CORPORATE SOCIAL RESPONSIBILITY IN FAMILY BUSINESS: A LITERATURE REVIEW

Abstract

This paper aims to analyse the state of the art of research in the field of Corporate Social Responsibility (CSR) in family business, in order to find potential research gaps and to identify future research directions.

We carried out a literature, using most common sources. 80 articles, issued in different journals, from a wide range of fields, were found. The majority of articles are empirical; we didn't find any literature review on CSR in family business. Research findings show that CSR in family business is a topic that has been analysed since 2003, but the literature is very limited and fragmented. Some authors underline that family business are more socially responsible than nonfamily firms, others suggest that there are not differences between family and nonfamily businesses. Family firms have special links with local community and they have a particular focus on social and environmental issues. Moreover, they have strong ties with their stakeholders, nevertheless some authors underline that family ownership has a negative correlation with employees and the community in relation to CSR performance.

In the light of findings of the literature review, we propose that future research should analyse more in depth how the distinctive features of family firms may have an impact on the adoption of CSR practices, as well differences in the CSR approach within different kinds of family businesses.

Key words: Corporate social responsibility (CSR), family business, literature review.

Introduction

In 2001, the European Commission proposed that enterprises have to undertake the practices of CSR on a voluntary basis in order to contribute to the improvement of society and the surrounding environment. Further contribution was provided by the World Business Council for Sustainable Development which outlined the CSR as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large" (Holme and Watts, 2000: 8). From the definitions set out above, it emerges how businesses today are not restricted only to profit making goals, but they also have to take into consideration the social and environmental dimensions, through embedding CSR in their strategies and operations.

Over the last few years, CSR has attracted a great attention and has been the subject of a number of studies, not only in the academic context (Porter and Kramer, 2006; Freeman and Velamuri, 2005; Gulyas, 2009), but also within many organizations (Renneboog et al., 2008). However, research on CSR within the family businesses is poor, as also stated by Perrini and Minoja (2008).

On the other hand, issues concerning CSR are particularly considered by large enterprises (Jenkins, 2004), being they organizations with a greater visibility (Graafland et al., 2003; Lepoutre and Heene, 2006) and a strong impact on society due to the high number of people employed, high volumes of products made, and the amount of raw materials used (Carlisle and Faulkner, 2004; Lerner and Fryxell, 1994). Whereas, a few studies have been conducted in relation to CSR in family business (Vyakarnam et al.,1997). Lepotre and Heene (2006) suggested that research on CSR in family firms is important for two main reasons. The first one is due to the fact that, today, the small and medium-sized enterprises (SMEs), mainly of a family nature, constitute the most part of the economic and entrepreneurial system, not only at the European level but also internationally; they also contribute significantly to the economic development. The second reason is attributable to the substantial difference between SMEs and large enterprises, that impacts on the reasons and ways of implementing CSR practices. Thus, as argued by Spence and Lozano (2000) and Spence et al. (2003), it is possible to state that the results obtained from studies on large firms may not be applied to family business. This motivation is due to the peculiar characteristics that differentiate and distinguish family business from nonfamily enterprises.

Moreover, the specific features of family firms ask for a deep analysis of their impact on CSR practices in the context of family owned business.

In the light of scarce literature on CSR in family business, this paper pursues the objective to understand the state of the art of the research carried out on CSR in family business in order to identify the gaps within the literature and future research directions.

The paper is organised as follows. Section 1 presents the relevant literature on Corporate Social

Responsibility (1.1.) and Family Business (1.2.). Section 2 presents the methodology applied to carry out the literature review on CSR in family business. Then, in Section 3 main findings of literature analysis are provided. Section 4 discusses main findings. Finally, Section 5 presents concluding remarks and suggests future directions of research.

1. Theoretical background

1.1. Corporate social responsibility

In the current context, characterised by continuous changes in economic, political and social environments, we are witnessing a greater diffusion of the concept of CSR.

The main factors that can be traced back to the adoption of CSR practices by firms can be distinguished into internal and external ones (Pistoni and Songini, 2013). The internal factors refer to specific firm features, such as the size of the firm, the values and objectives of the company and the top management, the kind of ownership and governance system, etc.; the external factors are the practices followed by competitors in the same sector, the framework and the laws in force in the country in which the company operates, the national business system and, finally, the influence and the pressure exerted by secondary stakeholders, such as the financial markets, the media, socially responsible investments (SRI), etc..

Despite the importance that CSR has assumed in recent years, today a shared definition of CSR is not present in the academic context. Most literature on CSR can be found in the United States of America since 1953, when Bowen defined CSR as " *the obligations of businessman to pursue those policies, to make those decisions, or to follow those lines of actions which are desiderable in terms of the objectives and values of our society"* (Bowen, 1953: 6). In the following years, many authors provided different definitions of the term Corporate Social Responsibility, among which Davis (1960), Frederick (1960), Johnson (1971), Carroll (1979), Freeman (1984), Epstein (1987), Carroll (1991).

In 2001, the European Commission adopted a Green Paper "Promoting a European Framework for Corporate Social Responsibility", and provided an institutional definition of Corporate Social Responsibility, today universally accepted even in the academic context, as stated by Amaeshi and Adi (2005).

Actually, CSR is defined as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" (European Commission, 2001: 7). From this definition it emerges the fundamental characteristic of voluntariness. So, CSR can be considered as a conscious choice of the firm to undertake actions socially responsible; it is not an obligation imposed by the law. Within the Green

Paper two CSR dimensions are identified: the internal dimension (management of human resources, health and safety in the workplace, adaptation to change, management of the effects on the environment and natural resources) and the external one (local communities, commercial partnerships, suppliers and consumers, human rights, environmental issues).

The concept of Corporate Social Responsibility is also closely linked with the concept of stakeholders (Freeman 1984). In this way, CSR causes a change from the neoclassical conception of firm main objective, based on generating profit to satisfy only the interests of shareholders (Friedman, 1962), to an objective focused on both encompassing needs of all different stakeholders of the firms, as suggested by the stakeholder theory (Freeman, 1984), and considering, not only the economic performance, but also social and environmental dimensions, by means of the so-called "triple bottom line" approach (Elkington, 1997). Consequently, the company operates in a socially responsible manner if it is able, in the first place, to identify all stakeholders and, subsequently, to meet their expectations and needs. In this way the company can achieve confidence on the part of the whole audience, strengthening business reputation and its competitive advantage in the long term (Hinna, 2005).

