



# Literature Review Using Atlas.ti

# Example

## Keyword: Corporate social responsibility

Journal of Business Ethics (2011) 92:299–321  
DOI 10.1007/s10551-011-0820-0

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Convergence Versus Divergence of CSR  
in Developing Countries: An Embedded  
Multi-Layered Institutional Lens

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**ABSTRACT.** This paper explores an institutional perspective to assess corporate social responsibility (CSR) orientation in the Chinese context. Specifically, the paper compares a well-developed framework drawing on a multi-level model of institutional theory by Scott (Institutions and organizational change and evolution, 1995) and the authors' highly CSR-oriented by Moore and Spence (Global Strategy Rev. 5(2), 434–454, 2008). This new theoretical framework is then used to explore the CSR convergence versus divergence question in a developing country context. This framework highlights the evolution of the complex multi-layered institutional framework and the several tensions and potential insights it offers as relating CSR to context. This study suggests that a certain level of global convergence in explicit CSR may manifest in light of similar institutional processes, but that the particular divergence in CSR orientation is due to the multi-layered institutional framework and the several tensions and potential insights it offers as relating CSR to context. This study suggests that a certain level of global convergence in explicit CSR may manifest in light of similar institutional processes, but that the particular divergence in CSR orientation is due to the multi-layered institutional framework and the several tensions and potential insights it offers as relating CSR to context.

**KEY WORDS:** corporate social responsibility (CSR), institutional theory, convergence, divergence, multi-layered perspective (MLP), small and medium enterprises (SMEs), developing countries

**Introduction**

**CORPORATE SOCIAL RESPONSIBILITY (CSR) HAS EMERGED AS AN EMPOWERING AND TRANSFORMATIVE FORCE IN THE 21ST CENTURY (GRI, 2010).** A new CSR relationship with developed countries – including the UN Global Compact and CSR initiatives – has recently proliferated around the globe with the

of improving the world performance of Indian firms (Waddock, 2006). In this paper, we explore the means to which these explicit forms of CSR convergence are differing in the developing world and the nature of institutional forces responsible for explaining this difference. A common theme of globalization is that the world will converge upon common models of organization, management, culture, and politics (Korten, 1982; Fukuyama, 1992; Levin, 1995; Aker, 2004). A real theme, however, suggests that national values, past experiences and the advantages of differentiation will outpace the effect, causing greater divergence (De Muel, 2004; Hill and Jackson, 2011; White, 1991). Waddock (2006) observations that China signaled the greatest number of advances in the 2007 International Leadership Summit of the UN Global Compact in support of convergence. Haines and Moore (2009), however, suggest that both have occurred within the US and Europe, with divergence in CSR rather converging or diverging. They suggest that convergence has largely been driven by global institutional processes, while divergence is explained by differences in national business systems (NBS).

In this paper, we examine the convergence/divergence question in a developing country context and, namely, China, and explore whether the rise of CSR follows the convergence or divergence theme. We suggest that the question of CSR convergence/divergence is of particular importance in the Chinese context, as developing countries, make up the bulk of the world's population and the heart of global social and environmental problems. The response convergence of countries such as China, India, Brazil and Russia, together with the

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Communicating CSR, citizenship and sustainability on the web

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Communicating CSR on the web

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**Abstract** – The aim of this study is to explore the understanding of corporate web sites – in which corporate social responsibility (CSR), citizenship and sustainability (CSD) are integrated – and which constitute a multi-layered model of CSR. The study is based on a multi-layered model of CSR, which is based on the interaction of three levels of CSR: (1) the individual level, (2) the organizational level and (3) the societal level. The study is based on a multi-layered model of CSR, which is based on the interaction of three levels of CSR: (1) the individual level, (2) the organizational level and (3) the societal level. The study is based on a multi-layered model of CSR, which is based on the interaction of three levels of CSR: (1) the individual level, (2) the organizational level and (3) the societal level.

