References

- Abbott, W. F., & Monsen, R. J. (1979). On the measurement of corporate social responsibility: Self-reported disclosures as a method of measuring corporate social involvement. Academy of Management Journal, 22(3), 501-515.
- Adams, R. B., De Haan, J., Terjesen, S., & van Ees, H. (2015). Board diversity: Moving the field forward. *Corporate Governance: An International Review, 23*(2), 77-82.
- Adegbite, E., Guney, Y., Kwabi, F., & Tahir, S. (2019). Financial and corporate social performance in the UK listed firms: The relevance of non-linearity and lag effects. *Review of Quantitative Finance & Accounting*, 52(1), 105–158.
- Adomako, S., Obeng, G. D., Opoku, R. A., & Danso, A. (2016). Perceived regulatory burden, institutional ties, financial resource capability and corporate social performance in a Sub-Saharan African economy. *Journal of General Management*, 41(3), 13-31.
- Aguilera-Caracuel, J., Guerrero-Villegas, J., Vidal-Salazar, M. D., & Delgado-Márquez, B.
 L. (2015). International cultural diversification and corporate social performance in multinational enterprises: The role of slack financial resources. *Management International Review*, 55(3), 323-353.
- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management, 38*(4), 932-968.
- Alexiev, A. S., Jansen, J. J., Van den Bosch, F. A., & Volberda, H. W. (2010). Top management team advice seeking and exploratory innovation: The moderating role of TMT heterogeneity. *Journal of Management Studies*, 47(7), 1343-1364.
- Allouche, J., & Laroche, P. (2005). A meta-analytical investigation of the relationship between corporate social and financial performance. *Revnue de Gestion des Ressources Humaines*, 57(1), 8–41.
- Amos, G. J. (2018). Researching corporate social responsibility in developing-countries context. *International Journal of Law and Management*, 60(2), 284–310. doi: 10.1108/ijlma-04-2017-0093

- Angelidis, J., & Ibrahim, N. A. (2011). The impact of emotional intelligence on the ethical judgment of managers. *Journal of Business Ethics*, 99(1), 111-119.
- Anisimova, T., & Thomson, S. B. (2012). Enhancing multi-method research methodologies for more informed decision-making. *JOAAG*, 7(1), 96-104.
- Antonakis, J., Bendahan, S., Jacquart, P., & Lalive, R. (2010). On making causal claims: A review and recommendations. *The Leadership Quarterly*, 21(6), 1086-1120.
- Argiles-Bosch, J. M., Garcia-Blandon, J., & Martinez-Blasco, M. (2016). The impact of absorbed and unabsorbed slack on firm profitability: Implications for resource redeployment. *Resource Redeployment and Corporate Strategy*, 35, 371-395.
- Arora, P. (2008). Organizational slack and attainment discrepancy as antecedents of corporate social performance. Academy of Management Proceedings, 8(1), 1-6.
- Arora, P., & Dharwadkar, R. (2011). Corporate governance and corporate social responsibility (CSR): The moderating roles of attainment discrepancy and organization slack. *Corporate Governance: An International Review*, 19(2), 136-152.
- Aupperle, K., Carroll, A., & Hatfield, J. (1985). An empirical examination of the relationship between corporate social responsibility and profitability. *Academy of Management Journal*, 28(2), 446–463.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- Baker, H. K., Dewasiri, N. J., Yatiwelle Koralalage, W. B., & Azeez, A. A. (2019). Dividend policy determinants of Sri Lankan firms: a triangulation approach. *Managerial Finance*, 45(1), 2-20.
- Bansal, P. (2005). Evolving sustainably: a longitudinal study of corporate sustainable. Strategic Management Journal, 26(3), 197–218.
- Bantel, K. A., & Jackson, S. E. (1989). Top management and innovations in banking: does the composition of the top team make a difference?. *Strategic Management Journal*, 10(S1), 107-124.
- Barnea, A., & Rubin, A. (2010). Corporate social responsibility as a conflict between shareholders. *Journal of Business Ethics*, 97(1), 71-86.