Wood (1991) has developed a wider and more comprehensive framework, the corporate social performance (CSP) model that makes explicit the relationship among principles of social responsibility, processes of social responsiveness and policies, programmes and observable outcomes as they relate to the firm's relationships with stakeholders (Wartick and Cochran 1985; Wood 1991). The firm should, therefore, implement CSR practices within the company strategy (Molteni, 2007; Pistoni, Songini and Perrone, 2016; Minoja, 2008). The introduction of CSR practices implies the need for the firm to adopt an appropriate model of corporate governance that pays attention to the different types of stakeholders and their respective needs (Perrini and Tencati, 2008). Evan and Freeman (1988) argued that, in order to be able to manage in an adequate manner a plurality of stakeholders, the enterprise should have an organizational structure suitable to this purpose. These authors suggested that, especially for large enterprises, the most effective tool to implement CSR is the establishment of a Board of Directos composed of representatives of the various stakeholders and having as main purposes the respect of the various interests and the reconciliation of any conflicts that may arise between different groups of stakeholders. Corporate Social Responsibility can implies also social reporting or "Corporate Social Disclosure (Wood, 2010; Pistoni and Songini, 2013).

1.2. Family business

The term family business does not have a unique definition. Chua et al. (1999) defined family business as a "business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families" (Chua et al., 1999: 25). From this definition it emerges how the involvement of the family within the business makes the family business different from nonfamily firms. This concept is also proposed by Chrisman et al. (2003a) that defined the family business by the following four components:

- Intention to maintain family control of the dominant coalition;
- Unique, inseparable, and synergistic resources and capabilities arising from family involvement and interactions;
- A vision held by the family for transgenerational value creation;
- Pursuance of such a vision (Chrisman et al., 2003a: 470-471).

Niehm et al. (2008) believed that family businesses implement socially responsible practices through the involvement of the family and the close link with the surrounding communities. This allows family business to achieve a sustainable competitive advantage through the use of family's resources and unique capabilities (Habbershon & Williams, 1999).

Consequently, the characteristics that distinguish family enterprises from other types of businesses can be summarized as follows:

- the influence of the family on the strategic direction of the firm and its willingness to maintain control of the company from generation to generation (Chrisman et al., 2003b)
- a lean organizational structure and informal governance and managerial mechanisms, deriving from the family relationships and trust with main stakeholders;
- resources and unique capabilities arising from the interaction of the members of the family and by the control of the family (Chrisman et al., 2003b);
- overlap between the values of the family and the values of the company (Astrakhan et al., 2002)
- close link with the environment and the socio-economic context in which the firm operates.

This latter aspect is particularly important within family enterprises which intend to adopt practices of CSR, as each firm is characterized by a set of values which express and identify the specific cultural and economic traditions of the context in which it is placed (Ringov and Zollo, 2007).

Another aspect that characterizes the family business is the "socioemotional wealth - SEW" (Gomez-Mejia et al., 2007; Berrone et al., 2010). Gomez-Mejia et al. (2007) defined the socioemotional wealth as "non-financial aspects of the firm that meet the family's affective needs, such as identity, the ability to exercise family influence, and the perpetuation of the family dynasty" (Gomez-Mejia et al., 2007: 106).

It is therefore rilevant to understand how all specific features of family business may have an impact on CSR definition and practices in family firms.

2. Research methodology

In order to understand the state of the art of the research on CSR in family business and to identify main gaps within the literature, as well future research directions, a literature review was carried out. The articles were identified by computer-based information searches, using the following databases: Business Source Ultimate (ESCO), Elsevier Database, Emerald e-journal, Accounting, Finance & Economics, Jstore, Web of Science and Wiley-Blackwell.

The databases mentioned above relate to the following areas of research: economics, business, management and social science.

The following key words were searched, that were identified considering main rilevant literature on CSR in family business: "family firms", "family business", "family enterprises", "family ownership", "family SMEs", "corporate social responsibility". These key words were also added with the following terms "sustainability", "social impact", "sustainable development", "circular economy", "stakeholders".

198 sources were identified; 119 articles were published in academic journals, 35 in magazines, 15 sources were trade publications, 3 country reports and 26 conference papers.

A total amount of 119 articles published in academic journals was analyzed; thirty-nine of those articles were excluded from the sample due to content not consistent with the analysed topic. Consequently, 80 articles were examined in detail and inserted in a database (Annex 1).

3. Main findings

The articles analyzed (80) in relation to the topic concerning Corporate Social Responsibility in family business have been published since 2003 (Figure 1). As it can be seen from the chart below (Figure 1), an increase in the number of articles in recent years can be highlighted, with some peaks in years 2014, 2016 and 2017.

Insert Figure 1 here

Table 1 shows that articles analysed are issued in 50 different journals. The journal where mostly articles are published is Journal of Business Ethics (16 articles), followed by Family Business Review (4 items) and Journal of Family Business Strategy (4 items).

Insert Table 1 here

Moreover, the journals can be classified into the following fields: entrepreneurship, history, marketing, accounting, corporate governance, SMEs, business ethics, finance, family business, CSR and management (figure 2). It emerges that the mayor field is management, followed by CSR (figure 2).

Insert Figure 2 here

Most of the articles analysed (93%, 74 articles), are empirical in nature; only 7% (6 articles) are theoretical. Among theoretical articles, any literature review emerges.

The analysis carried out on empirical articles highlight the following results: 24 articles concern small enterprises, 40 papers deal with large firms, while 41 cope with listed firms.

With reference to the geographical area, main European countries analysed are Spain, Italy and then some Northern Europe contexts, such as Denmark, Netherlands, Germany, Belgium and Sweden. With regard to Asia, the literature focuses on India, Japan, Singapore and Thailand; finally, there are some articles dealing with USA.

Concerning the industries where analysed firms operate, different sectors can be identified, such as manufacturing (41), services (28), and wholesale and retail commerce (25).

All articles (100%) deal with family business related issues, while 42 articles (53%) carry out a comparison between family and nonfamily firms.

The main theories referred to by authors are socioemotional wealth, agency theory, stakeholder theory and stewardship theory. Nevertheless, in the light of the number of analysed paper (80), we may say that a few theoretical frameworks are used in the literature about CSR in family business, and they mainly come from family business field.

Moreover, the 80 selected articles were classified into many different topics, which were identified in relation to relevant issues concerning Corporate Social Responsibility and Family Business, such as reputation, strategy, corporate governance, socioemotional wealth, performance, environmental management, family ownership, disclosure, family values and stakeholders.

