; Pavlínek and Ženka, 2010; Perles-Ribes *et al.*, 2016). Considering the contingency theory (see Burns and Stalker, 1961; Chandler, 1990; Lawrence and Lorsch, 1967) as background for analysing companies' perspectives in an economic crisis context, consequences of economic crises influence the institutional environment of companies. Companies are significantly affected by economic crises, as shown in the examples below.

A reduction in public consumption during times of crisis tends to lead to a drastic decline in demand for products and services. Pavlínek and Ženka (2010) identified that the automotive industry in the Czech Republic had to make severe adjustments in order to deal with the drop in demand for vehicles after the 2008 crisis. The industry had to lay off temporary workers and reduce working hours of regular workers. During these periods of crisis, companies tend to reduce investments, including investments in innovation (Archibugi *et al.*, 2013; Filippetti and Archibugi, 2011) and the intensity of budget cuts may vary depending on the industrial sector in which such company operates (Narjoko and Hill, 2007). Therefore, some examples of the consequences of economic crises on companies are: layoffs (Choudhry *et al.*, 2012; Chzhen, 2016; Pavlínek and Ženka, 2010; Perles-Ribes *et al.*, 2016; Stiglitz, 2009); drop in demand (Okumus and Karamustafa, 2005; Pavlínek and Ženka, 2010; Stiglitz, 2009); budget cuts (Becker *et al.*, 2016; Narjoko and Hill, 2007; Okumus and Karamustafa, 2005); and decrease in innovation investments (Archibugi *et al.*, 2013; Filippetti and Archibugi, 2011; Madrid-Guijarro *et al.*, 2016); reduction in, and inefficiency of government support (Lekakis and Kousis, 2013; Okumus and Karamustafa, 2005) and increase in costs (Okumus and Karamustafa, 2005).

Furthermore, economic crises consequences can jeopardise CSR practices in some companies (Arevalo and Aravind, 2010; Bansal *et al.*, 2015; Bolla-Araya *et al.*, 2014; Jacob, 2012; Karaibrahimoglu, 2010; Panwar *et al.*, 2015). Due to poor financial performance, caused by economic crises, companies tend to reduce CSR practices (Bansal *et al.*, 2015; Panwar *et al.*, 2015), such as the disclosure of sustainability reports (Bolla-Araya *et al.*, 2014). Environmental practices specifically can also be adversely affected (Heras-Saizarbitoria *et al.*, 2015; Lekakis and Kousis, 2013; Panwar *et al.*, 2015). Environmental rules and regulations may be relaxed in order to stimulate the opening of new businesses, for example, and government spending cuts may lead to a reduction of government support for environmental initiatives, and consequently, companies reduce their environmental initiatives (Lekakis and Kousis, 2013).

Although CSR can be negatively affected during an economic crisis, it can also help companies to cope during this period (Anne *et al.*, 2015; Benlemlih and Bitar, 2016;

Ducassy, 2013; Giannarakis and Theotokas, 2011; Glavopoulos *et al.*, 2014; Green and Peloza, 2015; Harwood *et al.*, 2011; Kashmiri and Mahajan, 2014; Miras *et al.*, 2014; Miras-Rodriguez *et al.*, 2015; Oh and Park, 2015; Paulet *et al.*, 2015; Sahut *et al.*, 2012). Companies highly engaged with CSR achieve a high level of loyalty from their stakeholders, attract high-quality employees, develop good relationships with market players, have more efficient investments, and acquire a good image and good reputation. This strengthens businesses in times of economic crisis (Benlemlih and Bitar, 2016). Similarly, some environmental practices derived from an environmental management system, such as green manufacturing practices, can enable companies to improve their operational performance (Dubey and Bag, 2014; Govindan *et al.*, 2015), which would certainly help them to cope with periods of economic crisis.

CSR initiatives and environmental management can therefore present a dichotomous relationship with periods of economic crisis. This underscores the importance of understanding and analysing how literature has approached the issue and what steps still need to be taken in order to achieve a better understanding of this relationship.

3. Research method

The research method adopted was an integrative literature review (Huisinigh, 2012), following the best practices of similar previous studies (e.g. Jabbour, 2013; Lage Junior and Godinho Filho, 2010; Mariano *et al.*, 2015; Seuring and Müller, 2008).

First, the question and the objectives were determined, and then the search strategy presented in Figure 1 was developed based on them.

The articles (studies) were searched for on the Scopus database. Using the Scopus database is advantageous, since it indexes about 70 per cent more sources than the Web of Science (WoS) (Brzezinski, 2015) and provides more comprehensive coverage of the latest literature (Harzing

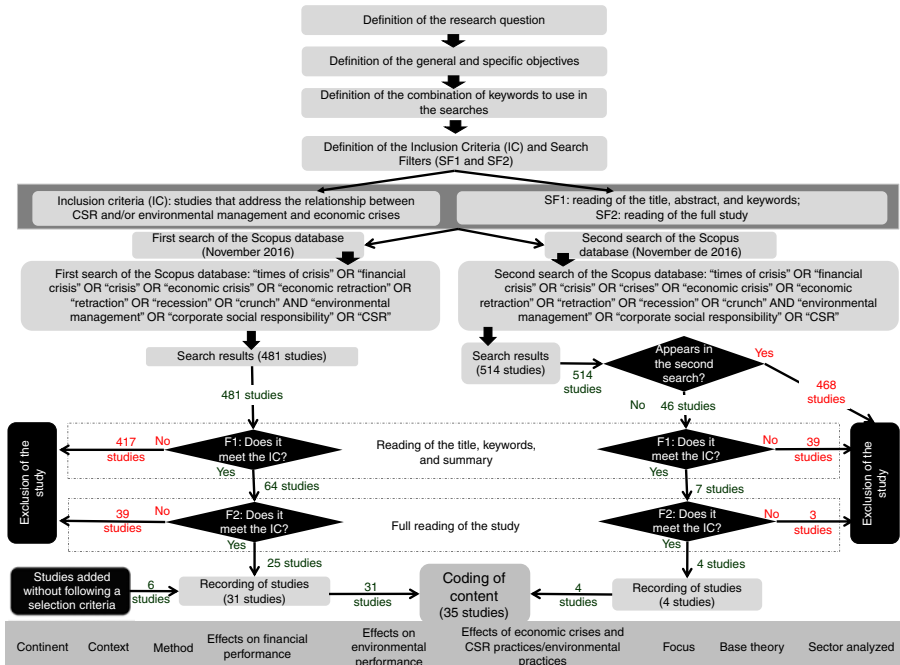


Figure 1. Flowchart of the stages developed in the research

and Alakangas, 2016). The following combination of keywords was used in the first search: “times of crisis” or “financial crisis” or “crisis” or “economic crisis” or “economic retraction” or “retraction” or “recession” or “crunch” and “environmental management” or “corporate social responsibility” or “CSR”. A second search was necessary to include the keyword “crises”. The inclusion of this keyword increased the scope of the search carried out. In an effort to ensure that the search results were as effective as possible in responding to the defined research question, the searches were limited by fields of knowledge and document types. This was possible by using the search tools available for the Scopus database. The searches were limited by the following fields of knowledge: environmental science; social sciences; engineering; business, management and accounting; computer science; energy; economics, econometrics and finance; decisions sciences; arts and humanities; material science; multidisciplinary; and chemical engineering. The documents to which the search was limited were: articles; reviews; short reviews; articles in press; editorials; and undefined. It should be noted that the search was not limited by year of publication. Both searches were conducted in November 2016.

