

## THE MARKET AND QUALITY PERSPECTIVE OF CSR AND CRISIS MANAGEMENT – A LITERATURE REVIEW

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**Purpose:** The study provides a concise overview of the CSR concept in the literature regarding two market's aspects – quality and marketing. The aim of the study is to analyse to what extent a CSR maps to crisis management phases.

**Design/methodology/approach:** The article entails a literature review of 352 articles published in the years 2006-2021 supported by machine learning.

**Findings:** 15 thematic groups were identified. It is impossible to point to unambiguous thematic trends in relation to the topics in the analysed articles. CSR as a field includes three main elements (economic, environmental, social), but this concept can be considered in many areas and a wide range of organizational activities, which was shown in the article in individual thematic groups.

**Research limitations/implications:** As every literature review serves as a snapshot of a particular period, the results of the study are limited. Future research may also concern the qualitative research (e.g., case-studies in individual companies) and quantitative research (e.g., focusing on specific aspects and/or dedicated samples).

**Practical implications:** The CSR implementation is not a single and short-term organization's project, but an element of a long-term strategy and market trends. It is an important practical information for all organizations undertaking activities in corporate social responsibility.

**Social implications:** The results of the presented research help the reader to see a broader perspective of CSR activities. Microeconomic activities within the CSR triad influence the macroeconomic scale - the global increase in awareness of business responsibility towards society.

**Originality/value:** This is the first paper containing the literature review results on CSR considering the aspects of quality and marketing. The crisis management perspective was also considered as an issue related to the intensity of organizational activities in CSR.

**Keywords:** CSR, crisis, quality, marketing, text-mining.

**Category of the paper:** Literature review.

## 1. Introduction

Business activities are focused primarily on the economic aspect; a company generates revenue by serving customers who pay for the value delivered by a company. Customers base their purchase decisions on the perceived value that relates to perceived quality of the offering and the costs associated with the purchase. However, customers have been increasingly paying attention to the quality of products as well as to environmental and social issues. Responding to rising public awareness (Deloitte, 2021; Lai, 2021), companies started implementing responsible practices (e.g., CSR). According to research by Dentsu and Microsoft, 91% of consumers pay attention to brands which demonstrate sustainability commitments and 59% of them are willing to resign from shopping brands that does not implement sustainable practices (Dentsu, 2021). In response to the market trends and consumer expectations there is a growing number of companies which have been underlying their social goal statements (Global Reporting Initiative, 2022).

Consumers' expectations affect the activities of the organization in two ways. First, it is necessary to offer products of appropriate quality, and second, it is important to undertake and communicate socially responsible activities. The successful implementation of activities rests on organizational capability to function in an uninterrupted, continuous manner. From the beginning of 2020, the literature shows a noticeable increase in focusing on business continuity and organizational resilience (Hillmann, 2020), organization's stakeholders and the previously unnoticed macroeconomic dimension – cooperation in various fields of functioning in relation to the current competition, regardless of the market under consideration (e.g., consumer markets or business markets). Concepts of organizational resilience and business continuity relate to crisis and crisis management. Crisis is a situation that disrupts the activities of the organisation's day-to-day operations. In fact, "crisis by nature is an unprecedented event which does not give us much time to prepare in advance" (Bhaduri, 2019, p. 538). The emergence of a crisis triggers a need to do "something" that would allow a swift "as-soon-as-possible" (ASAP) return to so-called "business-as-usual" (BAU) level. Crisis management (CM) concerns individual organizations and for this reason range of applicable activities may differ between them depending on the adopted criteria for defining "crisis" (Khodarahmi, 2009). The most widely used crisis management model indicates three stages: the pre-crisis period, the crisis management, and the post-crisis stage (Parnell, Crandall, 2017). Crisis management activities in an organization often relate to the application of predictable mitigation strategies during the pre-crisis stage and are not correlated with BCM activities which should be launched during a crisis phase (Bowers et al., 2017). Taking actions to strengthen the organization's resilience to crises and preparing response actions is very important from the perspective of functioning on the market. It was clearly exemplified by the COVID-19 crisis – the worst shrink of the global economy in the 2020 year since the 1930s

Great Depression (Chan, 2020) that caused millions of Americans to apply for unemployment benefits in April 2020 (Mutikani, 2020).

The importance of CSR is also influenced by the stage of crisis management phase (pre/crisis/after) of the company itself (e.g., the need to recall a defective product) or the market (e.g., financial crisis of 2008 or COVID-19). Consumers' expectations influence the activities of organizations, and these in turn, are exposed to various crises. The necessity to consider many aspects of the functioning of the organization, in particular social responsibility, makes organizations undertake activities in CSR. Thus, it deems the analyses of CSR activities in relation to the crisis management phases, the intensity of the occurrence of various aspects of CSR (i.e., the "economy-environment-society" triad) and their connection to the issues of quality and marketing a highly relevant undertaking.