The analysis shows that the main analysed topics are Corporate Social Responsibility (100%) and Family Business (100%), as expected. Furthermore, the notion of stakeholders (46%) is given particular importance in relation to the concept of CSR. Other topics follow such as disclosure (16%), family values (16%), family ownership (16%), performance (15%) and environmental management (15%) (Figure 3).

Insert Figure 3 here

Finally, if we analyse the trends of topics since 2003 to 2017 (figure 4), it can be seen that some topics have been less coped with over the years, such as corporate governance, strategy, and performance. On the other hand, stakeholders, disclosure and family ownership have been gained increased attention over the time.

Insert Figure 4

4. Discussion

This section discusses the literature review on Corporate Social Responsibility in family business. To be more effective, the discussion is organised according to main topics presented in figures 3 and 4.

According to the European Commission (2001), and many authors (Gemar and Espinar, 2015; Graafland and van de Ven, 2006; Block and Wagner, 2014b), the concept of Corporate Social Responsibility can be defined as a "multidimensional" term, as it takes into consideration simultaneously three dimensions: economic (profit), social (people) and environmental (planet). Consequently, today enterprises not only consider the economic performance relevant to ensure the survival of the company in the long term, but they give more attention to relations with stakeholders, among them the employees, and the community, as well environmental issues.

As highlighted by our literature review, family business adopts more socially responsible practices than nonfamily business (Dyer and Whetten, 2006; Uhlaner et al., 2004; Vallejo Martos and Grande Torraleja, 2007; Laguir et al., 2016; Castejon and Lopez, 2016; Liu et al., 2017).

The main motivation is attributable to the desire of the family to protect its own image and reputation (Dyer and Whetten, 2006; Fernando and Almeida, 2012) through the preservation of the family values and culture (Laguir et al., 2016). As said before, this may be attributed to the fact that family firms are concerned with socioemotional wealth (SEW); the willingness to preserve SEW leads to a greater propensity to the adoption of CSR practice (Zientara, 2017; Qureshi et al., 2016; Marques et al., 2014). Yu et al. (2015), moreover, showed that, in general, socioemotional wealth positively influences the adoption of CSR practices by family businesses compared to nonfamily ones.

The owner-entrepreneur of family businesses, especially if they are SMEs, tends to influence with its own culture, values and personal traits the adoption of CSR practices (Laguir et al., 2016; Lepotre and Heene, 2006; Fassin et al., 2010; Perrini and Minoja, 2008; Le-Breton Miller and Miller, 2016).

The high involvement of the family within the firm entails a greater propensity toward socially responsible practices (Marques et al., 2014; Yu et al., 2015). Marques et al. (2014) found that the predicted involvement should be associated with commitment and identification that are relevant values for greater adherence to CSR practices.

Gallo (2004) highlighted that family businesses are better able to create economic wealth and to produce products that meet the demands of the market, thanks to the development of skills of their employees and the ability to preserve them in the long term.

Moreover, some studies pointed out that the type of business, family or not, do not have any relevant influence on the adoption of CSR practice (Cruz et al., 2014; Amann et al., 2012). From a research carried out by Cruz et al. (2014) on 598 European companies (family and nonfamily ones), it emerges that family businesses implement the same socially responsible practices as nonfamily firms, with regard to external stakeholders, in order to protect their reputation and image. On the contrary, family businesses reduce social practices toward internal stakeholders. Cruz et al. (2014) suggested that the latter evidence can be attributed to the need of the family to maintain control over the whole corporate system, often neglecting the social problems raised by employees. Amann et al. (2012) didn't detect differences in general in the adoption of the practice of CSR by family businesses and nonfamily firms. However, they observed that the attention paid to human resources management dimensions and environmental protection is higher in nonfamily businesses (Amann et al., 2012).

Suarez and Deniz (2005) demonstrated that family businesses are not a homogenous group, but they differ in terms of size, involvement of the family and guidance in respect to the practice of CSR, as argued also by Uhlaner et al. (2004) and Marques et al. (2014).

The literature shows also that family businesses are more involved within the local community in which they operate, in order to solve social and environmental issues and meet the needs of stakeholders (Laguir et al., 2016; Van Gils et al., 2014; Fernando and Almeida, 2012; Campopiano et al., 2012; Fitzgerald et al., 2010; Peake et al., 2017). According to many authors (Uhlaner et al., 2012; Dekker and Hasso, 2016; Jaemin et al., 2017; Craig and Dibrell, 2006; Neubaum et al., 2012) in family business a particular attention to the environmental dimension is present.

Lopez-Cozar-Navarro et al. (2017) outlined the existence of a positive relationship between firm and firm tie with employees and CSR policies concerning process and product quality management, both in family businesses and in nonfamily firms. The authors found a positive relationship between innovation processes and issues related to the product, on the one hand, and between the size of the firm and the safety in the workplace, on the other hand, but only in family businesses (Lopez-Cozar-Navarro et al., 2017).

The literature evidenced a limited number of studies which have as their main object the relationship between CSR, community and small family businesses (Fitzgerald et al. 2010; Niehm et al., 2008). Fitzgerald et al. (2010) analysed 334 small family businesses and found that "business owners in more economically vulnerable communities are more likely to assume responsibility to fill leadership positions in the community and make substantial contributions of financial and technical assistance" (Fitzgerald et al., 2010: 545). The same authors also underlined that "for-profit family businesses are not only the engines of economic growth, but they are also critical players in the social and political development of the community" (Fitzgerald et al., 2010: 545).

Also Niehm et al. (2008) underlined a high involvement of small family businesses within the local community.

Moreover, family businesses establish stronger and long lasting relationships with main stakeholders, among which: employees, customers and suppliers (Kanchan, 2010). Uhlaner et al. (2004) conducted an analysis on 42 small and medium-sized Dutch family enterprises, which showed that family firms have a strong tie with their employees, customers and suppliers. Thus, the authors suggested that in family business stakeholders are considered "as a sort of ‘extended’ family" (Uhlaner et al., 2004: 9). The relationship established is functional to the creation of a competitive advantage for the company.

Several studies also proposed that family ownership can affect the adoption of CSR practices (Yu et al., 2015; Lixin, 2014; Butler and Roundy, 2017; Panicker, 2017; Block and Wagner, 2014a; Martinez-Ferrero et al., 2016).