The first search identified 481 articles. All of them were submitted to search filter 1 (SF1), which consisted of reading the title, abstract, and keywords of the studies. Articles passed through SF1 only if they demonstrated potential for meeting the inclusion criteria (IC): articles which deal with the relationship between CSR/environmental management and economic crises. Among the 481 articles, only 64 passed through SF1. These 64 articles were then submitted to search filter 2 (SF2): full reading of the articles. As with SF1, only those that met the IC went through SF2. Of the 64, 25 passed through SF2 for fully meeting the IC. Six more that fulfilled the defined IC were added to this group of 25. However, these extra articles were not selected through a systematic search like the others. In the second search the same criteria were followed, the only difference was that the articles identified in the second search that had already appeared in the first one were excluded before going through the search filters (see Figure 1). In the second search, 46 articles had not appeared in the first search, and of these only four passed through the search filters. Finally, 35 studies in the literature were identified as capable of responding to the defined research question, and therefore of explaining the latest schools of thought regarding the relationship between CSR/environmental management and periods of economic crisis.

Next, all 35 articles were systematised in detail and their contents were encoded in accordance with the dimensions shown in Table I.

As can be seen in Table I, the 35 articles were classified into nine dimensions: context, continent, focus, base theory, research method, sector analysed, effects of economic crises and CSR practices/environmental practices, effects on environmental performance, and effects on financial performance. All the dimensions and codes shown in Table I were derived from the research question and objectives, as well as being inspired by other studies that used similar methods (Jabbour, 2013; Lage Junior and Godinho Filho, 2010; Mariano *et al.*, 2015).

In the “context” dimension, articles were coded according to the economic context of the country in which the research was focused. This way, the context could be classified as “A” (developed country), “B” (developing country) or “C” (not applicable). The “C” coding of the “Context” dimension was assigned to articles that did not specify the country where the research was conducted, or to articles that simply did not address the context of any particular country.

Following this same rationality, the “Continent” dimension was used to identify in which regions of the globe the research was conducted. Thus, every continent is represented by a code from “A” to “H”, and the code “H” is used for “Not applicable”. The “Focus” dimension was used to classify the articles according to their approach to the issue of the relationship between CSR/environmental management and economic crises. In this dimension, the studies were given codes “A” to “E” (see Table I). The “Base Theory” dimension was established to verify whether the studies used any theory as a basis for the development of

Classification	Dimensions	Codes
1	Context	A – developed country B – developing country C – not applicable
2	Continent	A – North America B – Central America C – South America D – Europe E – Africa F – Asia G – Oceania H – not applicable
3	Focus	A – effects of economic crises on CSR and its practices B – effects of economic crises specifically on environmental practices C – the role of CSR in coping with periods of economic crisis D – the role of environmental practices in coping with periods of economic crisis E – effects of economic crises on environmental performance and/or CSR performance and/or market performance
4	Base Theory	A – institutional theory B – stakeholders theory C – contingency theory D – resource-based view E – resource dependency theory F – not applicable or not specified G – social risk theory H – legitimacy theory
5	Research method	A – quantitative B – qualitative C – review D – conceptual E – case Studies F – survey
6	Sector analysed	A – manufacturing B – services C – not applicable
7	Effects of economic crises and CSR practices/ environmental practices	A – effects of economic crises negatively influence CSR and its practices B – effects of economic crises negatively influence environmental practices C – CSR helps the company to cope with economic crises D – environmental practices help the company to cope with economic crises E – effects of economic crises encourage the adoption of low carbon operations management practices F – effects of economic crises discourage the adoption of low carbon operations management practices G – effects of economic crises positively influence CSR practices H – effects of economic crises positively influence environmental practices I – not applicable
8	Effects on environmental performance	A – CSR related to positive environmental performance in periods of economic crisis B – CSR related to negative environmental performance in periods of economic crisis

Table I.
Dimensions and codes

(continued)

Table I.

Classification	Dimensions	Codes
9	Effects on financial performance	C – environmental practices related to positive environmental performance in periods of economic crisis D – environmental practices related to negative environmental performance in periods of economic crisis E – not applicable A – CSR related to positive financial performance in periods of economic crisis B – CSR related to negative financial performance in periods of economic crisis C – environmental practices related to positive financial performance in periods of economic crisis D – environmental practices related to negative financial performance in periods of economic crisis E – not applicable

arguments and analyses. The studies in this dimension were coded from “A” to “H”, with “F” representing “Not applicable or not specified”.

The “Research Method” dimension explores the methods used by each of the 35 articles. From a quantitative study to a qualitative study (see Table I). In the “Sector Analysed” dimension, the sectors explored as the object of study in the studies were classified as “A” (Manufacturing), “B” (Services), or “C” (Not applicable). The last three dimensions more specifically address the results and contributions of each article. They are: “Effects of economic crises and CSR practices/environmental practices”, “Effects on environmental performance”, and “Effects on financial performance”. These three dimensions, along with the “Focus” dimension, are important to visualising what is known about the issue and the directions that research has explored in recent years.

Analysis of articles by dimensions and their respective codes provided a broad understanding of the latest views on the issue, especially in the identification of possible directions that research may take in the future, based on the gaps that still exist regarding the relationship between CSR/environmental management and periods of economic crisis. All these points are explored below. Research gaps (RGs) are proposed for each of the dimensions analysed in Section 4, which form the basis for a research agenda on the issue.

4. Results

4.1 Bibliometric analysis

Figure 2 shows the evolution of the number of publications on the relationship between CSR/environmental management and periods of economic crisis. The first articles on the issue were published in 2010, two years after the 2008 global economic crisis started. The study by Arevalo and Aravind (2010), for example, analysed the impact of the economic crisis on CSR among North American participants of the United Nations Global CSR Pact. The authors warned that the more integrated that CSR was in the policies, programmes, performance, and objectives of companies, the more it would be affected in periods of economic crisis. Similarly, Karaibrahimoglu (2010) demonstrated that CSR projects are reduced during periods of economic crisis.

Considering the 35 articles analysed, it was noticeable that from 2010 to 2016, the number of publications on the subject increased considerably, with 9 articles published in 2015 and seven publications in 2016. Figure 2 also indicates a growing trend in the number of publications.

Of the 35 articles analysed, the most cited study was that written by Giannarakis and Theotokas (2011), with 74 citations (see Table II). This study was one of the six articles included in the analysis unsystematically. The citation figures were obtained from Scopus; however, the number of citations for the first to fourth most cited studies was obtained from Google, since this information was not available on Scopus or Web of Science. The number of citations for the article by Karaibrahimoglu (2010) was obtained from the Web of Science database. Giannarakis and Theotokas (2011) analysed CSR aspects in the Global Reporting Initiatives of companies in different continents, and identified an increase in CSR performance during the economic crisis.

4.2 Analysis of the dimensions

Next, the contents of the articles were analysed according to the dimensions by which they were classified. In each analysis, RGs were identified that could be explored in future research.