- Barnard, C. (1938). 1.(1938). *The functions of the executive*. Cambridge, MA: Harvard University Press.
- Bear, S., Rahman, N., & Post, C. (2010). The impact of board diversity and gender composition on corporate social responsibility and firm reputation. *Journal of Business Ethics*, 97(2), 207-221.
- Bizzi, L. (2017). The strategic role of financial slack on alliance formation. *Management Decision*, 55(2), 383-399.
- Blau, P. M. (1977). Inequality and heterogeneity: A primitive theory of social structure. New York: Free Press.
- Bourgeois III, L. J. (1981). On the measurement of organizational slack. Academy of Management Review, 6(1), 29-39.
- Bowen, H.R. (1953). *Social responsibilities of the businessman*, New York: Harper and Brothers.
- Boyd, B. (1990). Corporate linkages and organizational environment: A test of the resource dependence model. *Strategic Management Journal*, *11*(6), 419-430.
- Bradley, S. W., Wiklund, J., & Shepherd, D. A. (2011). Swinging a double-edged sword: The effect of slack on entrepreneurial management and growth. *Journal of Business Venturing*, 26(5), 537-554.
- Brammer, S., & Millington, A. (2008). Does it pay to be different? An analysis of the relationship between corporate social and financial performance. *Strategic Management Journal*, 29(12), 1325-1343.
- Brentani, E., & Golia, S. (2007). Unidimensionality in the Rasch model: how to detect and interpret. *Statistica*, *67*(3), 253-261.
- Buyl, T., Boone, C., Hendriks, W., & Matthyssens, P. (2011). Top management team functional diversity and firm performance: The moderating role of CEO characteristics. *Journal of Management Studies*, 48(1), 151-177.
- Byrne, A., & Hilbert, D. (2008). Basic sensible qualities and the structure of appearance. *Philosophical Issues, 18*, 385-405.
- Cadbury, A. (2006). Corporate social responsibility. *Twenty-First Century Society*, 1(1), 5-21.

- Cadez, S., & Czerny, A. (2016). Climate change mitigation strategies in carbon intensive firms. *Journal of Cleaner Production*, 112, 4132–4143. doi: 10.1016/j.jclepro. 2015.07.099
- Callan, S. J., & Thomas, J. M. (2009). Corporate financial performance and corporate social performance: an update and reinvestigation. *Corporate Social Responsibility and Environmental Management*, 16(2), 61-78.
- Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin*, *30*, 81-105.
- Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G. (2004). Upper echelons research revisited: Antecedents, elements, and consequences of top management team composition. *Journal of Management*, 30(6), 749–778. doi: 10.1016/j.jm.2004.06
- Carpenter, M. A. (2002). The implications of strategy and social context for the relationship between top management team heterogeneity and firm performance. *Strategic Management Journal*, 23(3), 275-284.
- Carroll, A. (2018). Corporate social responsibility (csr) and corporate social performance (csp). In R. Kolb (Ed.), *The SAGE encyclopedia of business ethics and society* (pp. 746-754). Thousand Oaks, CA: SAGE Publications, Inc. doi:10.4135/9781483381503.n265
- Carroll, A. B. (1991). Corporate social performance measurement: A commentary on methods for evaluating an elusive construct. *Research in Corporate Social Performance and Policy*, 12(42), 385-401.
- Carroll, A. B. (2000). A commentary and an overview of key questions on corporate social performance measurement. *Business and Society*, *39*(4), 466-478.
- Carroll, A. B., & Brown, J. A. (2018). Corporate social responsibility: A review of current concepts, research, and issues. *Corporate Social Responsibility*, *360*, 39-69.
- Carter, D. A., D'Souza, F., Simkins, B. J., & Simpson, W. G. (2010). The gender and ethnic diversity of US boards and board committees and firm financial performance. *Corporate Governance: An International Review*, 18(5), 396-414.
- Chang, Y. K., Oh, W. Y., Park, J. H., & Jang, M. G. (2017). Exploring the relationship between board characteristics and CSR: Empirical evidence from Korea. *Journal of Business Ethics*, 140(2), 225-242.