The article consists of three parts. The first shows technical aspects of conducted literature review. Second part presents the data-mining process aimed at searching for relationships and trends in the literature between the analysed issues and the analysis of the obtained data. The third part is related to the interpretation of the obtained results from text-mining and followed by conclusions.

## 2. Methodology

The main element shown in purpose of that article is to identify types of CSR activities in the context of product quality and marketing activities with perspective of crisis management. SCOPUS database has been selected to identify relevant studies as the most inclusive database. Some studies have selected a wide range of databases (including e.g., Web of Science, EBSCO) to identify relevant articles, but the selection for this article was based on three assumptions. Scopus is larger than Web of Science, provides high coverage from non-Western countries, and has a high percentage (99.1%) of titles shared with Web of Science (WoS). Further, a recent study by Singh et al. (2021) emphasizes the close matching of the largest databases in the scientific area of our research. In conclusion, we consider Scopus to be sufficient for a literature search to meet the objectives of our study.

In the Scopus database, a simultaneous search focusing on Title, Abstract and Keywords has been conducted (Vrontis & Christofi, 2021). The following thematic search strings to identify relevant articles have been included: a) "CSR" OR "quality" OR "marketing" OR "crisis" OR "management"; b) "corporate" OR "social" OR "responsibility" OR "crisis management"; c) "CSR" OR "b2b" OR "b2c" OR compan\* OR firm\* OR supplier\* OR organization\*.

Due to the wide coverage of the CSR topic, strict inclusion criteria for the articles have been implemented (Kushwah et al., 2019): (a) studies published in English, (b) full-text journal article, (c) directly related with at least two of the keywords (i.e., CSR and any of the remaining), (d) Scopus Q1 or Q2 ranking. Ultimately, 352 articles have been sourced and analysed.

## 2.1. The method

To analyse the body of the literature, we use the methodology based on an active learning algorithm. This means that the algorithm is “allowed to choose the training data from which it learns” (Settles, 2009, p. 10). An active learner allows handling data that comes without any assigned characteristics of a defined outcome (i.e., unlabelled data). Some authors raise the question of a researcher bias in literature review (Wawak et al., 2020) and suggest using active learners may mitigate possible risk.

Machine learning is applicable to various tasks in all stages of a literature review process to alleviate the research burden, improve productivity (Bekhuis, Demner-Fushman 2010; O’Mara-Eves et al., 2015), and automate literature screening and categorization (Miwa et al., 2014). Within this field, text mining, and specifically so-called topic modelling, have recently gained momentum due to important benefits offered to researchers:

- speed: text mining helps in completing the reviewing process faster (Moro et al., 2019),
- flexibility: the procedures for text mining allow for tuning numerous parameters and handling various types of unstructured information (Wawak et al., 2020; Moro et al., 2019),
- scope: text mining allows to easily handle large collections of texts (Wawak et al., 2020; Zaki, McColl-Kennedy, 2020),
- objectivity: text mining and autonomous topic extraction reduces researcher bias (Wawak et al., 2020; Zaki, McColl-Kennedy, 2020).

Recently, much more emphasis has been put on applying novel review methodologies in management sciences (Miwa et al., 2014). For example, Wawak, Rogala, and Dahlgard-Park (2020) used a text mining approach to identify research trends in quality management studies in years 2000-2019. The authors analysed 4,833 papers using TF-IDF and hierarchical clustering algorithm (HDBSCAN). As a result, they identified the evolution of 45 topics in scholarly literature. There has been also a noticeable interest in text mining in the service literature (Villarroel Ordenes, Zhang, 2019), though it is mainly applied to customer generated content (Situmeang et al., 2020; Villarroel Ordenes, Zhang, 2019).

Since CSR presents a broad domain of scholarly output, we apply the machine learning model to distil main topics and their evolution. We use time adjusted Latent Dirichlet Allocation (LDA) model. LDA is a hierarchical Bayesian model (Blei et al., 2003), an unsupervised learning method which was found to boost the performance of active learning algorithm without

applying manual annotation to documents (Miwa et al., 2014). In LDA, the topic distribution of a document is generated stochastically, assuming a Dirichlet distribution (prior and posterior). A stochastic model that assumes a generation process by a probability distribution is collectively called a generative topic model.

