ISSN: 2320-2882

### IJCRT.ORG



## INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

# A Comprehensive Review Of Corporate Social Responsibilities: Practices, Challenges, And Implications



Assistant Professor

Chandigarh University, Mohali, India

#### Abstract

An in-depth examination of Corporate Social Responsibility (CSR) programs across businesses and sectors is the goal of this research study. It looks at how the idea of corporate social responsibility is developing and how important it is to contemporary business operations. The research considers the many CSR frameworks, tactics, and best practices that are used by companies all around the world. It sheds light on the significance of CSR in the contemporary business landscape by examining the possible effects of effective CSR initiatives on corporate performance, societal welfare, and issues faced by businesses. In addition to addressing the challenges that businesses confront and the positive results of CSR strategies in terms of social welfare and corporate profitability, the review evaluates the possible impacts of CSR initiatives on corporate behavior throughout implementation.

Keywords: Corporate Social Responsibilities, Practices, Challenges, Implications.

#### **INTRODUCTION**

Corporate social responsibility (CSR) is the commitment of a business to conduct itself morally and responsibly while considering the effects it has on the environment and society. It comprises integrating social and environmental factors into a company's activities and relationships with its stakeholders. Over time, the notion of corporate social responsibility (CSR) has expanded to include a wider range of sustainable and ethical company practices, beyond the boundaries of conventional profit-centric methods. In the past, companies prioritized increasing profits for their investors above thinking through the broader effects of their decisions. However, as

worries about the detrimental effects of corporate operations on employees, the environment, and communities grew, CSR started to gain traction in the middle of the 20th century. The necessity of companies taking responsibility for their social, environmental, and ethical effects is emphasized in the emerging modern definition of corporate social responsibility [1-4].

CSR is becoming more and more important in today's company and society for a variety of reasons. Adopting CSR practices may boost a company's reputation and brand image, which can promote customer loyalty and trust. Customers are more inclined to support businesses that demonstrate a commitment to social and environmental concerns. Businesses are increasingly expected by stakeholders such as consumers, workers, and investors to perform responsibly and make constructive contributions to society. Businesses who fail to meet these criteria put their reputation and financial health at risk. CSR initiatives can help mitigate operational risks like environmental liability and regulatory non-compliance that could otherwise have detrimental effects on an organization's finances and image. Investors are increasingly considering CSR performance when choosing investments. Good CSR credentials may improve finance availability and lower borrowing costs for companies. In order to accomplish sustainable development goals like reducing poverty, advancing gender equality, and safeguarding the environment, businesses to adopt corporate social responsibility (CSR) policies and mitigate their environmental impact. [5-8].

The review paper on corporate social responsibility aims to give a thorough analysis of the theory, applications, difficulties, and consequences of CSR. It seeks to investigate the development of corporate social responsibility (CSR), its applicability in modern business and society, and the possible advantages it may provide to both businesses and communities. The purpose of this review paper is to provide important insights into the present and future prospects of corporate social responsibility (CSR) in the business sector by combining and assessing existing research and literature on the subject.

#### THEORETICAL FOUNDATIONS OF CSR

Major theoretical perspectives on CSR are enlisted below:

- 1. **Stakeholder Theory:** One well-known theoretical viewpoint in CSR is stakeholder theory. It implies that companies have a moral duty to consider the goals and welfare of all parties involved in their decisions. In addition to shareholders, other stakeholders include workers, clients, vendors, local communities, and the environment. This idea states that companies should try to strike a balance between the conflicting interests of many stakeholders and refrain from taking any actions that might hurt any of them [9].
- Lawsuit Theory: As per the legitimacy theory, corporations need to operate within the boundaries of society norms and expectations in order to preserve their legitimacy among stakeholders and the general public. Stated differently, a firm cannot be deemed legitimate or socially accountable if its actions do not conform to the

values and conventions of the larger society. Companies take part in CSR initiatives to show the public that they are dedicated to being good corporate citizens, which helps them get support from the public [10].

3. **Instrumental Theory:** Corporate social responsibility (CSR) is seen under the instrumental theory of CSR as a way to accomplish strategic goals and improve company performance. This viewpoint holds that CSR efforts are undertaken for the potential to provide real advantages for the firm as well as ethical considerations. These advantages might include increased productivity and morale among staff members, greater risk management, and cost savings via resource efficiency. From this angle, corporate social responsibility (CSR) may be used as a strategic tool to the advantage of the company's stakeholders and itself. [11].