- Chen, S., & Bouvain, P. (2009). Is corporate responsibility converging? A comparison of corporate responsibility reporting in the USA, UK, Australia, and Germany. *Journal* of Business Ethics, 87(1), 299-317.
- Chen, C. M., & Delmas, M. (2011). Measuring corporate social performance: An efficiency perspective. *Production and Operations Management*, 20(6), 789-804.
- Cheng, B., Ioannou, I., & Serafeim, G. (2014). Corporate social responsibility and access to finance. *Strategic Management Journal*, *35*(1), 1-23.
- Cheung, Y. L., Tan, W., Ahn, H. J., & Zhang, Z. (2010). Does corporate social responsibility matter in Asian emerging markets?. *Journal of Business Ethics*, 92(3), 401-413.
- Clarkson, M. E. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review, 20*(1), 92-117.
- Clottey, T., & Grawe, S. (2014). Non-response bias assessment in logistics survey research: use fewer tests?. *International Journal of Physical Distribution & Logistics Management*, 44(5), 412-426.
- Cochran, P. L., & Wood, R. A. (1984). Corporate social responsibility and financial performance. *Academy of Management Journal*, *27*(1), 42-56.
- Cohen, M. D.; March, J. G.; & Olsen, J. P. (1972). A garbage can model of organizational choice. Administrative Science Quarterly, 17(1), 1-25.
- Colombo, R. (2000). A model for diagnosing and reducing non-response bias. *Journal of Advertising Research*, 40(1-2), 85-93.
- Conway, J. M., & Lance, C. E. (2010). What reviewers should expect from authors regarding common method bias in organizational research, *Journal of Business Psychology*, *25*, 325-338.
- Cowton, C. J. (1998). The use of secondary data in business ethics research. *Journal of Business Ethics*, 17(4), 423-434.
- Creswel, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches.* Los angeles: University of Nebraska–Lincoln.
- Creswell, J.W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.).* London: SAGE Publications, Inc.

- Curran, J. and Blackburn, R.A. (2001). *Researching the Small Enterprise*. London: SAGE Publications, Inc.
- Cyert, R. M., & March, J. G. (1963). A behavioral theory of the firm. Englewood Cliffs, NJ, 2(4), 169-187.
- Daniel, F., Lohrke, F. T., Fornaciari, C. J., & Turner, R. A. (2004). Slack resources and firm performance: a meta-analysis. *Journal of Business Research*, 57(6), 565–574. doi: 10.1016/s0148-2963(02)00439-3
- Deb, P., David, P. and O'Brien, J. (2017). When is cash good or bad for firm performance?. *Strategic Management Journal*, *38*(2), 436-454.
- De Bakker, F. G. A., Groenewegen, P., & Den Hond, F. (2005). A Bibliometric Analysis of 30 Years of Research and Theory on Corporate Social Responsibility and Corporate Social Performance. *Business & Society*, 44(3), 283–317. doi: 10.1177/0007650305278086
- Decrop, A. (1999). Triangulation in qualitative tourism research. *Tourism Management*, 20(1), 157-161.
- Demirkan, I. (2018). The impact of firm resources on innovation. *European Journal of Innovation Management*, 21(1), 672-697.
- Denzin, N. K. (1978). The Research Act: A Theoretical Introduction to Sociological Methods. New York: McGraw-Hill.
- De Roeck, K., & Delobbe, N. (2012). Do environmental CSR initiatives serve organizations' legitimacy in the oil industry? Exploring employees' reactions through organizational identification theory. *Journal of Business Ethics*, *110*(4), 397-412.
- Deschênes, S., Rojas, M., Boubacar, H., Prud'homme, B. and Ouedraogo, A. (2015). The impact of board traits on the social performance of Canadian firm. *Corporate Governance*, 15(3), 293-305. doi: 10.1108/CG-08-2014-0097
- Diefenbach, M.A., Weinstein, N.D., & O'Reilly, J. (1993). Scales for assessing perceptions of health hazard susceptibility. *Health Education Research*, 8, 181-192.
- Dillman, D. (2007). Mail and Internet Surveys: The Tailored Design Method 2007 Update with New Internet, Visual, and Mixed-Mode Guide. Hoboken, New Jersey: John Wiley & Sons, Inc.