## 2.2. Approach

We followed the approach described by Kitanaka et al. (2021). The authors developed and validated the topic modelling in an academic setting by comparing the results of an autonomous reader with a traditional literature review. The content of selected papers was extracted in Content ExtRactor and MINEr (Tkaczyk et al., 2015). The resulted XML files were parsed and processed using Python scripts developed by the authors.

The quality of a topic, as measured by coherence, can be thought of as how easy it is for people to understand a topic emerging from the words. Or, in layman's terms, that the words within a topic are consistent and people can tell what the topic is just by looking at it. Therefore, we chose coherence as an indicator of the model fit (Wawak et al., 2020). In the simulated runs of our LDA model, the maximum coherence score was achieved in  $K = 15$  topics.

In the LDA model, a topic is represented by a combination of phrases and their respective weights (Kitanaka et al., 2021). Thus, each document can be described by probability of belonging to a given topics:  $w_n = P(d | T)$ , where  $d$  is a document and  $T$  is a topic.

## 3. Results

Each of the 15 identified topics has been named after careful investigation of the most prevalent terms that formed the topic. Also, the articles with the highest topic weights (i.e., belonging mainly to a given topic) have been considered. The 15 topics identified in the analysis corroborate the notion of sparse scholarly discussion about CSR (see Table 1 in the Appendix). The prevalence of topics in the observation window (2006-2021) provides important insights for the analysis. First, the mapping of individual topics depending on the phase of crisis management allows to note that in the pre-crisis and post-crisis phase, the publications relate mainly to: "6. CSR: ethical and institutional perspective", "11. CSR: impact on financial performance", and "13. CSR: internal perspective". In the crisis phase, the analysis points predominantly "1. CSR: international aspects" and "4. CSR: reporting". It is worth paying attention to two issues: the fluctuation of the thematic intensity over the years and the possibility of identifying the thematic conjunction for these groups.

Firstly, in all three thematic groups there is a large fluctuation in the intensity of the title issues in articles over the years. When analysing the intensity peaks, there is a thematic link with the phases of crisis management:

- “6. CSR: ethical and institutional perspective”. Most articles on these issues were published in the pre-crisis phase (2006-2007, before the financial crisis) and in 2011 (after the crisis). In subsequent years, the topic is not displayed in publications.
- “4. CSR: reporting”. An intensive publication summit for the issues of reporting CSR activities falls on the years 2008-2009 (the period of the financial crisis), then suddenly the subject appeared in 2014 and since then there has been a noticeable decline in the coverage of this subject in scientific publications.
- “11. CSR: impact on financial performance”. An interesting aspect is a similar fluctuation of publication intensity in this group compared to the previous one. From the research and analytical point of view, the topic was heavily exploited in the pre-crisis times (2008-2019) and noticeable in 2014. Reporting of activities in the field of CSR concerns mainly the "impact" (in the cause-effect relationship "company-market") and "financial performance" (in the reverse "market-company" perspective)

Secondly, when analysing the three groups through the prism of the other topics as well, it is worth noting that all have both a micro and macroeconomic dimension. However, when analysing the issues discussed in individual articles in detail, there is a visible outline of the CSR concept regarding the source of these actions – the actual impact of the macroscale within in the CSR triad ("economy-environment-society") or following only the economic motive in the microscale. In this spirit, the issues refer to criticism of corporate social responsibility theory which indicates that social and commercial goals are coincident. These issues were highlighted in articles grouped in “1. CSR: international aspects”. Interestingly, on all parameters, the highest thematic average is for this group for the publication in 2010.

The global financial crisis of that period was reflected in publications asking about the motives for undertaking socially responsible activities in the light of the impact of banking on the lives of people, companies, and the functioning of the states.

The analysis also identified three thematic groups which publication saturation is low and not related to the crisis management stage (“10. CSR in developing economies”, “14. CSR: macroeconomic perspective”, and “15. CSR: other aspects”). Interestingly, a significant negative correlation can be observed between topics “7. CSR: marketing strategy and capabilities” and “5. CSR: Sustainable development of an organization” as well as between “11. CSR: impact on financial performance” and “8. CSR: the influence on attitudes and intentions”. On the contrary, the positive correlation exists between “3. CSR: organizations and networks” and “1. CSR: international aspects” as well as between “8. CSR: the influence on attitudes and intentions” and “6. CSR: ethical and institutional perspective”.