CSR is closely related to ethical business practices and the advancement of sustainable development objectives. Here's how these two crucial ideas relate to CSR: [12–14]

- 1. **Business Ethics:** CSR has a strong foundation in moral concepts and ideals. Companies are guided by ethical concerns when making responsible judgments that transcend profit-seeking objectives. Respecting human rights and environmental safeguards, encouraging accountability and openness, and treating stakeholders equally are all components of ethical behavior.
- 2. Sustainable Development Goals (SDGs): The United Nations has established the Sustainable Development Goals (SDGs), a set of 17 global goals intended to address social, economic, and environmental problems on a worldwide basis. CSR is essential to achieving these objectives because it motivates companies to make constructive contributions towards their accomplishment. Companies might, for example, match their corporate social responsibility (CSR) efforts to certain Sustainable Development Goals (SDGs) including poverty eradication, gender equality promotion, environmental sustainability, and inclusive economic growth.

In general, CSR acts as a link between corporate activities and the welfare of society. Businesses may ensure their long-term success and reputation as reputable corporate citizens while also positively impacting society by incorporating ethical concerns and sustainable development goals into their plans and activities.

#### CSR PRACTICES AND INITIATIVES

The overview of CSR practices in various sectors are listed below: [15-18]

- 1. Manufacturing Sector: Many industrial businesses strive to reduce their environmental effect by employing eco-friendly measures including waste reduction, recycling initiatives, and energy-efficient production procedures. Manufacturers may guarantee that their raw materials are sourced sustainably and ethically by implementing rules related to responsible sourcing, which consider environmental implications and labor practices. Because manufacturing entails handling potentially dangerous products and equipment, ensuring the safety and well-being of employees is an essential component of corporate social responsibility.
- 2. Finance Sector: In order to assist sustainable projects and enterprises, financial institutions may provide ethical investment alternatives that take environmental, social, and governance (ESG) aspects into account. Certain financial organizations prioritize serving marginalized communities, encouraging financial inclusion,

and minimizing economic inequalities. In order to guarantee accountability, ethics, and openness in the financial industry, good corporate governance standards are crucial.

- 3. Technology Sector: Tech corporations may try to bridge the digital gap by providing technology and training in digital skills to poor people. Since managing enormous volumes of user data is typical in the technology business, ensuring data privacy and security is a major CSR concern. Some IT firms take part in CSR programs that use their knowledge and resources to address environmental and social issues.
- 4. Healthcare Sector: Enhancing access to medical services and medications, particularly in underprivileged regions, may be the main goal of CSR projects in the healthcare industry. In order to solve health challenges and enhance patient outcomes, healthcare organizations may choose to engage in medical research and creative solutions. Crucial CSR elements in the healthcare industry include ensuring patient safety and moral behavior in clinical trials and medical procedures.

The following criteria might be used to evaluate CSR initiatives: [19–20].

- 1. **Philanthropy:** Many businesses participate in philanthropy by giving money or resources to help nonprofits and neighborhood initiatives. Employers support employee volunteering because it gives workers a chance to give their time and expertise to worthy causes.
- 2. Environmental Sustainability: Companies take steps to increase energy efficiency and reduce greenhouse gas emissions. They also make an effort to employ eco-friendly products and reduce packaging waste.
- 3. Employee Welfare: Providing work-life balance options like remote work and flexible work schedules shows that employers care about their workers' well-being. Businesses provide wellness and health initiatives to assist the emotional and physical well-being of their staff members.
- 4. **Responsible Supply Chain Management:** Businesses audit suppliers to make sure they follow social and environmental regulations, guaranteeing equitable pay, secure working environments, and observance of labor rights across the whole supply chain.

In general, CSR programs differ throughout industries, but they always aim to incorporate ethical behavior into corporate operations in order to improve society and the environment.

#### **CSR REPORTING AND DISCLOSURE**

This section examines the analysis of CSR reporting frameworks and how they affect accountability and transparency. [21–24]

1. Global Reporting Initiative (GRI): The GRI is one of the most widely used CSR reporting frameworks in use worldwide. It provides guidelines on how companies should disclose their financial, environmental, and social performance. By following the GRI criteria, businesses may make their CSR programs more transparent and easier for stakeholders to assess their sustainable performance. Through the organized and thorough

disclosure of important CSR indicators made possible by GRI reporting, stakeholders may evaluate performance across many industries and enterprises.