**Keywords:** Corporate social responsibility, Sustainability, Citizenship, Public relations, Web 2.0, Social networks, Spain

**Paper type:** Research paper

**Introduction**

**As David and Foray (2002) have pointed out, the role of corporations is currently undergoing an important transformation as stakeholders become and exercise their perceptions of the plan and responsibilities of each organization to society. These perceptions are: (1) the stakeholder's view of the world at large and (2) the stakeholder's view of the organization. These perceptions are: (1) the stakeholder's view of the world at large and (2) the stakeholder's view of the organization. These perceptions are: (1) the stakeholder's view of the world at large and (2) the stakeholder's view of the organization.**

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Industry and in the more industrialized parts of the world to install environmentally friendly practices, as recyclable paper materials, sustainable sites which have been damaged by their previous actions, treat employees equally regardless of sex, race, religion, etc., respect for consumers on human rights, eliminate practices that require suppliers of child labor products, make decisions for charitable purposes and a broad of other socially responsible actions which modern corporations prefer to do in order to enhance their reputation (Barnett and Paine, 2003).

A growing number of companies publish an annual social report, also referred to as a public-interest report (Dobson and Roberts, 1996), values report (Sillapaa, 1996), integrated report (McAfee, 2008), value report (Adrian, 2008), industry report (Kaplan and Murgu, 2003), sustainability report (Elkington, 1997) or triple bottom line (TBL) report (Elkington, 2003), to show their concerns on social responsibilities. In 2009, 52 percent of the Global Fortune 250 companies published an annual social report, compared to 40 percent in 2007, 36 percent in 1999 and 22 percent in 1993 (KPMG, 2010).

**Institutional Dynamics and Corporate Social Responsibility (CSR) in an Emerging Country Context: Evidence from China**

Juho Yoo, Yuh-Dong

Received 12 August 2011; accepted 12 October 2011; first published online 29 February 2012

**Abstract.** This study identifies various corporate social responsibility (CSR) dimensions and develops a framework to analyze different levels of institutional dynamics in understanding CSR in China. Based on multiple levels of analysis, this study examines the CSR philosophy and approach in China's emerging market. The findings suggest that Chinese CSR understanding is largely practice in the context of explicit and discretionary action. This framework is then used to examine the role of ethical leadership, governmental legitimacy, and social media in Chinese CSR. Moreover, the evidence on the absence of concrete CSR activities associated with positive past practices and relationship between CSR and organizational stage factors suggests a lack of systemic and institutional approach to CSR in China. The study suggests the CSR is still evolving in a preliminary stage. Thus, additional institutional and cultural change are necessary to enhance the CSR approach in the emerging economies. The article attempts to emphasize the practice and policy making.

**Keywords:** Corporate social responsibility, CSR, Emerging economy, China study

**Introduction**

As a result of globalization, business organizations are increasingly held accountable for conducting business in a socially responsible way. A large number of frameworks are seen that are widely used as defining and integrating social and environmental issues into aspects of business operations, ranging from growing attention from multiple stakeholders (Barnett, 1995) and sharing perspective and multiple stakeholder theories (Barnett, 2007; Harrison and Wood, 1999; Carroll, 1999; Freeman & Brown, 2006; Waddock & Graves, 1997). Wood (1991, 1993) builds on this by suggesting stakeholder theory could help bring the abstract idea of "society" closer to home for managers and scholars and provide a good starting point from which scholars can better understand how society grows or takes away corporate legitimacy. Waddock and Graves also might be stating more explicitly that "a corporate organization with a range of stakeholders arguably compares its overall corporate social performance record" (1997: 365). Rowley and Barnett (2000) argue that stakeholders actions could replace the construct of "corporate social performance," which they deem unmeasurable and warranting outright objection.