The most prevalent thematic topic in the analysed articles (Table 2) includes contributions that encompass broader ethical and institutional perspective (“6. CSR: ethical and institutional perspective”, average prevalence 12,8%). For example, Wittneben et al. (2012) discuss the climate change and call for tangible CSR actions in this regard. Banerjee (2018) moves this further by discussing the negative social and environmental impact of mining industry (Banerjee, 2018). Girschik et al. (2020) highlights the fact that CSR is (unfortunately) used mostly as promotional strategy while Christensen and colleagues (2020) take a bold step in the discussion on hypocrisy in the CSR-related communication and discuss the long-term negative outcomes. Reporting CSR activities has an impact on improving trust and competitiveness of an organization. These issues (“4. CSR: reporting”, 12,5%) constitute the second strong thematic trend. At the micro level this pertains to the trust of customers and suppliers, while at the macro level trust relates to all stakeholders. As an illustrative discussion, Egels-Zandén (2009) identified the need to complement the discrete campaign model with a continuous bargaining model of stakeholder pressure”. Dagiliene et al. (2014) highlighted the role of transparency in improving trust and competitiveness of an organization whereas Habek and Wolniak (2015) called for increased governmental guidance in shaping sustainability reporting practices. Similarly, Tang and Demeritt (2018) showed the importance of mandatory carbon reporting to explore wider debates about CSR’s non-financial reporting. After analysing CSR related information in the annual reports, Pelikánová (2019) concluded that employee matters and adherence to international standards are used as a public declaration to society more than the data on environmental protection, while social matters and research and development are played down. The third most prevalent topic (“11. CSR: impact on financial performance”, 11,1%) gains prominence in periods directly before and after a crisis. The articles in this topic concentrate on the impact of CSR on the financial performance. For example, Lin et al. (2017) and Cho et al. (2019) use CSR expenditures to predict the performance while Kim and colleagues (2018) analyse the role of CSR in company valuation. Xiang and colleagues (2020) provide evidence of the role of investors’ attentiveness in boosting CSR adoption. Finally, Bae et al. (2021) show that CSR has a potential to preserve shareholder value through stakeholders’ engagement. The overview of all identified topics is provided in Table 3.

#### **4. Discussion and conclusions**

The purpose of the research and article was to identify the type of CSR activities in the scholarly literature and their intensity depending on the crisis management phases. In the event of a disruption, organizations make decisions aimed at ensuring business continuity, scaled from the full scope of activities to the so-called key products (depending on the type, scale, and duration of the crisis). Two aspects can be indicated here. The first one concerns the

microeconomic issue, which is clearly visible in the literature as equating crisis management with crisis communication in relation to incidents in individual organizations. These activities may result, for example, from product quality inconsistencies and are aimed at protecting the reputation and perception of the product brand. The second aspect concerns the macroeconomic issue, in crisis situations relating to a larger number of companies (territorially, by industry). In this case, crisis management activities involve issues of a social nature, with the economy falling into the 2nd plan for socialization (e.g., financial crisis 2009). The quality management serves as the basis for the organization's activities due to their orientation towards creating an offer that meets various requirements (technical, legal, customer). Marketing relates to the appropriate communication of this offer, and on the other hand, to obtain information about customer purchasing factors and the attempt to create them.

We identified 15 thematic groups in our literature review. We find no direct relations between searched elements and subjects in published articles. CSR, as a domain, contains three main elements (economic, environmental, social) but this concept can be considered in many areas and a wide variety of organisational activities. This was also identified in the previous bibliometric study on CRS in international business. Zhao and colleagues (2018) analysed contributions published in twelve leading international business journals over three decades (1996-2015) and identified five trending themes: business ethics, integration of stakeholder management, the evolution of the CSR concept, the political and social demands of CSR, and the financial implications of CSR.

For a company, the engagement in CSR activities should be always evaluated in relation to company performance. If CSR activities are driven by external (i.e., stakeholders') expectations, employees are less engaged and, as a result, so are the customers. This, in turn, brings more scepticism (Vanhamme, Grobbsen, 2009). Crisis Management in connection with CSR appears by far the most common in the context of communication in crisis situations, and in relation to one organization and situations that can negatively affect the perception of the brand by customers and the sales implications. Clearly, CSR can help organizations become more resilient to the negative impact of crises by spreading its positive values on stakeholders and the business itself (Yelkikalan, Köse, 2011). The relationship between customer sympathy and the application of CSR during crises could help organizations in obtaining a greater understanding about the customers (Tsarenko, Tojib, 2015). Importantly, CSR could be an effective crisis management tool, but only when the CSR initiatives are well aligned with the cause of the crisis (Azwar 2017; Sheikh, Beise-Zee, 2011).