2. ISO 26000: ISO 26000 is an international standard that provides guidelines for social responsibility. In contrast to GRI, this publication serves as assistance for firms to comprehend and apply CSR concepts. The significance of incorporating social responsibility into an organization's activities is emphasized by ISO 26000. Its emphasis on integrating CSR principles into the main business plan has a significant influence on openness and accountability, even if it does not offer a standardized reporting format.

#### Major evaluation of challenges and trends in CSR disclosure

- The lack of a reporting standard that is widely acknowledged makes it difficult to compare the CSR performance of different organizations. It is difficult for stakeholders to regularly assess companies' sustainability initiatives due to a variety of reporting formats and methodologies.
- Some businesses participate in greenwashing, which is the practice of inflating or overstating their corporate social responsibility (CSR) efforts in order to project a favorable image without actually making any significant changes. This could deceive interested parties and damage the reputation of CSR reporting. It can be difficult to decide whether CSR concerns are important to a company's stakeholders and operations.
- Meaningful CSR disclosure requires identifying and prioritizing pertinent concerns through the process of a materiality evaluation.

#### Important trends in CSR disclosure

- Integrated reporting combines non-financial and financial data, such as CSR performance, to produce an extensive report. The goal of this movement is to provide stakeholders with a thorough understanding of how a company produces value and how that value impacts the environment and society.
- To improve data collection, analysis, and visualization in CSR reporting, technology and data analytics are being employed more and more. This makes it possible for businesses to communicate CSR data more clearly and efficiently.
- The importance of environmental, social, and governance (ESG) metrics in CSR disclosure has increased. Investors and stakeholders are starting to place greater weight on environmental, social, and governance (ESG) factors when assessing a company's long-term viability.

All things considered, via directing businesses in the disclosure of their sustainability performance, CSR reporting frameworks are essential in fostering accountability and transparency. The legitimacy and effect of CSR reporting initiatives will be further increased by overcoming obstacles and adopting new trends in CSR disclosure.

#### CHALLENGES IN IMPLEMENTING CSR

A lot of companies prioritize short-term financial gain above long-term sustainability goals. The incorporation of CSR practices, which may involve upfront investments and take time to deliver concrete rewards, may be hampered by the emphasis on instant profits. In the event that senior management and board members fail to provide CSR initiatives with the resources, focus, and dedication required to be successfully incorporated into the company model, the efforts may not succeed. Instead of seeing CSR programs as investments in sustainable business practices, some corporations see them as extra expenditures. Integration of CSR into the main company plan may be thwarted if it is thought of as a financial burden. [25-27] Businesses should establish quantifiable, challenging CSR objectives that are in line with international sustainability frameworks such as the UN Sustainable Development Goals (SDGs). Believing that you can truly make an effect will help dispel the notion that you are engaging in greenwashing. Accreditation can be improved by obtaining independent confirmation of CSR activities and results. A company's statements may be independently verified, and independent audits and certifications show a sincere commitment to sustainability. Companies should include CSR concepts into all aspects of their company goals and operations, not only approach it as an add-on or a distinct department. A comprehensive strategy guarantees that CSR is deeply embedded in decision-making procedures. Communication with all pertinent parties, including as clients, staff, investors, and communities, is necessary to comprehend stakeholders' expectations and incorporate their suggestions into CSR initiatives. Sincere participation shows a dedication that goes beyond symbolic actions.

#### **BUSINESS BENEFITS OF CSR**

The implications of corporate social responsibility (CSR) on consumer loyalty, brand equity, and firm reputation are covered in this section, along with how CSR affects financial performance. [28–29]

#### How CSR Affects Customer Loyalty, Corporate Reputation, and Brand Equity

A corporation's reputation may be greatly impacted by CSR programs. When a firm demonstrates a genuine commitment to fulfilling its social and environmental responsibilities, it is viewed as a responsible corporate citizen. Good corporate social responsibility (CSR) practices improve a company's standing with its constituents—consumers, staff, investors, and the public. In times of crisis or controversy, a solid reputation for corporate social responsibility (CSR) may serve as a buffer by fostering trust, credibility, and goodwill. A company's brand equity, or the intangible worth and impression of the brand, may be improved through CSR. Consumers are looking more and more for goods and services from companies that share their values and advance society. Robust corporate social responsibility programs often enhance consumers' opinions of a brand, which may result in increased market rates.