4.2.1 Context and continent. Of the 35 articles analysed, 80 per cent were written within the context of a developed country (see Table III). None article wrote about a developing country.

The countries studied in the analysed articles were most common in Europe (45.71 per cent) and North America (25.71 per cent), as shown in Figure 3. All the articles with North America as the object focused on a single country: the United States of America (USA). In Europe, a greater variety of countries was studied, most notably Spain (five articles) and Greece (three articles). In addition to these countries, Estonia (one article), France (one article), Lithuania (one article), Portugal (one article), and the United Kingdom (UK) (two articles) were objects of the study in Europe. Elsewhere in Europe, one article was written in relation to each of three other countries: Sweden, Switzerland, and Germany. In Asia, two articles were conducted in South Korea, and in Oceania two articles were conducted in Australia. One out the 35 articles (Giannarakis and Theotokas, 2011) was a study that aimed to research companies located in North America, Europe, Asia and Oceania, without specifying the countries.

Thus, it is possible to suggest the first RG (RG1) regarding the relationship between CSR/environmental management and periods of economic crisis:

- RG1 – to investigate the relationship between CSR/environmental management and periods of economic crisis in the context of developing countries, since economic downturns in Asia, Latin America and the Middle East are threatening a regression of their recent progress in reducing global poverty (*The Guardian*, 2016b).

4.2.2 Focus. Most of the articles analysed (42.86 per cent) were focused on understanding the effects of economic crises on CSR and some of their specific practices. Another six

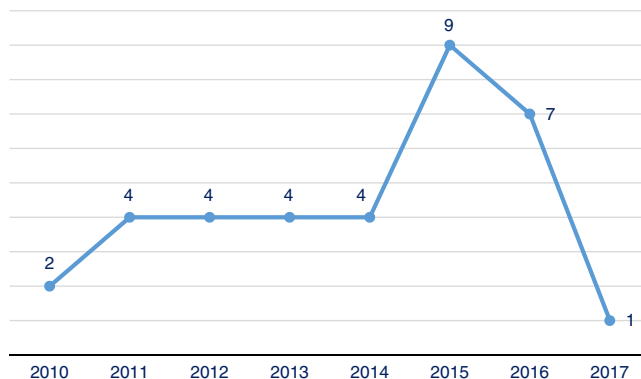


Figure 2.
Evolution of publications on CSR/environmental management and periods of economic crisis

Writers	Number of citations
Giannarakis and Theotokas (2011) ^a	74
Yelkikalan and Köse (2012) ^a	33
Jacob (2012) ^a	29
Mia and Al-Mamun (2011) ^a	28
Karaibrahimoglu (2010) ^b	25
Harwood <i>et al.</i> (2011) ^c	19
Ducassy (2013) ^c	18
Arevalo and Aravind (2010) ^c	12
Ellis and Bastin (2011) ^c	11
García-Benau <i>et al.</i> (2013) ^c	6
Miras <i>et al.</i> (2014) ^c	6
Kashmiri and Mahajan (2014) ^c	4
Muhammad <i>et al.</i> (2015) ^c	2
Lekakis and Kousis (2013) ^c	2
Sahut <i>et al.</i> (2012) ^c	2
Jaakson <i>et al.</i> (2012) ^c	2
Green and Pelozo (2015) ^c	1
Glavopoulos <i>et al.</i> (2014) ^c	1
Lauesen (2013) ^c	1
Iatridis and Kesidou (2016) ^c	0
Benlemlih and Bitar (2016) ^c	0
Cornett <i>et al.</i> (2016) ^c	0
Dias <i>et al.</i> (2016) ^c	0
García-Pozo <i>et al.</i> (2016) ^c	0
Yu and Lee (2016) ^c	0
Paulet <i>et al.</i> (2015) ^c	0
Bae (2017) ^c	0
Heras-Saizarbitoria <i>et al.</i> (2015) ^c	0
Oh and Park (2015) ^c	0
Bansal <i>et al.</i> (2015) ^c	0
Miras-Rodríguez <i>et al.</i> (2015) ^c	0
Panwar <i>et al.</i> (2015) ^c	0
Ortiz-De-Mandojana and Bansal (2016) ^c	0
Anne <i>et al.</i> (2015) ^c	0
Bollas-Araya <i>et al.</i> (2014) ^c	0

Source: Developed by the authors based on the number of citations according to Google^a, Web of Science^b and Scopus^c

Table II.
Number of citations
of studies

Context	Absolute frequency	Relative frequency (%)
Developed country	28	80.00
Developing country	0	0.00
Not applicable	7	20.00
Total	35	100.00

Source: Developed by the authors through systematisation of the articles

Table III.
Frequency
distribution of the
“Context” dimension

articles (17.14 per cent) addressed the role of CSR in coping with economic crises. Only a small number of articles addressed the effects of economic crises specifically in relation to environmental management initiatives and their role in coping with periods of economic crisis. For instance, García-Pozo *et al.* (2016) identified that Spanish hotels implemented fewer eco-innovative measures as a way to reduce costs and increase competitiveness

during the economic crisis initiated in 2008. Another focus that was not commonly explored by the studies is the effect of economic crises on environmental and financial performance, considering CSR and environmental initiatives as mediators of this relationship (Table IV).

The following RGs have been identified based on the above:

- RG2 – to investigate the effects of economic crises in relation to environmental management initiatives.
- RG3 – to investigate the role of environmental management initiatives in coping with periods of economic crisis.
- RG4 – to investigate the effect of economic crises on environmental and financial performance, considering CSR and environmental practices as mediators of this relationship.

4.2.3 Base theory and research method. Only four articles used one or more base theories for their discussions and analyses. Benlemlih and Bitar (2016) used the stakeholders theory as a basis for their discussions on CSR and the efficiency of investments within the context of an economic crisis. Dias *et al.* (2016) also used the stakeholders theory; they used the theory to investigate the effect of the global financial crisis on the level of CSR disclosures of Portuguese companies. Mia and Al-Mamun (2011) used two theories in their discussions: the stakeholders theory and the legitimacy theory. Jacob (2012) also used two theories: the stakeholders theory and the social risk theory.

Theories are important lenses through which to analyse various issues, and they enable deeper arguments (Glaser and Strauss, 2009). In addition, certain theories, such as the resource-based view, can support findings and discussions on how environmental initiatives can catalyse the overcoming of economic crises in order to improve business performance.