Although Harrison et al. (2002) demonstrate that stakeholder management practices organizational legitimacy, we found no studies that explicitly test the relationship between stakeholder management and corporate social performance. Also, Kassinis and Vafeas (2002) conclude that stakeholder management does not affect performance from having the statement, which came additional doubt on the existence of this relationship. Recently, Barnett (2007) developed a new construct called "stakeholder influence capacity" based on Freeman's (1984) idea that stakeholder management is a capability that firms must develop over time. Barnett proposes that a firm's stakeholder influence capacity may constitute the missing link between corporate social responsibility and financial performance.

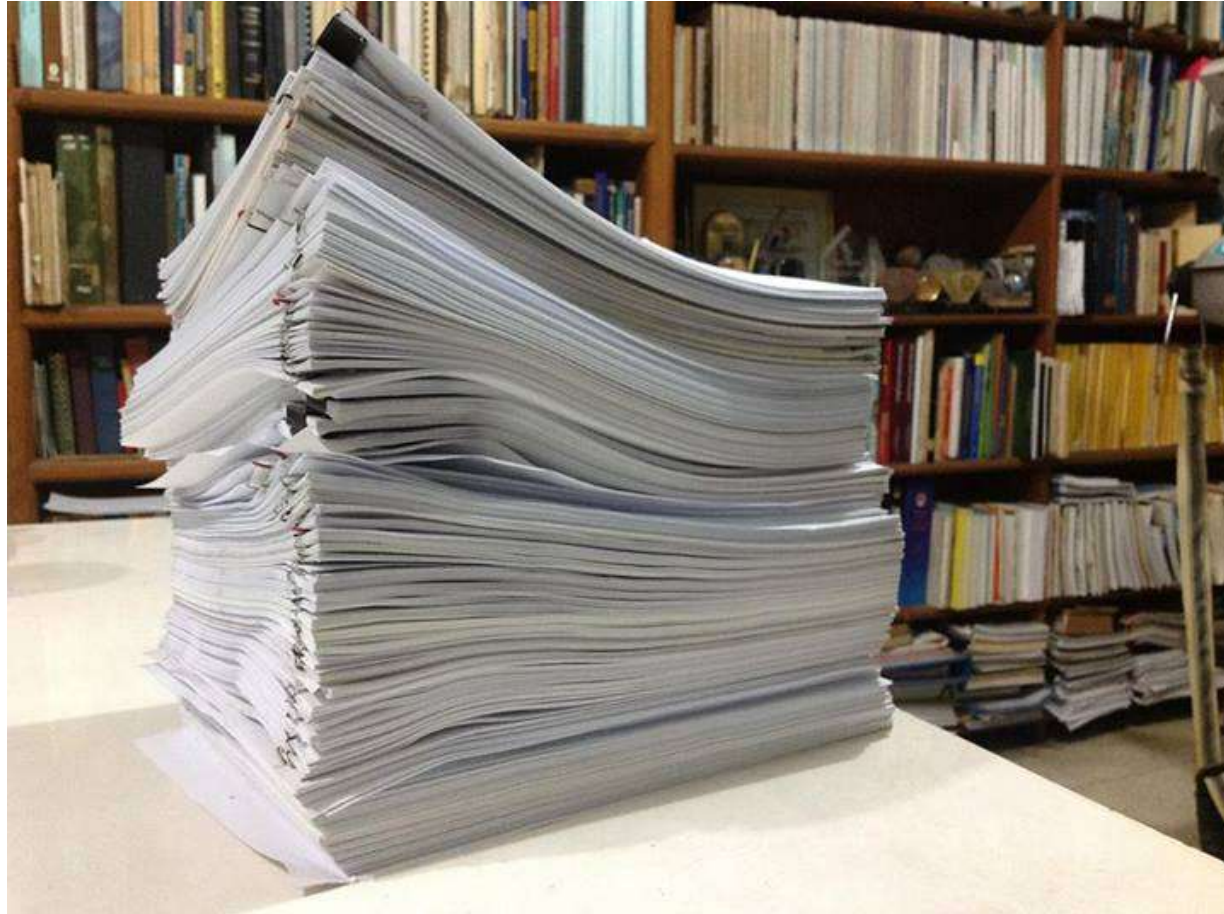
Finally, more recent research has begun to examine the third question: What other organizational outcomes are affected by stakeholder management? Research in this area has examined organizational learning (Sillapaa et al., 2002; Yoon & Wijn, 2005), innovation (Harjoto, Harjoto, & Vashishth, 2006), and the practice of leadership (Schwartz, 2002; Stoeberl, Schwepker and Goffner compare female leadership incidents in 37 countries, demonstrating an "increase in frequency with which women in stakeholder roles are promoted and decrease with the degree to which women's and men's rights are protected"