#### • The Connection Between Financial Performance and CSR

Excellent CSR performance has been shown to have a positive impact on a company's long-term financial performance. Businesses that put a high priority on CSR and sustainable practices typically see cost savings through increased brand recognition, risk reduction, and efficiency advantages. Increased shareholder value and profitability may result from these reasons. When making investment decisions, investors are increasingly taking environmental, social, and governance (ESG) aspects into account. Businesses with strong CSR credentials are often seen as less risky and more appealing by socially concerned investors. This increasing investor interest may lead to cheaper capital costs and better financing access for companies that prioritize corporate social responsibility. Strong CSR initiatives are typically associated with more engaged and motivated staff members.

#### SOCIAL AND ENVIRONMENTAL IMPLICATIONS OF CSR

This section goes into great length on the benefits of corporate social responsibility (CSR) for community wellbeing, sustainable development, and addressing environmental and social problems including poverty and inequality. [24–25]

Through creating job opportunities, offering vocational training, and assisting local microenterprises, CSR initiatives may aid in the reduction of poverty. Businesses that use local suppliers and fair-trade policies can also improve the economic circumstances of underprivileged areas. Supporting community education and skill development is a major goal of many CSR initiatives. Businesses might create schools, provide scholarships, or provide programs for vocational training in order to improve the employability of people in the area. CSR initiatives frequently involve enhancing medical facilities, advocating for preventative healthcare practices, and facilitating access to basic amenities like clean water and sanitary facilities. Such programs support a healthier populace and improved communal well-being.

CSR programs can help reduce social inequality by promoting diversity and inclusion in the company's supply chain and workforce. Businesses may establish gender equality policies, provide fair wages, and provide other forms of support to underrepresented groups. Through encouraging businesses to adopt sustainable practices and lessen their carbon footprint, corporate social responsibility (CSR) plays a vital role in combating climate change. Climate change is lessened by initiatives including the use of renewable energy, trash reduction, and sustainable sourcing. Initiatives for environmental conservation, such as reforestation, wildlife protection, and habitat restoration, are frequently included in CSR programs. CSR is generally necessary to advance sustainable development and improve community well-being.

#### **CSR IN GLOBAL CONTEXT**

Because societal values, corporate traditions, and regulatory frameworks differ, CSR activities can vary greatly between nations and cultural situations. Among the principal variations in CSR practices are: [12, 13, 15]

- Each country has a different amount of government regulation and CSR policy enforcement. While some nations may have more voluntary approaches, others may have stricter regulations for CSR reporting. This might affect how much emphasis companies place on and integrate CSR into their day-to-day operations.
- Distinct CSR concerns may be emphasized in different cultural situations. For instance, whilst environmental sustainability may be the top priority in certain nations, labor rights and employee welfare may receive more attention in others.
- There are many different ways to approach charity and community involvement. Corporate philanthropy is strongly embedded in certain cultures, where businesses play a major role in community development. On the other hand, businesses in other cultures could place more value on community involvement through capacity building and skill development.
- Depending on the cultural focus on ethical sourcing, labor standards, and environmental responsibilities, supply chain management CSR procedures might vary.
- Depending on cultural perspectives on responsibility and disclosure, there might be differences in the degree of openness and CSR reporting.

International Agreements and Organizations' Contribution to Global CSR Promotion:

- The United Nations Global Compact (GCUN) is a voluntary program that encourages companies all over the globe to implement socially and environmentally responsible policies and practices. Companies who join the GCUN pledge to conduct business in accordance with 10 globally recognized principles including labor, the environment, anti-corruption, and human rights. This program gives companies a way to show the world how committed they are to corporate social responsibility.
- The International Labour Organization (ILO) encourages respectable working conditions and establishes global labor standards. Its conventions and guidelines support corporate social responsibility (CSR) initiatives in the global workforce by addressing a variety of labor-related concerns, such as child labor, forced labor, and workplace safety.
- The social responsibility standard ISO 26000 was developed by the International Organization for Standardization (ISO). ISO 26000 provides a thorough framework for companies looking to incorporate CSR concepts into their global operations, while not being a certifiable standard.
- The Sustainable Development Goals (SDGs) set forth by the UN offer guidelines for achieving global sustainability. Companies may support international initiatives in gender equality, environmental preservation, poverty alleviation, and other areas by coordinating their CSR strategy with these objectives.

 The Global Reporting Initiative (GRI) offers a commonly used framework for reporting on sustainability. Businesses that follow the GRI criteria improve their CSR operations' accountability and transparency, bringing their reporting into line with international norms.