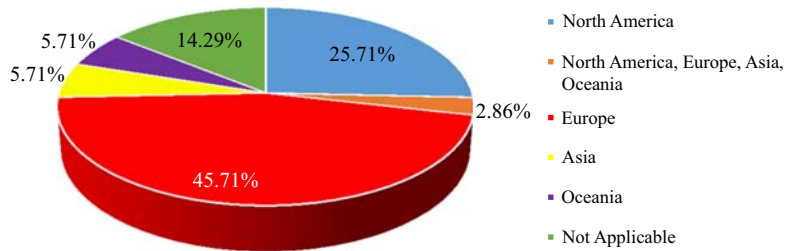


Figure 3. Relationship between continents that were objects of study in the articles

Focus	Absolute frequency	Relative frequency (%)
Effects of economic crises on CSR and its practices	15	42.86
Effects of economic crises specifically on environmental practices	6	17.14
The role of CSR in coping with periods of economic crisis	6	17.14
Effects of economic crises on environmental/CSR/market performance	5	14.29
Effects of economic crises on CSR and its practices and on CSR performance	1	2.86
The role of CSR and environmental practices in coping with periods of economic crisis	2	5.71
Total	35	100.00

Table IV. Frequency distribution of the “Focus” dimension

Source: Developed by the authors through systematisation of the articles

Therefore, based on the scarcity of studies using theories as lenses for analysis, the fifth RG (RG5) is proposed as follows:

- RG5 – to investigate the relationship between CSR/environmental management and periods of economic crisis through theoretical lenses, such as the stakeholders theory, institutional theory, resource-based view, and other appropriate theories.

The research method most used by the analysed articles was the quantitative method (68.57 per cent), as shown in Figure 4. Most of the analyses in the articles which used the quantitative method were performed with secondary data, which highlight the importance of conducting more empirical research, especially field research. None of the studies used mixed methods (Tashakkori and Creswell, 2007), such as using case studies and surveys in the same research.

Therefore, RG6 and RG7 are identified as:

- RG6 – to apply a mixed methods approach in research that addresses the relationship between CSR/environmental management and periods of economic crisis.
- RG7 – to analyse the relationship between CSR/environmental management and periods of economic crisis based on empirical research, especially field research.

4.2.4 Sector analysed. Regarding the sectors that were objects of study in the 35 articles analysed, six studied groups of companies were operating in both the manufacturing and services sectors, seven studied companies were operating in the manufacturing sector, and only five specifically studied companies were in the services sector. The reason for few studies exclusively focusing on service industry could be due to conceptual difficulties, as presented by García-Pozo *et al.* (2016) who studied eco-innovation and economic crisis in the Spanish hotel industry (Table V).

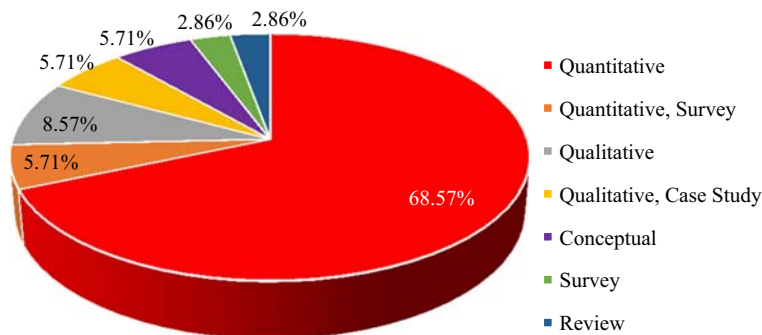


Figure 4.
Relationship between
methods adopted by
the articles

Sector	Absolute frequency	Relative frequency (%)
Manufacturing	7	20.00
Manufacturing and services	6	17.14
Services	5	14.29
Not applicable/Not specified	17	48.57
Total	35	100

Source: Developed by the authors through systematisation of the studies

Table V.
Frequency
distribution of the
“Sector Analysed”
dimension

The eighth RG is indicated as a result of this situation (RG8):

- RG8 – to investigate the relationship between CSR/environmental management and periods of economic crisis in the services sector. The services sector tends to contribute directly and indirectly to the environmental impacts on an economy (Rosenblum *et al.*, 2000).

4.2.5 *Effects of economic crises and CSR practices/environmental practices.* The “effects of economic crises and CSR practices/environmental practices” dimension explores the results of the analysed articles in order to identify potential RGs for future studies. This dimension was coded solely for this purpose.

Out of the 35 articles analysed, 18 (38.30 per cent) found that CSR helps companies to cope with economic crises (see Table VI). For example, Ducassy (2013) highlighted that CSR has a buffering effect in times of crisis, but that it is temporary. Benlemlih and Bitar (2016) stated that companies that are highly engaged with CSR achieve a high level of loyalty from their stakeholders, attract high-quality employees, develop good relations with market players, and build a good image and good reputation, strengthening the business in periods of economic crisis. Glavopoulos *et al.* (2014) noted that some companies believe that CSR and environmental responsibility can support their financial performance during a period of economic crisis. The explanation for this can be found in the research conducted by Giannarakis and Theotokas (2011), in which it was shown that the benefits of CSR are more important for companies during periods of crisis than in normal economic periods, because CSR can help companies differentiate their products or services, and thus re-establish trust between them and their stakeholders, contributing to their survival.

However, nine studies (19.15 per cent) showed that the effects of economic crises negatively influence CSR and its practices. For Bansal *et al.* (2015), the recession may have a negative impact on CSR at the strategic and tactical level, and their results indicate that CSR on a tactical level decreases more in recession times. For Jacob (2012), Karabrahimoglu (2010), and Miras *et al.* (2014), CSR decreases in periods of economic crisis because financial performance decreases and the resources allocated to CSR are therefore reallocated by companies in an effort to survive in the market.

Effects of economic crises and CSR practices/environmental practices	Number of studies dealing with each type of relationship	Relative frequency (%)
Effects of economic crises negatively influence CSR and its practices	9	19.15
Effects of economic crises negatively influence environmental practices	5	10.64
CSR helps the company to cope with economic crises	18	38.30
Environmental practices help the company to cope with economic crises	4	8.51
Effects of economic crises encourage the adoption of low carbon operations management practices	0	0.00
Effects of economic crises discourage the adoption of low carbon operations management practices	2	4.26
Effects of economic crises positively influence CSR practices	6	12.77
Effects of economic crises positively influence environmental practices	0	0.00
Not applicable	3	6.38

Table VI.
Relationship between the effects of economic crises and CSR practices/environmental practices

Source: Developed by the authors through systematisation of the studies

Few articles provide evidence of the relationship between economic crises and environmental practices. Five articles present evidence that the effects of economic crises negatively influence environmental practices. Heras-Saizarbitoria *et al.* (2015) showed that the 2008 economic crisis led the Spanish Government to reduce incentives for companies to seek initial environmental certification, and as a result, because of the country's financial situation, Spanish businesses were more reluctant to renew their certification, since it was seen by some managers as expensive and not necessarily effective. García-Pozo *et al.* (2016) identified that Spanish hotels reduced eco-innovative practices as a way to reduce costs and increase competitiveness during the economic crisis. Four articles show that environmental practices help companies cope with economic crises, but only the article by Iatridis and Kesidou (2016) presents an analysis of environmental management initiatives separately from the social aspects of CSR. The authors report that during economic crises, some companies adopt ISO 14001 in order to strengthen their position in the local market.

Furthermore, only two studies show that the effects of economic crises discourage the adoption of low carbon operations management practices. Regarding this topic, Muhammad *et al.* (2015) stated that financial crises are a major threat to voluntary initiatives that aim to reduce greenhouse gas emissions, such as the Greenhouse Challenge programme created by the Australian Environmental Department. However, Muhammad *et al.* (2015) did not deepen their analyses of the various low carbon operations management practices.