of improving the world performance of Indian firms (Waddock, 2006). In this paper, we explore the means to which these explicit forms of CSR convergence are differing in the developing world and the nature of institutional forces responsible for explaining this difference. A common theme of globalization is that the world will converge upon common models of organization, management, culture, and politics (Korten, 1982; Fukuyama, 1992; Levin, 1995; Aker, 2004). A real theme, however, suggests that national values, past experiences and the advantages of differentiation will outpace the effect, causing greater divergence (De Muel, 2004; Hill and Jackson, 2011; White, 1991). Waddock (2006) observations that China signaled the greatest number of advances in the 2007 International Leadership Summit of the UN Global Compact in support of convergence. Haines and Moore (2009), however, suggest that both have occurred within the US and Europe, with divergence in CSR rather converging or diverging. They suggest that convergence has largely been driven by global institutional processes, while divergence is explained by differences in national business systems (NBS).

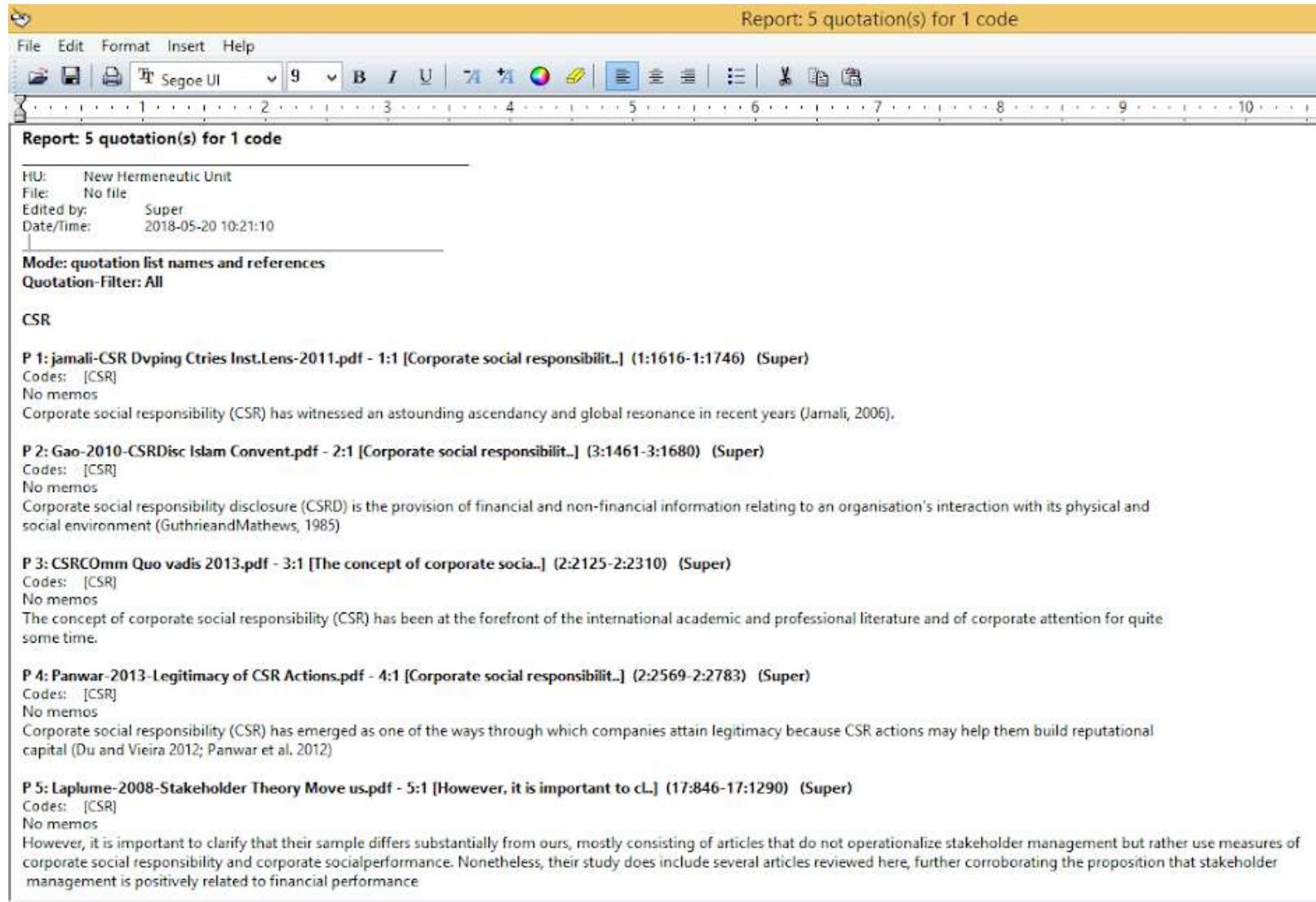
In this paper, we examine the convergence/divergence question in a developing country context and, namely, China, and explore whether the rise of CSR follows the convergence or divergence theme. We suggest that the question of CSR convergence/divergence is of particular importance in the Chinese context, as developing countries, make up the bulk of the world's population and the heart of global social and environmental problems. The response convergence of countries such as China, India, Brazil and Russia, together with the