Social responsibility has a positive effect on crisis management within an organization as it can drive the development of responsible behaviour within organization, which will be an advantage during potential future crises (Banerjee, 2008). Social responsibility programs and activities can prevent this loss of reputation (Coombs, Frandsen, Holladay, Johansen, 2010). It can therefore be mentioned that CSR offers preventive shield, being not only a reactive tool used to reduce the negative effects of a crisis. According to Haigh and Dardis (2012),



responsible behaviour can support an organization to safely navigate and substantially improve its reputation during crisis (Idowu et al., 2017). CSR in the context of CM can be viewed from a micro and macro perspective. The first sphere concerns CSR activities undertaken in individual organizations because of the crisis. The thematic transition to the macro level is to focus on crisis management from an overall perspective, definition, and phases for CM activities. Crisis management consists of a set of factors used to combat crises to reduce the actual damage inflicted by a crisis (Coombs, 2006). Definition of crisis management (CM) may differ from country to country and organisation to organisation due to variations in level of turbulence in different situations in different corners of the globe (Eliasson, Kreuter, 2000). Therefore, cultural dimensions and legal aspects of each country need to be analysed for appropriate action plans (Khodarahmi, 2009).

The 2008 financial crisis was defined as a crisis of trust (Roth, 2009; Earle, 2009). The COVID-19 crisis (CC) could be seen as a social crisis of safety which also affected (of course to varying degrees) the activities of every organisation and every person in terms of basic needs – health and life, where the word "quality" (in relation to the fulfilment of requirements by products and services) has taken on a new glow. CSR policies in response to COVID-19 are created by organizations but are implemented by individual employees. The way employees perceive and react to CSR actions are key determinants of CSR's implementation and success (Aguinis et al., 2020; Ratten, 2020).

Crises are complex, multi-faceted, and ill-defined systems of highly interconnected problems. Profound ethical issues are among their prime components. Therefore, any attempt to manage them is unprofessional at best if it does not include ethical and moral standards. The link between ethics and crisis management, however, is seriously underdeveloped (Alpaslan, Mitroff, 2021). The quality of the results of business activities results from the appropriate quality of internal processes of the organization. Organizational activities are focused on the quality of the final product from the perspective of customer needs and product levels. These include technical and functional quality, but also emotional aspects related to the product itself, brand relationships and customer beliefs. Marketing activities in the organization take these aspects into account, identifying the needs and expectations of customers and transferring this knowledge to the processes of designing and creating an attractive market offering. These issues vary depending on the market in which a given organization operates (e.g., business markets versus consumer markets), as different criteria determine purchasing decisions. Decisions, however, are made by people based on their preferences (consumer markets) or consider the profile and culture of the organization (business markets). Market interactions make organizations the source of problems (e.g., environmental) and at the same time problem solvers (social responsibility). Individual economic entities consider CSR strategies and practices in different ways, which depends on many factors, starting from legal responsibility of producers for product safety and moving to a broader consideration of all aspects of social responsibility and optimization of activities in this area of management.

The intensity of activities in the "economy-environment-society" triad depends on internal factors in an organization (resources, awareness of managers, mission, and vision of the organization) in interaction with external factors (stakeholder expectations, type of market). Internal relationships between the components of CSR change in response to the volatility of the economic and social environment. The importance of social responsibility results from this two-way interaction – the impact of individual elements on the functioning of the organization and the impact of the organization on the environment. This applies to individual organizations (on a microeconomic scale) and on a macro scale, by including activities in an increasing number of companies on the market.

From the perspective of the analysed topics, publications on CSR show a lack of general and unequivocal trends in specific aspects – triad CSR "economy-environment-society". In the results of the analysis of the literature, there is a distinction between micro and macroeconomic level (group no. 14 "CSR: macroeconomic perspective"). These issues are analysed in individual articles in terms of microeconomics in individual organizations (group no. 10 "CSR in developing economies" with showing case-studies; group no. 15 "CSR: internal perspective") or macroeconomics from industries point of view (group no. 6 "CSR: ethical and institutional perspective"; group no. 7 "CSR in banking") or both (group no. 1 "CSR: international aspects"; group no. 2 "CSR: financial aspects and analysis"; group no. 5 "CSR: Sustainable development of an organization"; group no. 12 "CSR: agent-theoretic perspective", group no. 15 "CSR: other aspects").