- Dimick, D. E., & Murray, V. V. (1978). Correlates of substantive policy decisions in organizations: The case of human resource management. Academy of Management Journal, 21(4), 611-623.
- Dittmar, A., & Mahrt-Smith, J. (2007). Corporate governance and the value of cash holdings. *Journal of Financial Economics*, *83*, 599–634.
- Dunn, P., & Sainty, B. (2009). The relationship among board of director characteristics, corporate social performance and corporate financial performance. *International Journal of Managerial Finance*, 5(4), 407–423. doi:10.1108/17439130910987558
- Erhardt, N. L., Werbel, J. D., & Shrader, C. B. (2003). Board of director diversity and firm financial performance. *Corporate Governance: An International Review*, 11(2), 102-111.
- Fauzi, H., & Idris, K. (2009). The relationship of CSR and financial performance: New evidence from Indonesian companies. *Issues in Social and Environmental Accounting*, 3(1), 245-259.
- Fernandez-Feijoo, B., Romero, S., & Ruiz, S. (2012). Does board gender composition affect corporate social responsibility reporting. *International Journal of Business and Social Science*, *3*(1), 31-38.
- Field, A. (2009). *Discovering Statistics Using SPSS* (3rd ed.). London: SAGE Publications Ltd.
- Finkelstein, S., Hambrick, D., & Cannella, A. A. (1996). Strategic Leadership. St. Paul: West Educational Publishing.
- Fornell, C., & Larcker, D. F. (1981). *Structural equation models with unobservable variables and measurement error: Algebra and statistics.*
- Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Boston: Pitman Publishing.
- Galant, A., & Cadez, S. (2017). Corporate social responsibility and financial performance relationship: A review of measurement approaches. *Economic research-Ekonomska istraživanja*, 30(1), 676-693.
- Geiger, S.W. & Cashen, L.H. (2002). A multidimensional examination of slack and its impact on innovation. *Journal of Managerial Issues*, 14(1), 68-84.

- George, G. (2005). Slack resources and the performance of privately held firms. The *Academy of Management Journal*, 48(4), 661–76. doi: 10.5465/amj.2005.17843944
- Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The Qualitative Report*, 8(4), 597-607.
- Goldstein, J., Gautum, K. & Boeker, W. (1994). The effects of board size and diversity on strategic change. *Strategic Management Journal*, *15*, 241–250.
- Griffin, J. J., & Mahon, J. F. (1997). The corporate social performance and corporate financial performance debate: Twenty-five years of incomparable research. *Business* & Society, 36(5), 5-31.
- Gulzar, M., Cherian, J., Hwang, J., Jiang, Y., & Sial, M. (2019). The impact of board gender diversity and foreign institutional investors on the corporate social responsibility (csr) engagement of Chinese listed companies. *Sustainability*, 11(2), 307. doi:10.3390/su11020307
- Guthrie, J., & Parker, L.D. (1990). Corporate social disclosure practice: a comparative international analysis. *Advance in Public Interest Accounting*, *3*, 159-75.
- Hafsi, T. & Turgut, G. (2013). Boardroom diversity and its effect on social performance: Conceptualization and empirical evidence. *Journal of Business Ethics*, 112(3), 463-479.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning*, 46(1-2), 1-12.
- Hair, J.F., Ringle, C.M., Sarstedt, M., (2012a). Partial least squares: the better approach to structural equation modeling?, *Long Range Planning*, 45(5-6), 3120-319.
- Hair, J.F., Sarstedt, M., Pieper, T.M., Ringle, C.M., (2012b). Applications of partial least squares path modeling in management journals: a review of past practices and recommendations for future applications, *Long Range Planning*, 45(5-6), 320-340.
- Hair, J.F., Sarstedt, M., Ringle, C.M., Mena, J.A., (2012c). An assessment of the use of partial least squares structural equation modeling in marketing research, *Journal of the Academy of Marketing Science*, 40(3), 414-433.