#### FUTURE TRENDS AND RECOMMENDATIONS

Rather than being viewed as a stand-alone project, CSR will become a crucial component of the corporate environment, integrated into key business initiatives. Businesses will come to understand that ethical and sustainable operations are critical to their long-term prosperity and the confidence of their stakeholders. Environmental, social, and governance (ESG) considerations will be given considerably more weight when it comes to business reporting and decision-making. Strong ESG performance will be given top priority by stakeholders and investors, which will increase the incorporation of ESG principles into corporate operations. Technology will be a major factor in the advancement of CSR initiatives. Businesses will use blockchain, data analytics, and artificial intelligence to improve impact measurement, traceability, and transparency in their CSR efforts. Businesses will work more closely with governments, NGOs, and international organizations to tackle difficult global issues.

#### Suggestions for Businesses Hoping to Boost Positive Effect and Improve their CSR Approaches:

- Determine which governance, social, and environmental concerns are most important to your business and its stakeholders. Concentrate on the areas where you can have the biggest influence.
- Create quantifiable, time-bound, and unambiguous corporate social responsibility goals that are in line with international sustainability frameworks like the UN SDGs. Aim for innovation and constant development in your CSR endeavors.
- Communicate with stakeholders to learn about their wants, worries, and expectations. Take these suggestions into consideration while developing and implementing your CSR strategy.
- Make sure that your business plan incorporates CSR into every facet, from product development and marketing to operations and procurement. Show how your purpose and fundamental values are in line with CSR.
- As well as assets. Working together can help you make a bigger difference and promote systemic change.

#### CONCLUSION

Programs for corporate social responsibility improve a business's brand equity, customer loyalty, and reputation. When companies really adhere to their social and environmental responsibilities, they are viewed as responsible corporate citizens, which builds consumer loyalty and confidence. Over time, CSR initiatives may benefit a company's financial results. Prioritizing CSR helps businesses cut expenses, have better access to financing, and boost worker productivity—all of which raise profitability and shareholder value. Community well-being and sustainable development are greatly aided by corporate social responsibility (CSR). Economic circumstances and quality of life are improved by programs that address poverty and promote community development, healthcare,

education, and healthcare. CSR tackles environmental concerns by encouraging sustainable practices and ethical supply chain management, as well as social ones including injustice through diversity and inclusion initiatives. Through putting sustainability and social responsibility first, businesses may reduce their impact on the environment, save resources, and help create a more sustainable globe. CSR programs that emphasize community empowerment, fair labor practices, and diversity help to lessen social inequality and build more inclusive communities. Companies may actively contribute to the resolution of important global issues like poverty, inequality, and climate change by coordinating their CSR initiatives with global sustainability frameworks like the Sustainable Development Goals (SDGs).

#### REFERENCES

- Adams, C. A. (2002). Internal organisational factors influencing corporate social and ethical reporting: Beyond current theorising. Accounting, Auditing & Accountability Journal, 15(2), 223-250.
- Ali, W., Frynas, J. G., & Mahmood, Z. (2017). Determinants of corporate social responsibility (CSR) disclosure in developed and developing countries: a literature review. Corporate Social Responsibility and Environmental Management, 24(4), 273-294.
- Alotaibi, K. O., & Hussainey, K. (2016). Determinants of CSR disclosure quantity and quality: Evidence from non-financial listed firms in Saudi Arabia. International Journal of Disclosure and Governance, 13(4), 364-393.
- Areiqat, A., Abdelhadi, T., Abu Rumman, A., & Al-Bazaiah, S. (2019). The Effect of Corporate Social Responsibility in Achieving Competitive Advantage at Jordanian Supply Chain. International Journal of Supply Chain Management, 8(2), 531–540.
- 5. Bouten, L., Everaert, P., Van Liedekerke, L., De Moor, L., & Christiaens, J. (2011). Corporate social responsibility reporting: A comprehensive picture? Paper presented at the Accounting Forum.
- Chan, M. C., Watson, J., & Woodliff, D. (2014). Corporate governance quality and CSR disclosures. Journal of business ethics, 125(1), 59-73.
- 7. Chiu, T.-K., & Wang, Y.-H. (2015). Determinants of social disclosure quality in Taiwan: An application of stakeholder theory. Journal of business ethics, 129(2), 379-398.
- Colleoni, E. (2013). CSR communication strategies for organizational legitimacy in social media. Corporate Communications: an international journal, 18(2), 228-248.
- 9. Cormier, D., Ledoux, M.-J., & Magnan, M. (2011). The informational contribution of social and environmental disclosures for investors. Management Decision, 49(8), 1276-1304.
- Fitri, H., Elmanizar, Nugraha, A. T., Yakub, A., & Cahyono, B. P. (2019). The Application of Agency Theory in Supply Chain Finance: A Case of Indonesian Manufacturing Firms. International Journal of Supply Chain Management, 8(3), 23–32.