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CSR

**P 1: jamali-CSR Dvping Ctries Inst.Lens-2011.pdf - 1:1 [Corporate social responsibilit..] (1:1616-1:1746) (Super)**  
Codes: [CSR]  
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Corporate social responsibility (CSR) has witnessed an astounding ascendancy and global resonance in recent years (Jamali, 2006).

**P 2: Gao-2010-CSRDisc Islam Convent.pdf - 2:1 [Corporate social responsibilit..] (3:1461-3:1680) (Super)**  
Codes: [CSR]  
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Corporate social responsibility disclosure (CSR D) is the provision of financial and non-financial information relating to an organisation's interaction with its physical and social environment (Guthrie and Mathews, 1985)

**P 3: CSRComm Quo vadis 2013.pdf - 3:1 [The concept of corporate socia..] (2:2125-2:2310) (Super)**  
Codes: [CSR]  
No memos  
The concept of corporate social responsibility (CSR) has been at the forefront of the international academic and professional literature and of corporate attention for quite some time.

**P 4: Panwar-2013-Legitimacy of CSR Actions.pdf - 4:1 [Corporate social responsibilit..] (2:2569-2:2783) (Super)**  
Codes: [CSR]  
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Corporate social responsibility (CSR) has emerged as one of the ways through which companies attain legitimacy because CSR actions may help them build reputational capital (Du and Vieira 2012; Panwar et al. 2012)

**P 5: Laplume-2008-Stakeholder Theory Move us.pdf - 5:1 [However, it is important to cl..] (17:846-17:1290) (Super)**  
Codes: [CSR]  
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However, it is important to clarify that their sample differs substantially from ours, mostly consisting of articles that do not operationalize stakeholder management but rather use measures of corporate social responsibility and corporate social performance. Nonetheless, their study does include several articles reviewed here, further corroborating the proposition that stakeholder management is positively related to financial performance