- Hair.Jr., J. F., Black., W. C., Babin., B. J., Anderson., R. E., & L.Tatham., R. (2010). *Multivariant Data Analysis.* New Jersey: Pearson International Edition.
- Hair J. F., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014ba). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014a). *A primer on partial least squares structural equation modeling (PLS-SEM)*. London: SAGE Publications, Inc.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193-206.
- Haniffa, R., & Hudaib, M. (2007). Exploring the ethical identity of Islamic banks via communication in annual reports. *Journal of Business Ethics*, *76*(1), 97-116.
- Harjoto, M., Laksmana, I., & Lee, R. (2015). Board diversity and corporate social responsibility. *Journal of Business Ethics*, 132(4), 641-660.
- Harrison, J. S., & Coombs, J. E. (2012). The moderating effects from corporate governance characteristics on the relationship between available slack and community-based firm performance. *Journal of Business Ethics*, 107(4), 409-422.
- Harun, M.S.B. (2016). The impact of the corporate governance and its consequences on CSR disclosure: Empirical evidence from Islamic banks in GCC countries. University of Plymouth, United Kingdom.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal* of Marketing Theory and Practice, 19(2), 139-152.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing*.Emerald Group Publishing Limited.
- Hillman, A. J., & Dalziel, T. (2003). Boards of directors and firm performance: Integrating agency and resource dependence perspectives. *Academy of Management review*, 28(3), 383-396.

- Hillman, A. J., Cannella, A. A., Jr., & Harris, I. C. (2002). Women and racial minorities in the boardroom: How do directors differ? *Journal of Management*, 28(6), 747–763.
- Hirigoyen, G. & Poulain-Rehm, T. (2015). Relationships between Corporate Social Responsibility and financial performance: What is the Causality?. *Journal of Business Management*, 4(1), 18-43.
- Ho, P. L., & Mathews, M. (2002). Comprehensiveness of disclosure of non-financial companies: Some empirical evidence from annual reports (2000) of companies listed on the Kuala Lumpur Stock Exchange. In Asian Pacific Conference on International Accounting Issues (p. 46). 14th Asian Pacific Conference.
- Hofman, P. S., & Newman, A. (2014). The impact of perceived corporate social responsibility on organizational commitment and the moderating role of collectivism and masculinity: Evidence from China. *The International Journal of Human Resource Management*, 25(5), 631-652.
- Horwitz, S. K., & Horwitz, I. B. (2007). The effects of team diversity on team outcomes: A meta-analytic review of team demography. *Journal of Management*, 33(6), 987-1015.
- Hughes, M., Eggers, F., Kraus, S., & Hughes, P. (2015). The relevance of slack resource availability and networking effectiveness for entrepreneurial orientation. *International journal of entrepreneurship and small business*, 26(1), 116-138.
- Hung, H. (2011). Directors' roles in corporate social responsibility: a stakeholder perspective. *Journal of Business Ethics*, 23(1), 1-18.
- Huang, C. J. (2010). Corporate governance, corporate social responsibility and corporate performance. *Journal of Management & Organization*, *16*, 641-655.
- Huang, S. K. (2012). The Impact of CEO Characteristics on Corporate Sustainable Development. Corporate Social Responsibility and Environmental Management, 20(4), 234–244. doi:10.1002/csr.1295
- Huang, S. K. (2013). The impact of CEO characteristics on corporate sustainable development, *Corporate Social Responsibility and Environmental Management, 20,* 234–244.
- Ibrahim, N. A., Howard, D. P., & Angelidis, J. P. (2003). Board members in the service industry: An empirical examination of the relationship between corporate social

responsibility orientation and directorial type. *Journal of Business Ethics*, 47(4), 393-401.

- Igalens, J., & Gond, J.-P. (2005). Measuring corporate social performance in France: A critical and empirical analysis of ARESE data. *Journal of Business Ethics*, 56(2), 131–148. doi:10.1007/s10551-004-3529-7
- Ingley, C. B. (2008). Company growth and board attitudes to corporate social responsibility. *International Journal of Business Governance and Ethics*, *4*, 17-39.
- Jack, E. P., & Raturi, A. S. (2006). Lessons learned from methodological triangulation in management research. *Management Research News*, *29*(6), 345-357.
- Jackson, L. A., & Hua, N. (2009). Corporate social responsibility and financial performance: A snapshot from the lodging and gaming industries. *The Journal of Hospitality Financial Management*, 17(1), 63-78.
- Jaeschke, R., & Guyatt, G.H. (1990). How to develop and validate a new quality of life instrument. In: B. Spilker (Ed.) Quality of life assessment in clinical trials. New York: Raven Press.
- Jamali, D., Hallal, M., & Abdallah, H. (2010). Corporate governance and corporate social responsibility: Evidence from the healthcare sector. *Corporate Governance: The international journal of business in society*, 10(5), 590-602.
- Jermias, J., & Gani, L. (2014). The impact of board capital and board characteristics on firm performance. *The British Accounting Review*, *46*(2), 135-153.
- Ji, X., Ahmed, K., & Lu, W. (2015). The impact of corporate governance and ownership structure reforms on earnings quality in China. *International Journal of Accounting* & *Information Management*, 23(2), 169-198.
- Jick, T. D. (1979). Mixing qualitative and quantitative methods: Triangulation in action. *Administrative Science Quaterterly*, 24, 602-611.
- Jizi, M.I., Salama, A., Dixon, R., & Stratling, R. (2014). Corporate governance and corporate social responsibility disclosure: Evidence from the US banking sector. *Journal of Business Ethics*, 125(4), 601–615.