Three RGs are indicated as a result of this situation:

- RG9 – to investigate whether the effects of economic crises negatively influence environmental practices.
- RG10 – to investigate whether environmental practices specifically help companies to cope with economic crises.
- RG11 – to investigate the effects of economic crises on low carbon operations management practices. The importance of this gap is reinforced by the Paris Agreement, signed on 12 December 2015, at the 21st Conference of the Parties (COP21), which aims to keep global warming below 2°C, limiting the temperature increase to a maximum of 1.5°C above preindustrial levels. This agreement states that developed countries should invest 100 billion dollars a year in combating climate change and adapting developing countries (United Nations, 2015). This leads to the question: could future economic crises threaten funding and actions for reducing greenhouse gases emissions?

4.2.6 Effects on environmental and financial performance. Regarding the effects of economic crises on environmental performance, mediated by CSR/environmental practices, two articles reported that environmental practices are related to a negative environmental performance during periods of economic crisis (see Table VII).

Regarding the effects of economic crises on financial performance, mediated by CSR/environmental practices, 20 per cent of the articles reported that CSR is related to positive

Effects on environmental performance	Absolute frequency	Relative frequency (%)
Environmental practices related to negative environmental performance in periods of economic crisis	2	5.71
Not applicable	33	94.28
Total	35	100.00

Source: Developed by the authors through systematisation of the studies

Table VII.
Frequency
distribution of the
“Effects on
Environmental
Performance”
dimension

financial performance during periods of economic crisis (see Table VIII). For instance, Oh and Park (2015) showed that during the 2008 economic crisis in South Korea, which coincided with a “green” growth strategy announced by the country’s government, the effects of CSR on the financial performance of the companies analysed improved. In the same vein, Benlemlih and Bitar (2016) stated that CSR has a significant positive effect on the efficiency of investments during economic crises.

Based on what has been presented and the low number of articles identified in the search, the RG4 is particularly important: the effect of economic crises on environmental and financial performance, considering CSR and environmental practices as mediators of this relationship. In addition, another RG was identified:

- RG12 – to investigate best management practices and success cases in relation to mitigating the effects of the economic crisis on business performance.

5. Discussion: marriage and divorce

The literature does not provide a clear consensus on the relationship between economic crises and social responsibility. There are cases where there is a marriage between the challenges of crises and social and environmental opportunities, in pursuit of gains. In other cases, there is a divorce, where economic crises consequences lead to the abandonment of environmental initiatives by businesses. About 12.77 per cent of the studies analysed report that economic crises tend to encourage environmental and social initiatives; however, approximately 30 per cent of the studies state that periods of economic crisis negatively affect social and environmental initiatives. In contrast, about 47 per cent the studies found that social and environmental initiatives are important in coping with economic crises. Therefore, it can be assumed that two types of relationship exist (see Figure 5), the first an abrupt divorce between economic crises and awareness of the social and environmental benefits; and the second, in which social and environmental investments continue even during economic crises, seen as an opportunity for growth.

The first relationship reflects that in periods of severe economic crisis, financial performance is negatively affected by the uncertainties of the market and in their effort to survive, companies seek to reduce costs as much as possible, which includes reductions in social and environmental initiatives; thus, a negative perspective develops in relation to the benefits of a union between “corporate objectives” and “social responsibility initiatives”, in which the crisis imposes general losses on the business and on the social and environmental areas in particular. The main justification the studies give for this form of relationship is that during economic crises, financial resources become scarcer and more

Effects on financial performance during periods of economic crisis	Absolute frequency	Relative frequency (%)
CSR related to positive financial performance in periods of economic crisis	7	20.00
CSR and environmental practices related to positive financial performance in periods of economic crisis	2	5.71
CSR and environmental practices related to negative financial performance in periods of economic crisis	1	2.86
Environmental practices related to negative financial performance in periods of economic crisis	1	2.86
Not applicable	24	68.57
Total	35	100.00

Table VIII.
Frequency distribution of the “Effects on Financial Performance” dimension

Source: Developed by the authors through systematisation of the studies

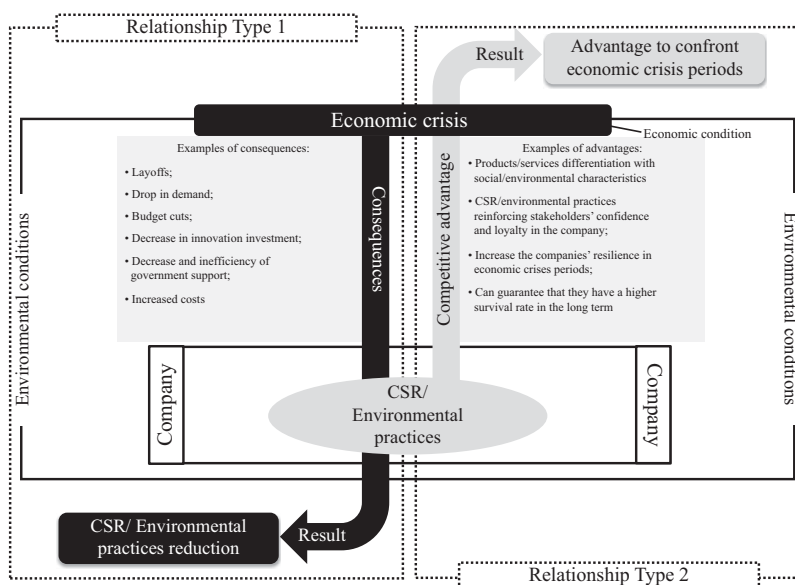


Figure 5.
Relationship between
economic crises and
CSR/environmental
practices

tightly controlled, and so resources that were previously allocated to CSR are reallocated in order for the company to survive in the market.

The second approach suggests that in periods of economic crisis, social responsibility emerges as a special characteristic that can help companies cope with the crisis. The legitimacy and social capital gained by a company with social and environmental responsibility can represent an advantage that others cannot easily obtain. For example, social responsibility can help companies to differentiate their products or services and thus re-establish a relationship of trust and high loyalty with their stakeholders in times of economic crisis (Benlemlih and Bitar, 2016; Giannarakis and Theotokas, 2011). Both social and environmental practices increase the companies' resilience in this crisis period (Harwood *et al.*, 2011; Ortiz-De-Mandojana and Bansal, 2016) and can guarantee that they have a higher survival rate in the long term (Ortiz-De-Mandojana and Bansal, 2016). Thus, although the economic crisis represents a great challenge, gains are possible through investment in social and environmental initiatives. As such, the marriage between corporate investment and the benefits of social and environmental initiatives is seen as positive.

The second relationship, which argues that the link between "corporate investment" and the "benefits of social and environmental initiatives" is beneficial, even in challenging times, is the most frequently found in the literature. As shown above, 46.81 per cent of the studies analysed took this position. In summary, the studies report that CSR can help companies cope during periods of economic crisis, because stakeholders can see it as a positive factor during turbulent economic periods, reinforcing their confidence in the company.

6. Final considerations

In just over two decades, the world has witnessed various economic crises, such as financial crises in Asia, Russia, Argentina, Europe, and more recently, in emerging BRIC countries, especially in Brazil. However, do economic crises affect corporate social and environmental initiatives? Do they damage this relationship? In times of crisis, does the marriage between the corporate world and social and environmental initiatives remain stable, or is there an abrupt divorce of these aspects? All these questions were a part of the motivation for this research.