Regarding the research objective, it is possible to synthetically summarize the obtained results of CSR publications in relation to individual assumed areas – crisis, quality, marketing. Corporate Social Responsibility activities are undertaken in individual organizations for various reasons, brand focus (group no. 7 "CSR: marketing strategy and capabilities"; group no. 8 "CSR: the influence on attitudes and intentions"), relations with stakeholders (group no. 3 "CSR: organizations and networks", group no. 4 "CSR: reporting") or focusing these actions on financial aspects (group no. 11 "CSR: impact on financial performance") concerns preventive actions. The unprecedented impact of Covid-19 crises induced a bottom-up flow of CSR activities that have become more collaborative and co-creative. This is a noteworthy change comparing to a typical strategy-led CSR engagement. The above issues may be undertaken at various stages of crisis management. Also, the marketing aspect of these activities is an individual matter in individual companies, and the issue of the relationship to the quality of products is not noticeable in the analysed materials.

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## Appendix

**Table 1.**  
*CSR's topic proportions by year*

Topic	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
1. CSR: international aspects	4,5%	1,9%	0,0%	6,2%	<b>48,0%</b>	12,9%	5,1%	2,5%	8,6%	2,5%	3,9%	9,0%	2,7%	5,3%	7,6%	6,8%
2. CSR: financial aspects and analysis	0,0%	0,0%	0,0%	14,6%	0,0%	0,3%	2,0%	0,0%	0,1%	5,1%	3,9%	0,1%	8,4%	3,9%	4,6%	0,0%
3. CSR: organizations and networks	16,9%	0,8%	0,0%	3,0%	<b>29,5%</b>	0,0%	0,6%	16,1%	4,1%	1,2%	6,0%	6,5%	2,5%	5,3%	2,4%	0,1%
4. CSR: reporting	4,8%	10,1%	<b>28,5%</b>	<b>37,1%</b>	1,3%	14,4%	3,0%	6,1%	<b>32,0%</b>	<b>15,7%</b>	<b>13,0%</b>	9,0%	7,1%	4,9%	5,3%	7,5%
5. CSR: Sustainable development of an organization	0,0%	0,0%	0,0%	0,3%	0,0%	0,3%	0,5%	1,3%	0,0%	0,8%	0,4%	4,4%	4,2%	<b>13,0%</b>	<b>15,0%</b>	5,5%
6. CSR: ethical and institutional perspective	<b>30,8%</b>	<b>42,7%</b>	4,6%	7,6%	7,3%	<b>22,4%</b>	17,1%	7,0%	8,2%	<b>10,3%</b>	6,5%	<b>11,3%</b>	7,0%	7,8%	7,0%	6,7%
7. CSR: marketing strategy and capabilities	9,2%	<b>17,0%</b>	12,7%	<b>19,2%</b>	3,2%	12,2%	<b>22,2%</b>	11,3%	2,1%	7,4%	10,7%	5,7%	5,4%	2,1%	2,7%	7,0%
8. CSR: the influence on attitudes and intentions	<b>24,1%</b>	10,5%	0,0%	0,0%	0,0%	<b>17,0%</b>	0,3%	<b>17,8%</b>	0,8%	10,0%	5,5%	4,0%	5,2%	2,3%	2,2%	4,3%
9. CSR in banking	1,8%	<b>17,0%</b>	0,5%	0,4%	0,0%	0,6%	9,0%	9,1%	12,5%	7,6%	8,5%	11,1%	7,4%	3,1%	3,7%	4,1%
10. CSR in developing economies	2,1%	0,0%	1,4%	1,6%	0,0%	0,2%	0,0%	8,6%	3,2%	9,2%	6,3%	6,0%	7,8%	4,1%	2,3%	5,0%
11. CSR: impact on financial performance	0,0%	0,0%	<b>25,8%</b>	0,4%	2,6%	9,3%	12,0%	0,0%	<b>21,8%</b>	9,1%	11,1%	8,4%	<b>19,6%</b>	<b>22,4%</b>	<b>18,8%</b>	<b>17,0%</b>
12. CSR: agent-theoretic perspective	0,0%	0,0%	1,2%	7,6%	2,3%	0,0%	2,7%	2,0%	1,1%	1,9%	7,9%	6,5%	<b>10,9%</b>	8,3%	4,5%	<b>23,2%</b>
13. CSR: internal perspective	5,7%	0,0%	<b>25,3%</b>	0,6%	3,8%	9,9%	<b>25,4%</b>	<b>17,3%</b>	3,3%	4,0%	<b>14,8%</b>	<b>12,1%</b>	7,7%	5,1%	8,7%	3,2%
14. CSR: macroeconomic perspective	0,0%	0,0%	0,0%	1,3%	2,0%	0,2%	0,0%	0,8%	0,3%	10,4%	1,0%	4,7%	2,5%	6,0%	5,1%	0,5%
15. CSR: other aspects	0,0%	0,0%	0,0%	0,0%	0,0%	0,2%	0,1%	0,0%	2,0%	4,7%	0,5%	1,5%	1,7%	6,4%	10,1%	9,1%
<b>Crisis stage</b>	Before crisis			During crisis			After crisis			Before crisis			During crisis			

Notes: Values for the most represented topics in given years are presented in bold.