Yu et al. (2015) showed that "the linkage between the majority ownership and CSR performance is stronger in family firms than in non-family ventures" (Yu et al., 2015: 403). Lixin (2014) observed that "a high level of family members' commitment, the relationship between family ownership and insiders' responsibility (i.e. investors' and employees' responsibility), outsiders' responsibility (i.e. parterns' and consumers' responsibility) and public responsibility (i.e. environmental responsibility) is more positive" (Lixin, 2014: 694).

Butler and Roundy (2017) suggested that “a higher percentage of family owners' equity is positively related to diversity-oriented CSR concerns and negatively related to employee relations and environmental CSR concerns. The percentage of equity owned by family members is not associated with community, product quality and safety, and corporate governance concerns" (Butler and Roundy, 2017: 477).

Block and Wagner (2014a), instead, demonstrated that family ownership is linked to the practices of CSR by a low level of involvement, while the members of the family that perform management roles have a greater propensity toward the practices of CSR. The latter attitude can find explanation in the fact that family managers have a greater responsibility in terms of image and reputation of both the family and the firm and they have high concern for profitable management of the company.

Block and Wagner (2014b), referring to multidimensional concept of CSR, proposed that to understand the effect of family ownership on the adoption of social practices, the different dimensions of CSR have to be considered. They found a negative relationship between the family ownership and the community in relation to CSR performance, and a positive relation with aspects of CSR related to diversity, employees, environment and product (Block and Wagner, 2014b).

The implementation of CSR practices within the business strategy represents a less analysed topic by the literature. A study carried out by Perrini and Minoja (2008) on a medium-sized family company showed that the entrepreneur's values and beliefs affect the adoption of strategic practices; at the same time, it is necessary that CSR practices may be explicit and integrated within the strategic orientation of the firm, so that all people may be aware of them (Kanchan, 2010; Fernando and Almeida, 2012).

Further issues coped with by previous studies concern the relationship between CSR and corporate governance. In particular, the role played by women directors in relation to practices of CSR represents the most analysed topic (Rodriguez-Ariza et al., 2017; Sundarasen et al., 2016).

Sundarasen et al. (2016) demonstrated that women directors influence in a positive way the adoption of CSR practices; instead, they found a negative relationship between the independent non-executive directors and CSR in family businesses, while a positive correlation among the non-executive directors and CSR in nonfamily businesses was found.

However, Rodriguez-Ariza et al. (2017) highlighted that the effect exerted by women directors within the board, in relation to the adoption of the practice of CSR, is still limited. A possible explanation could be related to the so called "female invisibility" within the family business, that lead to a low influence of women in decisions, which in any case depend from family's orientation towards CSR practices.

Concerning the issue of performance, previous studies show that family businesses which adopt practices of CRS reveal improvements in their performance (Dyer and Whetten, 2006; Block and Wagner, 2014b; Hernandez-Perlines and Rung-Hoch, 2017).

El Ghoul et al. (2016), however, through an analysis carried out on a sample of East Asian family and nonfamily businesses, demonstrated that family businesses showed the lowest levels of CSR performance, when there are problems of agency, or the control of external shareholders is limited.

Martinez Ferrero et al. (2016) examined the relationship between the family ownership and the performance from the point of view of environmental, social and governance, highlighting a negative relationship.

With regard to accounting practices of CSR, previous studies highlight that family businesses tend to disclose less information concerning CSR activities than nonfamily businesses (Nekhili et al., 2017; Campopiano and De Massis, 2015).

Nekhili et al. (2017) and Campopiano and De Massis (2015) stated that the family has an influence in the implementation of CSR disclosure, but the lower activity of reporting of family businesses is also associated to the specific characteristics of these firms, such as: less conflicts between ownership and management, which overlap, thus reducing information asymmetries, informal communication of the ethical values by the family, through the family council, and less diffused formal tools, such as CSR committees.

Nekhili et al. (2017), however, found that CSR disclosure is positively correlated with market-based financial performance in family businesses and negatively in nonfamily firms.

Small and medium family enterprises often show that the concept of CSR is not known and they don't report their activities, despite they implement social actions in respect of their stakeholders (Campopiano et al., 2012).

Castejon and Lopez (2016), through an analysis conducted on 123 small and medium family enterprises, observed that the presence of graduated managers implies an increase of social practices through the adoption of CSR reports.

In according to Cabeza-Garcia et al. (2017), CSR reporting practices are negatively influenced by family ownership and/or by family governance. The increase of the family ownership and the presence of a greater number of women within the Board of Director reduce CSR disclosure (Muttakin and Khan, 2014).

Finally, Cuadrado-Ballesteros et al. (2016) highlighted that the increase of the number of independent directors enhances the level of CSR disclosure in family business. However, the role of independent members is influenced by the values and culture of the family, as well as by family ownership, thus causing a reduction of the adoption of reporting practices.

5. Conclusions

This paper aimed to understand the state of the art of studies on Corporate Social Responsibility in family business and to identify potential research gaps through a literature review. We conducted a literature review, through computer-based information searches, and identified 80 relevant articles.

The majority of them are empirical and, in our knowledge, there is not any literature review on such a topic.

Notwithstanding the relevance of Corporate Social Responsibility in all organisations and, in particular in family business, due to the specific features of these companies, our literature review shows that the topic of CSR in family business is very recent and studies are very sparse and fragmented, as it can be noted from the great variety of research fields and types of journals.

Main themes which are coped with by previous studies concern stakeholders, disclosure, family ownership, reputation, strategy, corporate governance, socioemotional wealth, performance, environmental management, and family values. In particular, the topics that have increased their relevance over the years are stakeholders, disclosure and family ownership.

So, we can state that a reference framework on CSR in family business has not yet been developed, but that such issue has been analysed form many different and very specific perspectives.

The literature review outlines that, in general, family firms are more socially responsible than nonfamily ones (Dyer and Whetten, 2006; Uhlaner, 2004) as they want to preserve their image and reputation and the family. However, some authors underline that there isn't so much difference between family and nonfamily firms with regard to their approach to CSR (Cruz et al., 2014; Amann et al., 2012). Family involvement is an important factor that influence the adoption of the practices of CSR by family business, according to Marques et al. (2014) and Yu et al. (2015).

Moreover, family firms are very close with the local community and pay particular attention to the social and environmental issues (Laguir et al., 2016; Fitzgerlad et al., 2010; Jaemin et al., 2017).

Regarding the relationships with stakeholders, it emerges that in general family business has a tight relationship with some stakeholders, such as customers, supplier and employees (Uhlaner et al., 2004; Kanchan, 2010). Nevertheless, the relation with employees in family business is controversial. In fact, some authors, like as Unhaler et al. (2004) found a positive relationship with employees, while others (Butler and Roundy, 2017) underline that family ownership is negative correlated with them. Block and Wagner (2014b) also found a negative correlation between family ownership and the community in relation to CSR performance.