In addition, literature on the issue is scarce and not unanimous, meaning an integrative and systematic review of the issue is required.

The results can be summarised as follows:

- Most of the analysed studies reported that CSR helps companies cope with economic crises by increasing the efficiency of investments and establishing better relationships with stakeholders and markets.
- Environmental practices are related to negative environmental performance in periods of economic crisis, and CSR is related to positive financial performance in periods of economic crisis.
- A research agenda on the issue needs to be followed, guided by the 12 RGs identified in Section 4.

This research agenda includes investigating the relationship between CSR/environmental management and periods of economic crisis within the context of developing countries, since these are historically the most susceptible to economic crises. The effects of economic crises in relation to environmental practices needs to be investigated – having been rarely explored in the literature – to analyse whether crises negatively affect these practices, and to investigate the role of these practices in facing periods of economic crisis, analysing whether they help companies cope with the situation. The effect of economic crises on environmental and financial performance needs to be understood, considering CSR and environmental practices as mediators. This relationship needs to be explored through a wider range of theoretical lenses, using mixed research methods. Additionally, more empirical research needs to be conducted. The services sector needs to be further explored as an object of study in this relationship. Finally, the effects of economic crises on low carbon operations management practices also need to be investigated and understood, given they are almost completely unexplored in the literature.

It is hoped that this paper will shed light on the controversial relationship between economic crises and corporate investment in social and environmental initiatives, which although rarely studied and systematised, attract the attention of academics, corporate leaders, and society as a whole. However, it should be noted that this paper has some limitations. First, the literature searches were restricted to keyword combinations, which may have limited the results. Second, articles which have been written since the search were, of course, outside the scope of the analysis. Finally, the search for articles was performed only on the Scopus database, which despite being highly prominent, cannot be considered as synonymous with the “latest research on the issue”.

References

- Acemoglu, D., Johnson, S., Robinson, J. and Thaicharoen, Y. (2003), “Institutional causes, macroeconomic symptoms: volatility, crises and growth”, *Journal of Monetary Economics*, Vol. 50 No. 1, pp. 49-123.
- Anne, O., Burskyte, V., Stasiskiene, Z. and Balciunas, A. (2015), “The influence of the environmental management system on the environmental impact of seaport companies during an economic crisis: lithuanian case study”, *Environmental Science and Pollution Research*, Vol. 22 No. 2, pp. 1072-1084.
- Archibugi, D., Filippetti, A. and Frenz, M. (2013), “The impact of the economic crisis on innovation: evidence from Europe”, *Technological Forecasting and Social Change*, Vol. 80 No. 7, pp. 1247-1260.
- Arevalo, J.A. and Aravind, D. (2010), “The impact of the crisis on corporate responsibility: the case of UN global compact participants in the USA”, *Corporate Governance*, Vol. 10 No. 4, pp. 406-420.

- Bae, H. (2017), "Do plants decrease pollution reduction efforts during a recession? Evidence from upstate New York chemical plants during the US great recession", *Environmental and Resource Economics*, Vol. 66 No. 4, pp. 671-687
- Bansal, P., Jiang, G.F. and Jung, J.C. (2015), "Corrigendum to 'managing responsibly in tough economic times: strategic and tactical CSR during the 2008-2009 global recession'", *Long Range Planning*, Vol. 48 No. 3, pp. 69-79.
- Becker, S.D., Mahlendorf, M.D., Schäffer, U. and Thaten, M. (2016), "Budgeting in times of economic crisis", *Contemporary Accounting Research*, Vol. 33 No. 4, pp. 1489-1517.
- Benlemlih, M. and Bitar, M. (2016), "Corporate social responsibility and investment efficiency", *Journal of Business Ethics*, Vol. 30 No. 1, pp. 1-25.
- Bollas-Araya, H.M., Seguí-Mas, E. and Polo-Garrido, F. (2014), "Sustainability reporting in European cooperative banks: an exploratory analysis", *Revesco Revista de Estudios Cooperativos*, Vol. 115 No. 1, pp. 30-56.
- Brzezinski, M. (2015), "Power laws in citation distributions: evidence from Scopus", *Scientometrics*, Vol. 103 No. 1, pp. 213-228.
- Burns, T.E. and Stalker, G.M. (1961), *The Management of Innovations*, Tavi-Stock Publications, London.
- Carroll, A.B. (1979), "A three-dimensional conceptual model of corporate performance", *Academy of Management Review*, Vol. 4 No. 4, pp. 497-505.
- Carroll, A.B. (1991), "The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders", *Business Horizons*, Vol. 34 No. 4, pp. 39-48.
- Carroll, A.B. (1999), "Corporate social responsibility: evolution of a definitional construct", *Business & Society*, Vol. 38 No. 3, pp. 268-295.
- Carroll, A.B. and Shabana, K.M. (2010), "The business case for corporate social responsibility: a review of concepts, research and practice", *International Journal of Management Reviews*, Vol. 12 No. 1, pp. 85-105.
- Carollo, L. and Guerci, M. (2017), "Between continuity and change: CSR managers' occupational rhetorics", *Journal of Organizational Change Management*, Vol. 30 No. 4, pp. 632-646.
- Chandler, A.D. (1990), *Strategy and Structure: Chapters in the History of the Industrial Enterprise*, MIT press, Cambridge, MA.
- Choudhry, M.T., Marelli, E. and Signorelli, M. (2012), "Youth unemployment rate and impact of financial crises", *International Journal of Manpower*, Vol. 33 No. 1, pp. 76-95.
- Chzhen, Y. (2016), "Perceptions of the economic crisis in Europe: do adults in households with children feel a greater impact?", *Social Indicators Research*, Vol. 127 No. 1, pp. 341-360.
- Cornett, M.M., Erhemjants, O. and Tehranian, H. (2016), "Greed or good deeds : an examination of the relation between corporate social responsibility and the financial performance of US commercial banks around the financial crisis", *Journal of Banking and Finance*, Vol. 70 No. 1, pp. 137-159.
- Dauvergne, P. (1999), "The environmental implications of Asia's 1997 financial crisis", *IDS Bulletin*, Vol. 30 No. 3, pp. 31-42.
- Dias, A., Rodrigues, L.L. and Craig, R. (2016), "Global financial crisis and corporate social responsibility disclosure", *Social Responsibility Journal*, Vol. 12 No. 4, pp. 654-671.
- Dornfeld, D. (Ed.) (2012), *Green Manufacturing: Fundamentals and Applications*, Springer Science & Business Media, Berkely, CA.
- Dubey, R. and Bag, S. (2014), "Antecedents of green manufacturing practices: a journey towards manufacturing", in Luo, Z. (Ed.), *Smart Manufacturing Innovation and Transformation: Interconnection and Intelligence: Interconnection and Intelligence*, IGI Global, Hershey, PA, pp. 333-354.
- Ducassy, I. (2013), "Does corporate social responsibility pay off in times of crisis? An alternate perspective on the relationship between financial and corporate social performance", *Corporate Social Responsibility and Environmental Management*, Vol. 20 No. 3, pp. 157-167.