Source: own calculation.

**Table 2.***Prevalence and variance of topics*

<b>Topic</b>	<b>Average prevalence</b>	<b>Topic variance</b>
1. CSR: international aspects	8.0%	1.2432
2. CSR: financial aspects and analysis	2.7%	0.1666
3. CSR: organizations and networks	5.9%	0.6651
4. CSR: reporting	12.5%	1.1688
5. CSR: Sustainable development of an organization	2.9%	0.2224
6. CSR: ethical and institutional perspective	12.8%	1.1238
7. CSR: marketing strategy and capabilities	9.4%	0.3807
8. CSR: the influence on attitudes and intentions	6.5%	0.5490
9. CSR in banking	6.0%	0.2536
10. CSR in developing economies	3.6%	0.1018
11. CSR: impact on financial performance	11.1%	0.7975
12. CSR: agent-theoretic perspective	5.0%	0.3536
13. CSR: internal perspective	9.2%	0.6298
14. CSR: macroeconomic perspective	2.2%	0.0870
15. CSR: other aspects	2.3%	0.1166

Notes: Average prevalence for the total sample M = 6,7%.

Source: own calculation.

**Table 3.***Identified topics and representative articles*

Topic	Characteristic
1. CSR: international aspects	Articles in the group focus on criticism of CSR theory. Brueckner & Mamun (2010) present a long-running conflict between community members and their corporate neighbor and question the possibility of meeting local needs by the means of economic efficiency. Mihalic (2016) outlines the problem with practical meaning and implications of the “responsustainable” tourism. Grigore and colleagues provide an explanation of how the contradictions of CSR are avoided in practice even when actors may be aware of them (Grigore et al., 2020).
2. CSR: financial aspects and analysis	The articles in this group indicate the positive relation between CSR and financial results of companies. Flammer (2015) positions CSR as a competitive strategy. Adamska and Dabrowski (2016) note a positive relation between CSR and financial results of companies. Their findings confirm that investors in emerging markets take into account the information about changes in the level of CSR by responding positively to its growth and negatively to its decline. Guillamon-Saorin et al. (2018) show that higher commitment to CSR activities results in lower levels of inefficiencies, especially if the activities are environmentally oriented. Cao et al. (2019) note that competitive pressure positively affects the disclosure of environment-related activities by companies.
3. CSR: organizations and networks	Micro-environment and macro-environment links (i.e., number and type of stakeholders) are important because they determine the scope of activities undertaken by an organisation due to CSR strategy. Navickas and Kontautiene (2013) find that an active development of socially responsible initiatives positively influences business innovations and increases competitiveness of a companies. Short et al. (2016) call for developing governance structures to mitigate reputational risks. González-Gomez and García-Santillán (2019) investigate the relations between intellectual property and international commerce.
4. CSR: reporting	Reporting CSR activities has an impact on improving trust and competitiveness of an organization. Egels-Zandén (2009) identifies the need to complement the discrete campaign model with a continuous bargaining model of stakeholder pressure. Dagiliene et al. (2014) highlight the role of transparency in improving trust and competitiveness of an organization. Habek and Wolniak (2015) call for increased governmental guidance in shaping sustainability reporting practices. Tang and Demeritt (2018) show importance of mandatory carbon reporting to explore wider debates about CSR’s non-financial reporting (Tang & Demeritt, 2018).
5. CSR: Sustainable development of an organization	Benos et al. (2018) propose a comprehensive dashboard to enable a cooperative performance assessment and conclude that a cooperative organizational form is a resilient, and naturally sustainable one (Benos et al., 2018). Su and Yu (2019) discuss sustainable economic and environmental development in China and propose new policies to strengthen the sustainable development of new energy enterprises. Hernández-Perlines et al. (2020) analyse the sustainable growth in the agro-food cooperatives and find that whilst all dimensions of CSR are important and appropriate for the agro-food cooperatives, the environmental dimension affects the performance of agro-food cooperatives the most. Sánchez-Hernández & Maldonado-Briegas (2019) highlight that sustainable entrepreneurial culture programs in the public educational system positively affect students’ attitude to social responsibility, thus empowering them to change the world for a better future.
6. CSR: ethical and institutional perspective	This topic includes contributions that encompass broader ethical and institutional perspective. For example, Wittneben et al. (2012) discuss the climate change and call for tangible CSR actions in this regard. Banerjee (2018) moves this further by discussing the negative social and environmental impact of mining industry. Girschik et al. (2020) highlights the fact that CSR is used mostly as promotional strategy and Christensen and colleagues (2020) discuss the long-term negative outcomes of hypocrisy in the CSR-related communication.