We also found that some topics, such as strategy, disclosure and corporate governance are less taken into consideration. So future research should focus more in depth on such issues.

Moreover, previous studies on CSR in family business did not analyse how the specific features of family business can impact on the practices of CSR. In particular, the influence on CSR adoption of some specific features of family business, such as family involvement in ownership, management and governance, socioemotional wealth and succession should be taken into consideration more in depth.

Finally, future research should also analyse, not only differences between family and non family firms, but also how CSR is embedded in different types of family businesses. Different motivations that may carry out different family firms to adopt a different range of CSR practices could be also an issue to go deeper (Bargamaschi and Randerson, 2016).

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Annex 1: the analysed database (80 articles)

year	Author 1	Author 2	Author 3	Author 4	Author 5	title	journal	volume	issue	pages
2003	Graafland J.	Van de Ven B.	Stoffele N.	0	0	Strategies and instruments for organising csr by small and large businesses in the Netherlands	Journal of Business Ethics	47	1	45-60
2004	Uhlaner M. L.	van Goor-Balk M. A.	Masurel E.	0	0	Family business and corporate social responsibility in a sample of dutch firms	Journal of Small Business and Enterprise Development	11	2	186-194
2004	Gallo M.A.	0	0	0	0	The Family Business and Its Social Responsibilities	Family Business Review	17	2	135-149
2005	de la Cruz Deniz Deniz M,	Cabrera Suarez K.	0	0	0	Corporate social responsibility and family business in Spain	Journal of Business Ethics	56	1	27-41
2006	Gibb Dyer w.	Whetten D. A.	0	0	0	Family firms and social responsibility: preliminary evidence from S&P 500	Entrepreneurship: Theory & Practice	30	6	785-802
2006	Craig J.	Dibrell C.	0	0	0	The Natural Environment, Innovation, and Firm Performance: A Comparative Study	Family Business Review	19	4	275-288
2007	Vallejo Martos M. C.	Grande Torraleja F. A.	0	0	0	Is family business more socially responsible ? The case of GRUPO CIM	Business and Society Review	112	1	121-136
2008	Perrini F.	Minoja M.	0	0	0	Strategizing corporate social responsibility: evidence from an italian medium-sized, family-owned company	Business Ethics: a european review	17	1	47-63
2008	Niehm L.S.	Swinney J.	Miller N. J.	0	0	Community Social Responsibility and Its Consequences for Family Business Performance.	Journal of Small Business Management	46	3	331-350
2009	Baxi C. V.	Ray R. S.	0	0	0	Corporate social & environmental disclosure & reporting	Indian Journal of Industrial Relations	44	3	355-375
2009	Guitian G.	0	0	0	0	Conciliating work and family: a catholic social teaching perspective	Journal of Business Ethics	88	3	513-524
2010	Fassin Y.	Van Rossem A.	Buelens M.	0	0	Small business owner managers' perceptions of business ethics and CSR related concepts	Journal of Business Ethics	98	3	425-453

2010	Kanchan M.	0	0	0	0	Weaving social responsibility with business strategy: a case study of South India Paper Mills	Corporate Social Responsibility and Environmental Management	17	3	169-172
2010	Fitzgerald M. A.	Haynes G. W.	Schrank H. L.	Danes S. M.	0	Socially responsible processesof small family business owners: exploratory evidence from the national family business survey	Journal of Small Business Management	48	4	524-551
2010	Kashmiri S.	Mahajan V.	0	0	0	What's in a name ? An analysis of the strategic behavior of family firms	International Journal of Research in Marketing	27	3	271-280
2010	Wagner M.	0	0	0	0	Corporate Social Performance and Innovation with High Social Benefits: A Quantitative Analysis.	Journal of Business Ethics	94	4	581-594
2011	Bingham J. B.	Dyer J. W. Gibb	Smith I.	Adams G. L.	0	A Stakeholder Identity Orientation Approach to Corporate Social Performance in Family Firms.	Journal of Business Ethics	99	4	565-585
2011	Chaves R.	Mozas A.	Puentes R.	Bernal E.	0	E-corporate social responsibility in socially responsible firms: the case of Spanish firms	The Service Industries Journal	31	12	2033-2050
2011	Blodgett M. S.	Colette D.	Zanzi A.	0	0	Emerging Trends in Global Ethics: A Comparative Study of U.S. and International Family Business Values	Journal of Business Ethics	99	1	29-38
2012	Campopiano G.	De Massis A.	Cassia L.	0	0	The relationship between motivations and actions in corporate social responsibility: an exploratory study	International Journal of Business & Society	13	3	391-412
2012	Del Baldo M.	0	0	0	0	Family and territory values for a sustainable entrepreneurship: the experience of Loccioni and Vernelli Distillery in Italy	Journal of marketing development and competitiveness	6	3	120-139
2012	He T. T.	Li W. X. B.	Tanfig G. Y. N.	0	0	Dividens behaviour in state versus family controlled firms: evidence from Hong Kong	Journal of Business Ethics	110	1	97-112
2012	Uhlaner L. M.	Berent-Braun M. M.	Jeurissen R. J. M.	de Wit G.	0	Beyond size: predicting engagement in environmental management practices of Dutch SMEs	Journal of Business Ethics	109	4	411-429