- Fuente, J. A., García-Sanchez, I. M., & Lozano, M. B. (2017). The role of the board of directors in the adoption of GRI guidelines for the disclosure of CSR information. Journal of Cleaner Production, 141, 737-750.
- 12. Golob, U., & Bartlett, J. L. (2007). Communicating about corporate social responsibility: A comparative study of CSR reporting in Australia and Slovenia. Public Relations Review, 33(1), 1-9.
- Hye, Q. M. A., Siddiqui, P., & Mashkoor, M. (2010). Growth and energy nexus: an empirical analysis of Bangladesh economy. European Journal of Social Sciences, 15(2).
- Hawani Wan Abd Rahman, N., Mohamed Zain, M., & Hanim Yaakop Yahaya Al-Haj, N. (2011). CSR disclosures and its determinants: evidence from Malaysian government link companies. Social Responsibility Journal, 7(2), 181-201.
- Hou, J., & Reber, B. H. (2011). Dimensions of disclosures: Corporate social responsibility (CSR) reporting by media companies. Public Relations Review, 37(2), 166-168.
- Jermsittiparsert, K., Sriyakul, T., & Sangperm, N. (2019). The Influence of Customer and Technology Supply Chain Integration on Social Sustainable Performance with Moderating Role of Organizational Structure. Int. J Sup. Chain. Mgt Vol, 8(3), 71.
- Jermsittiparsert, K., Sutduean, J., & Sutduean, C. (2019). Sustainable Procurement & Sustainable Distribution Influence the Organizational Performance (Economic, Social and Environmental): Moderating Role of Governance and Collaboration at Thai Food Industry. International Journal of Supply Chain Management, 8(3), 83–94.
- Jian, W. Z., Jaaffar, A. H., Ooi, S. K., & Amran, A. (2017). The Effects of National Culture, Corporate Governance and CSR Governance on CSR Disclosure Quality. Global Business and Management Research, 9(4s), 298-314.
- 19. Lai, C.-S., Chiu, C.-J., Yang, C.-F., & Pai, D.-C. (2010). The effects of corporate social responsibility on brand performance: The mediating effect of industrial brand equity and corporate reputation. Journal of business ethics, 95(3), 457-469.
- Lee, S.-H. (2016). Performance evaluation of CSR in supply chains. International Journal of Supply Chain Management, 5(3), 1–10.
- Karayama, S. (2018). School Administrators Who Serve in Different Institutions Ethical Dilemmas and Their Attitudes towards These Dilemmas. Asian Journal of Education and Training, 4(3), 201-209.
- 22. Michelon, G., Pilonato, S., & Ricceri, F. (2015). CSR reporting practices and the quality of disclosure: An empirical analysis. Critical Perspectives on Accounting, 33, 59-78.
- 23. Nugraha, A. T., Fitri, H., Widiyanti, M., Guntoro, R., & Sulastri. (2019). The Role of the Risk Management Committee in Managing Supply Chain Risk and Enhancing Supply Chain Performance: An Emerging Market Perspective. International Journal of Supply Chain Management, 8(1), 319–327.
- Parker, L. (2011). Twenty-one years of social and environmental accountability research: A coming of age. Accounting Forum, 35(1), 1-10.

- 25. Parker, L. (2014). Constructing a research field: a reflection on the history of social and environmental accounting. Social and Environmental Accountability Journal, 34(2), 87-92.
- 26. Plumlee, M., Brown, D., Hayes, R. M., & Marshall, R. S. (2015). Voluntary environmental disclosure quality and firm value: Further evidence. Journal of Accounting and Public Policy, 34(4), 336-361.
- Roespinoedji, R., Saudi, M., Hardika, A., & Rashid, A. (2019). The Effect of Green Organizational Culture and Green Innovation in influencing Competitive Advantage and Environmental Performance. International Journal of Supply Chain Management, 8(1), 278–286.
- Saudi, M. H. M., Obsatar Sinaga, G., & Zainudin, Z. (2019). The Effect of Green Innovation in Influencing Sustainable Performance: Moderating role of Managerial Environmental Concern. Int. J Sup. Chain. Mgt Vol, 8(1), 303.
- Sengupta, P., & Zhang, S. (2015). Equity-Based Compensation of Outside Directors and Corporate Disclosure Quality. Contemporary Accounting Research, 32(3), 1073-1098.