- Ellis, L. and Bastin, C. (2011), "Corporate social responsibility in times of recession: changing discourses and implications for policy and practice", *Corporate Social Responsibility and Environmental Management*, Vol. 18 No. 5, pp. 294-305.
- Filippetti, A. and Archibugi, D. (2011), "Innovation in times of crisis: national systems of innovation, structure, and demand", *Research Policy*, Vol. 40 No. 2, pp. 179-192.
- Garcés-Ayerbe, C., Scarpellini, S., Valero-Gil, J. and Rivera-Torres, P. (2016), "Proactive environmental strategy development: from laggard to eco-innovative firms", *Journal of Organizational Change Management*, Vol. 29 No. 7, pp. 1118-1134.
- García-Benau, M.A., Sierra-Garcia, L. and Zorio, A. (2013), "Financial crisis impact on sustainability reporting", *Management Decision*, Vol. 51 No. 7, pp. 1528-1542.
- García-Pozo, A., Sánchez-Ollero, J.L. and Ons-Cappa, M. (2016), "ECO-innovation and economic crisis: a comparative analysis of environmental good practices and labour productivity in the Spanish hotel industry", *Journal of Cleaner Production*, Vol. 138 No. 1, pp. 2008-2015.
- Giannarakis, G. and Theotokas, I. (2011), "The effect of financial crisis in corporate social responsibility performance", *International Journal of Marketing Studies*, Vol. 3 No. 1, pp. 2-10.
- Glaser, B.G. and Strauss, A.L. (2009), *The Discovery of Grounded Theory: Strategies for Qualitative Research*, Transaction Publishers, Piscataway, NJ.
- Glavopoulos, E., Bersimis, S., Georgakellos, D. and Sfakianakis, M. (2014), "Investigating the factors affecting companies' attitudes towards CSR and CER during the fiscal crisis in Greece", *Journal of Environmental Planning and Management*, Vol. 57 No. 11, pp. 1612-1641.
- Govindan, K., Diabat, A. and Madan Shankar, K. (2015), "Analyzing the drivers of green manufacturing with fuzzy approach", *Journal of Cleaner Production*, Vol. 96 No. 1, pp. 182-193.
- Green, T. and Peloza, J. (2015), "How did the recession change the communication of corporate social responsibility activities?", *Long Range Planning*, Vol. 48 No. 2, pp. 108-122.
- Greenpeace (2015), "Radiografía social del medio ambiente en España", available at: www.greenpeace.org/espana/Global/espana/2015/Report/general/gp_radiografia_web.pdf (accessed 16 June 2016).
- Harwood, I., Humby, S. and Harwood, A. (2011), "On the resilience of corporate social responsibility", *European Management Journal*, Vol. 29 No. 4, pp. 283-290.
- Harzing, A.W. and Alakangas, S. (2016), "Google scholar, scopus and the web of science: a longitudinal and cross-disciplinary comparison", *Scientometrics*, Vol. 106 No. 2, pp. 787-804.
- Heras-Saizarbitoria, I., Boiral, O. and Arana, G. (2015), "Renewing environmental certification in times of crisis", *Journal of Cleaner Production*, Vol. 115 No. 1, pp. 214-223.
- Huisingsh, D. (2012), "Call for comprehensive/integrative review articles", *Journal of Cleaner Production*, Vols 29-30 No. 1, pp. 1-2.
- Iatridis, K. and Kesidou, E. (2016), "What drives substantive versus symbolic implementation of ISO14001 in a time of economic crisis? Insights from Greek manufacturing companies", *Journal of Business Ethics*, pp. 1-19, available at: <https://link.springer.com/article/10.1007/s10551-016-3019-8>
- International Organization For Standardization (2010), "ISO 26000: social responsibility", available at: www.iso.org/iso/home/standards/iso26000.htm (accessed 30 April 2016).
- Jaakson, K., Reino, A. and Mötsmees, P. (2012), "Is there a coherence between organizational culture and changes in corporate social responsibility in an economic downturn?", *Baltic Journal of Management*, Vol. 7 No. 2, pp. 202-216.
- Jabbour, C.J.C. (2013), "Environmental training in organisations: from a literature review to a framework for future research", *Resources, Conservation and Recycling*, Vol. 74 No. 1, pp. 144-155.
- Jacob, C.K. (2012), "The impact of financial crisis on corporate social responsibility and its implications for reputation risk management", *Journal of Management and Sustainability*, Vol. 2 No. 2, pp. 259-276.
- Jóhannsdóttir, L., Ólafsson, S. and Davidsdóttir, B. (2015), "Leadership role and employee acceptance of change", *Journal of Organizational Change Management*, Vol. 28 No. 1, pp. 72-96.

- Karaibrahimoglu, Y.Z. (2010), "Corporate social responsibility in times of financial crisis", *African Journal of Business Management*, Vol. 4 No. 4, pp. 382-389.
- Karanikolos, M., Mladovsky, P., Cylus, J., Thomson, S., Basu, S., Stuckler, D., MacKenbach, J.P. and McKee, M. (2013), "Financial crisis, austerity, and health in Europe", *The Lancet*, Vol. 381 No. 9874, pp. 1323-1331.
- Kashmiri, S. and Mahajan, V. (2014), "Beating the recession blues: exploring the link between family ownership, strategic marketing behavior and firm performance during recessions", *International Journal of Research in Marketing*, Vol. 31 No. 1, pp. 78-93.
- Kondo, N., Subramanian, S.V., Kawachi, I., Takeda, Y. and Yamagata, Z. (2008), "Economic recession and health inequalities in Japan: analysis with a national sample, 1986-2001", *Journal of Epidemiology and Community Health*, Vol. 62 No. 10, pp. 869-875.
- Kotler, P. and Lee, N. (2008), *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause*, John Wiley & Sons, Hoboken, NJ.
- Lage Junior, M. and Godinho Filho, M. (2010), "Variations of the kanban system: literature review and classification", *International Journal of Production Economics*, Vol. 125 No. 1, pp. 13-21.
- Lauesen, L.M. (2013), "CSR in the aftermath of the financial crisis", *Social Responsibility Journal*, Vol. 9 No. 4, pp. 641-663.
- Lawrence, P.R. and Lorsch, J.W. (1967), "Differentiation and integration in complex organizations", *Administrative Science Quarterly*, Vol. 12 No. 1, pp. 1-47.
- Lekakis, J.N. and Kousis, M. (2013), "Economic crisis, Troika and the environment in Greece", *South European Society and Politics*, Vol. 18 No. 3, pp. 305-331.
- Madrid-Guijarro, A., Garcia-Pérez-de-Lema, D. and Van Auken, H. (2016), "Financing constraints and SME innovation during economic crises", *Academia Revista Latinoamericana de Administración*, Vol. 29 No. 1, pp. 84-106.
- Mariano, E.B., Sobreiro, V.A. and Rebelatto, D.A.D.N. (2015), "Human development and data envelopment analysis: a structured literature review", *Omega*, Vol. 54 No. 1, pp. 33-49.
- Mia, P. and Al-Mamun, A. (2011), "Corporate social disclosure during the global financial crisis", *International Journal of Economics and Finance*, Vol. 3 No. 6, pp. 174-187.
- Millar, C., Hind, P. and Magala, S. (2012), "Sustainability and the need for change: organisational change and transformational vision", *Journal of Organizational Change Management*, Vol. 25 No. 4, pp. 489-500.
- Miras, M., Escobar, B. and Carrasco, A. (2014), "Are Spanish listed firms betting on CSR during the Crisis? Evidence from the agency problem", *Business and Management Research*, Vol. 3 No. 1, pp. 85-95.
- Miras-Rodríguez, M. D. M., Escobar-Pérez, B. and Galan-González, J.L. (2015), "Efecto de la crisis sobre el compromiso social de las empresas españolas cotizadas", *Universia Business Review*, Vol. 2015 No. 48, pp. 18-51.
- Muhammad, N., Scrimgeour, F., Reddy, K. and Abidin, S. (2015), "The relationship between environmental performance and financial performance in periods of growth and contraction: evidence from Australian publicly listed companies", *Journal of Cleaner Production*, Vol. 102 No. 1, pp. 324-332.
- Narjoko, D. and Hill, H. (2007), "Winners and losers during a deep economic crisis: firm-level evidence from Indonesian manufacturing", *Asian Economic Journal*, Vol. 21 No. 4, pp. 343-368.
- Oh, W. and Park, S. (2015), "The relationship between corporate social responsibility and corporate financial performance in Korea", *Emerging Markets Finance and Trade*, Vol. 51 No. S3, pp. 85-94.
- Okumus, F. and Karamustafa, K. (2005), "Impact of an economic crisis: evidence from Turkey", *Annals of Tourism Research*, Vol. 32 No. 4, pp. 942-961.
- Ortiz-de-mandojana, N. and Bansal, P. (2016), "The long-term benefits of organizational resilience through sustainable business", *Strategic Management Journal*, Vol. 37 No. 8, pp. 1615-1631.