2012	Fernando M.	Almeida S.	0	0	0	The organizational virtuousness of strategic corporate social responsibility: a case study of the Sri Lankan family-owned enterprise MAS Holdings	European Management Journal	30	6	564-576
2012	Campopiano G.	De Massis A.	Cassia L.	0	0	corporate social responsibility: a survey among smes in Bergamo	Procedia- social and behavioral sciences	62	n. a.	325-341
2012	Amann B.	Jaussaud J.	Martinez I.	0	0	Corporate social responsiibility in Japan: family and non family business differences and determinants	Asian Business & Management	11	3	329-345
2012	Neubaum D.O.	Dibrell C.C.	Craig J.B.	0	0	Balancing natural environmental concerns of internal and external stakeholders in family and non-family businesses	Journal of Family Business Strategy	3	1	28-37
2013	Darus F.	Che Ku Hamzah E. A.	Yusoff H.	0	0	csr web reporting: the influence of ownership structure and mimetic isomorphism	Procedia Economics and Finance	7	n. a.	236-242
2014	Panwar R.	Paul K.	Nybakk E,	Hansen E.	Thompson D.	The legitimacy of CSR actions of publicly traded companies versus family owned companies	Journal of Business Ethics	125	3	481-496
2014	Block J. H.	Wagner M.	0	0	0	The effect of family ownership on different dimensions of corporate social responsibility: evidence from large US firms	Business Strategy and the Environment	23	7	475-492
2014	Shin-wei W.	Fengyi L.	Chia-ming W,	0	0	Corporate social responsibility and cost of capital: an empirical study of the Taiwan Stock Market	Emerging Markets Finance & Trade	50	1	107-120
2014	Cruz M,	Larraza-Kintana M.	Garces-Galdeano L.	Berrone P.	0	Are family firms really more socially responsible ?	Entrepreneurship: Theory & Practice	38	6	1295-1316
2014	Kashmiri S.	Mahajan V.	0	0	0	A rose by other name: are family firms named after their founding families rewarded more for their new product introductions?	Journal of business Ethics	124	1	81-99
2014	Castagnoli A.	0	0	0	0	Across borders and beyond boundaries: how the Olivetti Company became a multinational	Business History	56	8	1281-1311

2014	Van Gils A.	Dibrell C.	Neubaum D. O.	Craig J. B.	0	Social issues in the family enterprise	Family Business Review	27	3	193-205
2014	Kashmiri S.	Mahajan V.	0	0	0	Beating the recession blues: exploring the link between family ownership, strategic marketing behavior and firm performance during recessions.	International Journal of Research in Marketing	31	1	78-93
2014	Block J.	Wagner M.	0	0	0	Ownership versus management effects on corporate social responsibility concerns in large family and founder firms	Journal of Family Business Strategy	5	4	339-346
2014	Muttakin M.B.	Khan A.	0	0	0	Determinants of corporate social disclosure: empirical evidence from Bangladesh	Advances in Accounting	30	1	168-175
2014	Singal M.	0	0	0	0	corporate social responsibility in the hospitality and tourism industry: Do family control and financial condition matter ?	international Journal of Hospitality Managment	36	n. a.	81-89
2014	Marques P.	Presas P.	Simon A.	0	0	The heterogeneity of family firms in csr enegagement: the role of values	Family Business Review	27	3	206-227
2014	Yusof M.	Mohd Nor L.	Hoopes J. E.	0	0	Virtuous csr: an Islamic family business in Malaysia	Journal of Family Business Management	4	2	133-148
2014	Lixin Z.	0	0	0	0	Social responsibility and employees' organizational identification in Chinese family firms. Influence of family ownership and family commitment.	Chinese Management Studies	8	4	683-703
2014	Hirigoyen G.	Poulain-Rehm T.	0	0	0	The Corporate Social Responsibility of Family Businesses: An International Approach	International Journal of Financial Studies	2	3	240-265
2015	Tewari R.	Sharma E.	0	0	0	Role of HR in augmenting csr practices in family-run businesses in India	Review of HRM	4	1	11-18
2015	Campopiano G.	De Massis A.	0	0	0	Corporate social responsibility reporting: a content analysis in family and non-family firms	Journal of Business Ethics	129	3	511-534
2015	Rees W,	Rodionova T.	0	0	0	The influence of family ownership on corporate social responsibility: an	Corporate Governance: An International Review	23	3	184-202

						international analysis of publicly listed companies				
2015	Du Xingqiang	0	0	0	0	Is corporate philanthropy used as environmental misconduct dressing? Evidence from chinese family owned firms	Journal of Business Ethics	129	2	341-361
2015	Haron H.	Ismail I.	Oda S.	0	0	Ethics, corporate social responsibility and the use of sdvisory services provided by smes: lessons learnt from japan	Asia Academy of Management Journal	20	1	71-100
2015	Yu A,	Ding H.-B.	Chung H.-M.	0	0	Corporate social responsibility performance in family and non-family firms: the perspective of socio-emotional wealth	Asian Business & Management	14	5	383-412
2015	Muttakin M. B.	Khan A.	Subramaniam N.	0	0	Firm characteristics, board diversity and corporate social responsibility	Pacific Accounting Review	27	3	353-372
2015	Deschênes S.	Rojas M.	Boubacar H.	Prud'homme B.	Ouedraogo A.	The impact of board traits on the social performance of Canadian firms	Corporate Governance: The international journal of business in society	15	3	293-305
2016	Martinez-Ferrero J.	Rodriguez-Ariza L.	Garcia-Sanchez S. M.	0	0	Corporate social responsibility as an entrenchment strategy, with a focus on the implications of family ownership	Journal of Cleaner Production	135	n. a.	760-770
2016	Cuadrado-Ballesteros B.	Rodriguez-Ariza L.	Garcia-Sanchez S. M.	0	0	The role of indipendent directors at family firms in relation to corporate social responsibility disclosures	International Business Review	24	5	890-901
2016	Laguir I.	Laguir L.	Elbaz J.	0	0	Are family small and medium sized enterprises more socially responsible than non family small and medium sized enterprises ?	Corporate Social Responsibility and Environmental Management	23	6	386-398
2016	Yung Chou S.	Chang T.	Han B.	0	0	A Buddhist application of corporate social responsibility: qualitative evidence from a case study of a small Thai family business	Small Enterprise Research	23	2	116-134
2016	El Ghoul S.	Guedhami O.	Wang H.	Kwok C. C. Y.	0	Family control and corporate social responsibility	Journal of Banking & Finance	73	n. a.	131-146
2016	Castejon P. J. M.	Aroca Lopez B.	0	0	0	corporate social responsibility in family smes: a	European Journal of Family Business	6	1	21-31