Cont. table 3.

7. CSR: marketing strategy and capabilities	Lindgreen et al., 2012 analyse the development of a CSR brand and capabilities which are necessary to implement a CSR-related brand strategy. Similarly, Janiszewska (2013) discusses the complexity of consumer insights in place branding. Extending this concept, Scandellius and Cohen (2016) scrutinize the food and drink value chain. Based on a series of case studies, the authors concluded that strategic ambiguity in branding can form a solid base for improved collaboration and co-creation. This is also echoed in the article by Ingenbleek and Dentoni (2016) in which authors show how companies can expand their capabilities by adopting social learning perspective.
8. CSR: the influence on attitudes and intentions	Social media is the important element in CSR communication process. Whelan and colleagues identify three dynamics in social media-augmented corporate–society relations, through utilizing the notion of ‘citizenship arenas’ (Whelan et al., 2013). The prevalence of social media in the CSR context is emphasised by Dunn and Harness (2018). The authors clearly evidence that companies rely on social media while communicating their CSR activities. Other authors show that the online communication of CSR drive positive word-of-mouth intentions (van Prooijen & Bartels, 2019). Plewa et al. (2015) find that corporate volunteering can be an effective employee engagement initiative may influence consumer perceptions of CSR image and subsequent consumer behaviour.
9. CSR in banking	Institutional reputation and market trust are crucial factors in the banking sector. The articles in this topic point to two CSR issues: (1) communicating actions, and (2) market’s perception of the communication. Pérez & Bosque (2014) explore the role of corporate governance structure in shaping customer CSR expectations in the banking crisis context. In a comparative study, Ruiz et al. (2016) identify antecedents and consequences of bank reputation (Ruiz et al., 2016). Through the CSR prism, Rahman et al. (2017) investigate how the type of bank ownership can affect relationship lending to small and medium enterprises (SMEs). Alt and colleagues (2017) show bank’s social responsiveness in communicating with costumers before the economic crisis.
10. CSR in developing economies	Developing economies receive broad coverage in the CSR literature. Fayyaz and colleagues (2017) discuss the adoption of CSR by in industrial clusters. Perry et al. (2015) investigate the strategic balancing of ethical considerations (Perry et al., 2015). Haque and Azmat (2015) examine CSR in labour-intensive industries in Bangladesh. Tasavori and colleagues (2016) explore corporate social entrepreneurship in market entry strategies.
11. CSR: impact on financial performance	The articles in Topic 11 concentrate on the impact of CSR on the financial performance. Lin et al. (2017) and Cho et al. (2019) use CSR expenditures to predict the performance. Kim and colleagues (2018) analyze the role of CSR in company valuation. Xiang and colleagues evidence the role of investors’ attentiveness in boosting CSR adoption (Xiang et al., 2020). Finally, Bae et al. (2021) show that CSR has the potential to preserve shareholder value through stakeholders’ engagement.
12. CSR: agent-theoretic perspective	Agudo-Valiente and colleagues (2017) explore the role of managers believes in CSR and respective outcomes. Ferro-Soto et al. (2018) demonstrated how managerial efforts to improve sustainability affect business performance. Farooq and Salam (2021) identified the relationship between employee engagement, organizational pride, organizational identification (Farooq & Salam, 2021).
13. CSR: internal perspective	Jordan et al. (2012) investigated the influence of company’s crises response on brand perceptions and behavioral intentions. Shim and Yang (2016) claim that CSR offers leverage if a company has already good reputation, whereas implementing CSR as a remedy to bad reputation triggers the perception of hypocrisy. Consequently, CSR message framing invites negative sentiment in communication due to hypocrisy (Shim et al., 2017). Importantly, Ahn and Lee (2020) evidence that consumer participation in CSR activities reduces consumer scepticism.
14. CSR: macroeconomic perspective	The papers in this topic discuss CSR on macro level. For example, Shen et al. (2015) debate the crisis of CSR in the textile industry, Chang et al. (2015) explore airline industry (Chang et al., 2015), Jabłoński and Jabłoński (2019) investigate water supply companies.
15. CSR: other aspects	The last set of articles grouped paper which concern different aspects of CSR. This includes discussion on the core of CSR. For example, Abad-Segura et al. (2019) investigates the evolution of the relationship between CSR and sustainability.