- Panwar, R., Nybakk, E., Pinkse, J. and Hansen, E. (2015), "Being good when not doing well: examining the effect of the economic downturn on small manufacturing firms' ongoing sustainability-oriented initiatives", *Organization & Environment*, Vol. 28 No. 2, pp. 204-222.
- Paulet, E., Parnaudeau, M. and Relano, F. (2015), "Banking with ethics: strategic moves and structural changes of the banking industry in the aftermath of the subprime mortgage crisis", *Journal of Business Ethics*, Vol. 131 No. 1, pp. 199-207.
- Pavlínek, P. and Ženka, J. (2010), "The 2008-2009 automotive industry crisis and regional unemployment in central Europe", *Cambridge Journal of Regions, Economy and Society*, Vol. 3 No. 3, pp. 349-365.
- Perles-Ribes, J.F., Ramón-Rodríguez, A.B., Sevilla-Jiménez, M. and Moreno-Izquierdo, L. (2016), "Unemployment effects of economic crises on hotel and residential tourism destinations: the case of Spain", *Tourism Management*, Vol. 54 No. 1, pp. 356-368.
- Rao, P. (2002), "Greening the supply chain: a new initiative in South East Asia", *International Journal of Operations & Production Management*, Vol. 22 No. 6, pp. 632-655.
- Rosenblum, J., Horvath, A. and Hendrickson, C. (2000), "Environmental implications of service industries", *Environmental Science and Technology*, Vol. 34 No. 22, pp. 4669-4676.
- Rusinko, C.A. (2007), "Green manufacturing: an evaluation of environmentally sustainable manufacturing practices and their impact on competitive outcomes", *IEEE Transactions on Engineering Management*, Vol. 54 No. 3, pp. 445-454.
- Sahut, J.-M., Boulerne, S., Mili, M. and Teulon, F. (2012), "What relation exists between corporate social responsibility (csr) and longevity of firms? Medhi Mili", *International Journal of Business*, Vol. 17 No. 2, pp. 1-16.
- Sangwan, K.S. and Mittal, V.K. (2015), "A bibliometric analysis of green manufacturing and similar frameworks", *Management of Environmental Quality: An International Journal*, Vol. 26 No. 4, pp. 566-587.
- Seuring, S. and Müller, M. (2008), "From a literature review to a conceptual framework for sustainable supply chain management", *Journal of Cleaner Production*, Vol. 16 No. 15, pp. 1699-1710.
- Shen, C.-H., Wu, M.-W., Chen, T.-H. and Fang, H. (2016), "To engage or not to engage in corporate social responsibility: empirical evidence from global banking sector", *Economic Modelling*, Vol. 55 No. 1, pp. 207-225.
- Stiglitz, J.E. (2009), "The current economic crisis and lessons for economic theory", *Eastern Economic Journal*, Vol. 35 No. 35, pp. 281-296.
- Tashakkori, a. and Creswell, J.W. (2007), "Editorial: the new era of mixed methods", *Journal of Mixed Methods Research*, Vol. 1 No. 1, pp. 3-7.
- The Guardian* (2016a), "No global economic crisis yet, but the ingredients are there", 20 January, p. 1, available at: www.theguardian.com/business/2016/jan/20/no-global-economic-crisis-yet-but-the-ingredients-are-there (accessed 23 June 2016).
- The Guardian* (2016b), "Worsening economies threaten to undo gains against poverty – ILO", 19 May, p. 1, available at: www.theguardian.com/business/2016/may/17/worsening-economies-gains-against-poverty-ilo-un-developing-world-better-jobs (accessed 23 June 2016).
- Tuan, L.T. (2013), "Underneath organizational health and knowledge sharing", *Journal of Organizational Change Management*, Vol. 26 No. 1, pp. 139-168.
- United Nations (2015), "Adoption of the Paris agreement", available at: <http://unfccc.int/resource/docs/2015/cop21/eng/109r01.pdf> (accessed 23 June 2016).
- Wirth, H., Kulczycka, J., Hausner, J. and Ko, M. (2016), "Corporate social responsibility : communication about social and environmental disclosure by large and small copper mining companies", *Resources Policy*, Vol. 49 No. 1, pp. 53-60.
- Yelkikalan, N. and Köse, C. (2012), "The effects of the financial crisis on corporate social responsibility", *International Journal of Business and Social Science*, Vol. 3 No. 3, pp. 59-94.

- Yu, S. and Lee, N. (2016), "Financial crisis, politically connected CEOs, and the performance of state-owned enterprises: evidence from Korea", *Emerging Markets Finance and Trade*, Vol. 52 No. 9, pp. 2087-2099.
- Yusoff, W.F.W. and Adamu, M.S. (2016), "The relationship between corporate social responsibility and financial performance: evidence from Malaysia", *International Business Management*, Vol. 10 No. 4, pp. 345-351.
- Zasuwa, G. (2016), "Do the ends justify the means? How altruistic values moderate consumer responses to corporate social initiatives", *Journal of Business Research*, Vol. 69 No. 9, pp. 3714-3719.
- Zhu, Q. and Sarkis, J. (2006), "An inter-sectoral comparison of green supply chain management in China: drivers and practices", *Journal of Cleaner Production*, Vol. 14 No. 5, pp. 472-486.

Corresponding author

Charbel Jose Chiappetta Jabbour can be contacted at: cjcjabbour@gmail.com