						comparative study				
2016	Bergamaschi M.	Randerson K.	0	0	0	the futures of family businesses and the development of corporate social responsibility	Futures	75	n. a.	54-65
2016	Le Breton-Miller I.	Miller D.	0	0	0	Family firms and practices of sustainability: a contingency view	Journal of Family Business Strategy	7	1	26-33
2016	Qureshi A.R.	Singh Sandhu M.	Chan Au W.	0	0	Corporate social responsibility in indian family firms: a socioemotional wealth persepctive	Academy of Management Proceedings	2016	1	1427-1432
2016	Goergen M.	Chahine S.	Wood G.	Brewster C.	0	Public listing, Context and CSR : the effects of Legal Origin	Journal of Comparative International Management	19	1	47-73
2016	Sundarasen S.D.D.	Je-Yen T.	Rajangam N.	0	0	Board composition and corporate social responsibility in an emerging market.	Corporate Governance: The International Journal of Business in Society	16	1	35-53
2016	Amonarriz C.A.	Landart C. I.	0	0	0	Responsible family ownership in small- and medium-sized family enterprises: an exploratory study	Business Ethics: a european review	25	1	75-93
2016	Dekker J.	Hasso T.	0	0	0	Environmental Performance Focus in Private Family Firms: The Role of Social Embeddedness	Journal of Business Ethics	136	2	293-309
2017	Zientara P.	0	0	0	0	Socioemotional wealth and corporate social responsibility: a critical analysis	Journal of Business Ethics	144	1	185-199
2017	Nekhili M.	Nagati H.	Chtioui T.	Rebolledo C.	0	Corporate social responsbility disclosure and market value: family versus nonfamily firms	Journal of Business Research	77	n. a.	41-52
2017	Rodriguez-Ariza L.	Cuadrado-Ballesteros B.	Martinez-Ferreo J.	Garcia-Sanchez I. M.	0	The role of female directors in promoting csr practices. An international comparision between family and non family businesses	Business Ethics: a european review	26	2	162-174
2017	Liu M.	Shi Y.	Wilson C.	Wu Z.	0	Does family involvement explain why corporate social responsibility affects earnings management ?	Journal of Business Research	75	n. a.	8-16
2017	Rudyanto A.	0	0	0	0	State Ownership, Family Ownership, and Sustainability Report Quality: The Moderating Role of Board	Accounting & Finance Review	2	2	15-25

						Effectiveness.				
2017	Richards M.	Zellweger T.	Gond J-P.	0	0	Maintaining Moral Legitimacy through Worlds and Words: An Explanation of Firms' Investment in Sustainability Certification.	Journal of Management Studies	54	5	676-710
2017	Peake W. O.	Cooper D.	Fitzgerald M.A.	Muske G.	0	Family Business Participation in Community Social Responsibility: The Moderating Effect of Gender.	Journal of Business Ethics	142	2	325-343
2017	Samara G.	Arenas D.	0	0	0	Practicing fairness in the family business workplace.	Business Horizons	60	5	647-655
2017	Serdar G.	Brandes P.	Dharwadkar R.	o	o	Firm ownership and corporate social responsibility: " are all politics local ?"	Academy of Management Proceedings	n.d.	1	1-6
2017	Cabeza-Garcia L.	Sacristan-Navarro M.	Gomez-Anson S.	0	0	Family involvement and corporate social responsibility disclosure	journal of Family Business Strategy	8	2	109-122
2017	Hernandez-Perlines F.	Rung-Hoch N.	0	0	0	Sustainable entrepreneurial orientation in family firms	Sustainability	9	7	1-16
2017	Lopez Cozar Navarro C.	Priede Bergamini T.	Benito-Hernandez S.	0	0	The link between firm size and corporate social responsibility: Are there differences between family and non family businesses?	Ethical Perspectives	24	2	259-296
2017	Sukumara Panicker V.	0	0	0	0	Ownership and corporate social responsbility in Indian firms	Social Responsibility Journal	13	4	714-727
2017	Leoni G.	0	0	0		Social responsibility in practice: an Italian case from the early 20 th century	Journal of Management History	23	2	133-151
2017	Butler F.C.	Roundy P.	Lamb N. H.	0	0	Family firms and corporate social responsbility: exploring "concerns"	Journal of Strategy and Management	10	4	469-487
2017	Jaemin K.	Fairclough S.	0	0	0	Attention, action, and greenwash in family influenced firms? Evidence from polluting industries	Organization and Environment	30	4	304-323

Figure 1: Distribution of articles over time

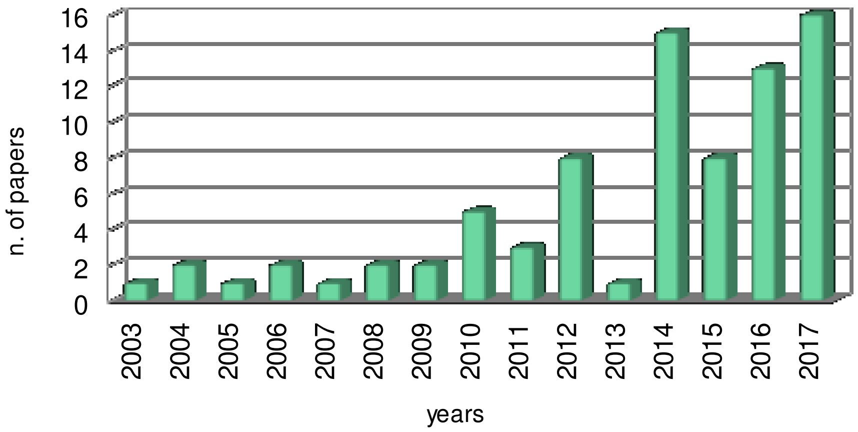

Figure 2: Fields of the journals analysed

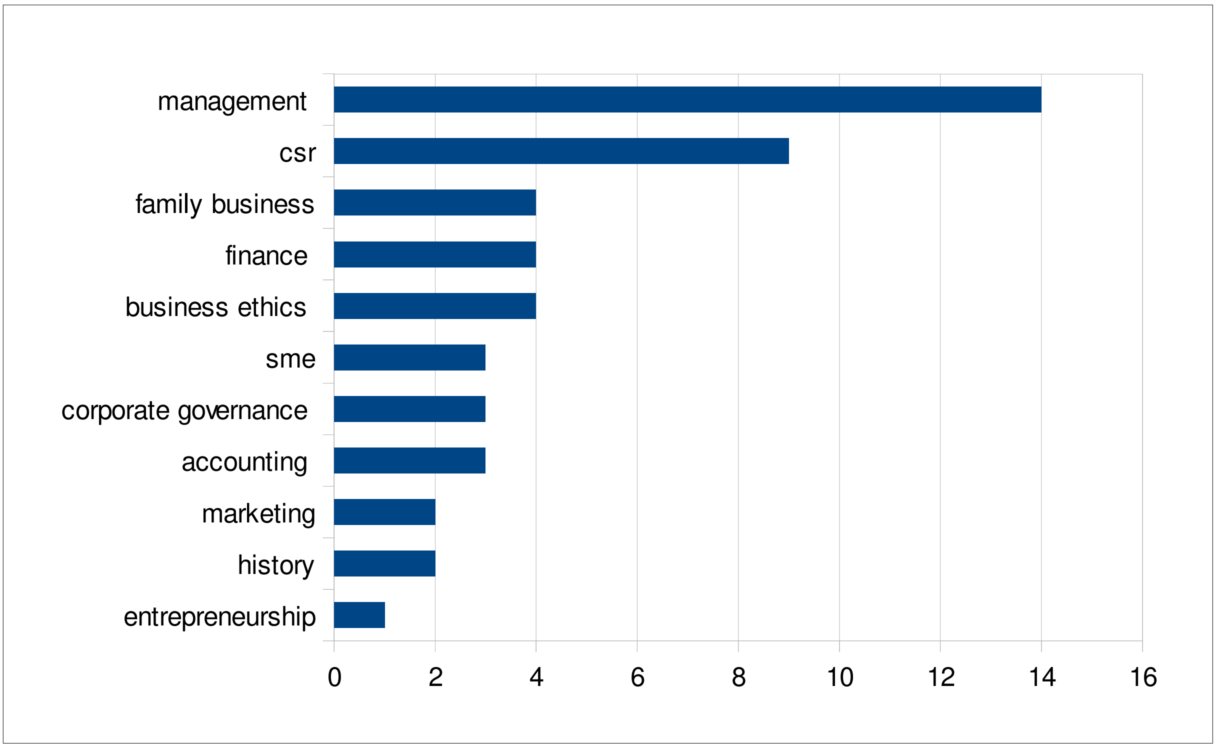

Figure 3: Topics distribution among the selected articles

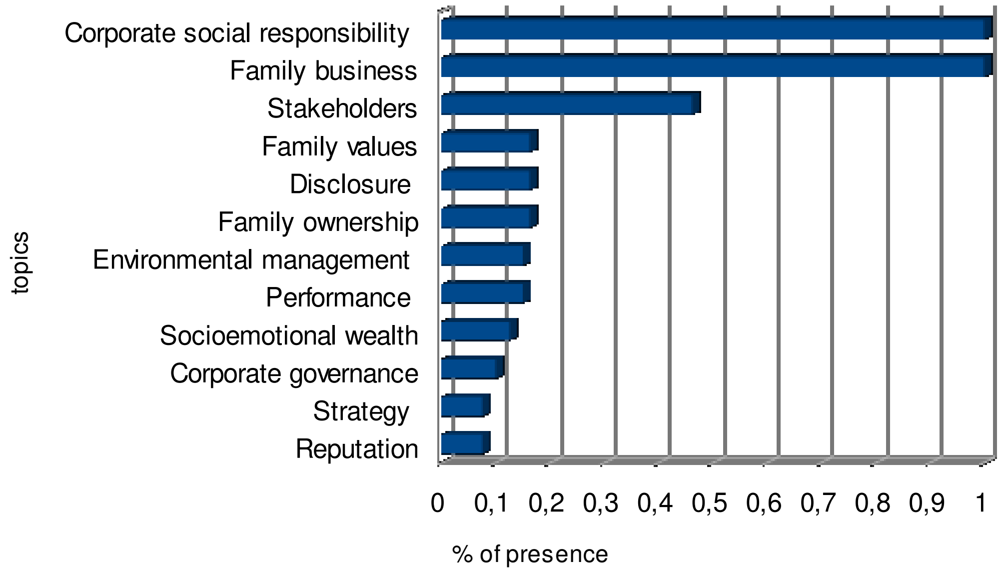

Figure 4: Trend of topics over the period analysed (2003-2017)

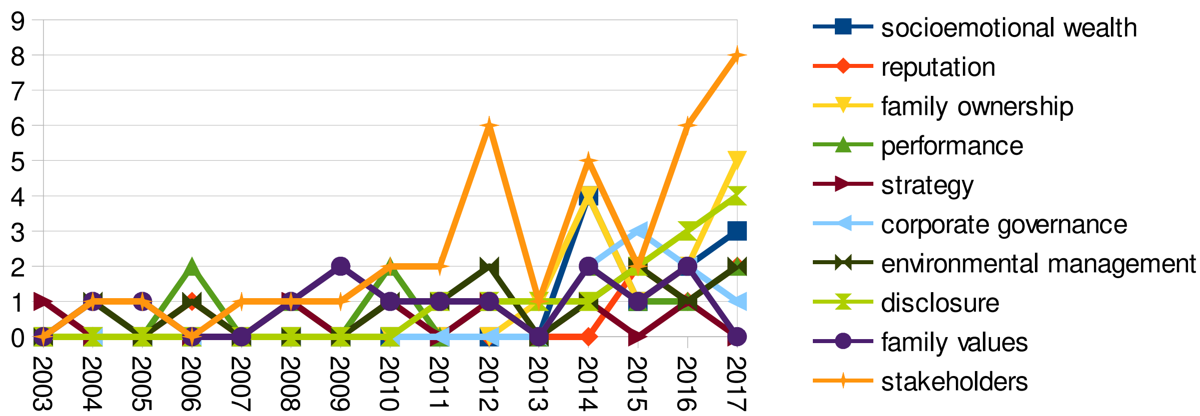

Table 1: Academic Journals

Academy of Management Proceedings
Accounting & Finance Review
Advances in Accounting
Asia Academy of Management Journal
Asian Business & Management
Business and Society Review
Business Ethics: a European review
Business History
Business Horizons
Business Strategy and the Environment
Chinese Management Studies
Corporate Governance: The International Journal of Business in Society
Corporate Governance: An International Review
Corporate Governance: The international journal of business in society
Corporate Social Responsibility and Environmental Management
Emerging Markets Finance & Trade
Entrepreneurship: Theory & Practice
Ethical Perspectives
European Journal of Family Business
European Management Journal
Family Business Review
Futures
Indian Journal of Industrial Relations
International Business Review
International Journal of Business & Society
International Journal of Financial Studies
international Journal of Hospitality Management
International Journal of Research in Marketing
Journal of Management History
Journal of Banking & Finance
Journal of Business Ethics
Journal of Business Research
Journal of Cleaner Production
Journal of Comparative International Management
Journal of Family Business Management
Journal of Family Business Strategy
Journal of Management Studies
Journal of marketing development and competitiveness
Journal of Small Business and Enterprise Development
Journal of Small Business Management
Journal of Strategy and Management
Organization and Environment
Pacific Accounting Review
Procedia Economics and Finance
Procedia- social and behavioral sciences
Review of HRM
Small Enterprise Research
Social Responsibility Journal Sustainability
The Service Industries Journal