- John, O. P., & Benet-Martínez, V. (2000). Measurement, scale construction, and reliability. Handbook of research methods in social and personality psychology, 339-369.
- Jordan, P. J., & Troth, A. C. (2019). Common method bias in applied settings: The dilemma of researching in organizations. *Australian Journal of Management*, *13*(2), 32-45.
- Julian, S. D., & Ofori-dankwa, J. C. (2013). Financial resource availability and corporate social responsibility expenditures in a sub-Saharan economy: The institutional difference hypothesis. *Strategic Management Journal*, 34(11), 1314-1330.
- Kagzi, M. & Guha, M. (2018). Board demographic diversity: a review of literature. *Journal* of Strategy and Management, 11(1), 33-51.
- Kang, H., Cheng, M., & Gray, S. J. (2007). Corporate governance and board composition: Diversity and independence of Australian boards. *Corporate Governance: An International Review*, 15(2), 194-207.
- Khan, A., Muttakin, M. B., & Siddiqui, J. (2013). Corporate governance and corporate social responsibility disclosures: Evidence from an emerging economy. *Journal of Business Ethics*, 114(2), 207-223.
- Kim, S., & Stoel, L. (2004). Apparel retailers: website quality dimensions and satisfaction. *Journal of Retailing and Consumer Services*, 11(2), 109-117.
- Kline, B. (2011). First Along The River: A Brief History Of The US Environmental Movement. Rowman & Littlefield Publishers.
- Kothari, C. R. (2004). *Research Methodology: Methods and Techniques*. New Age International.
- Kraft, K. L., & Hage, J. (1990). Strategy, social responsibility and implementation. *Journal* of Business Ethics, 9(1), 11-19.
- Kramer, V. W., Konrad, A. M., & Erkut, S. (2006). Critical Mass on Corporate Boards: Why Three or More Women Enhance Governance. Wellesley, MA: Wellesley Center for Women's Publications.
- Ladhari, R. (2010). Developing e-service quality scales: A literature review. *Journal of Retailing and Consumer Services*, 17(6), 464-477.

- Latham, S. F., & Braun, M. R. (2008). The performance implications of financial slack during economic recession and recovery: observations from the software industry (2001-2003). *Journal of Managerial Issues*, 30-50.
- Lee, L., Petter, S., Fayard, D., Robinson, S., (2011). On the use of partial least squares path modeling in accounting research, *International Journal of Accounting Information Systems*, 12(4), 305-328.
- Lin, W. L., Ho, J. A., Ng, S. I., & Lee, C. (2019). Does corporate social responsibility lead to improved firm performance? The hidden role of financial slack. *Social Responsibility Journal*, 15(5), 710-722.
- Liu, X., & Jin, Z. (2018). Effects of unexpected financial slack on SMEs' diversification and growth: evidence from China. *Nankai Business Review International*, 11(1), 42-55.
- Liu, Y., Lin, W. T., & Cheng, K. Y. (2011). Family ownership and the international involvement of Taiwan's high-technology firms: The moderating effect of highdiscretion organizational slack. *Management and Organization Review*, 7(2), 201-222.
- Lohr, S. (2001), Sampling: Design and Analysis, Duxbury Press, Boston, MA.
- Loiacono, E. T., Watson, R. T., & Goodhue, D. L. (2002). WebQual: A measure of website quality. *Marketing Theory and Applications*, *13*(3), 432-438.
- MacCallum, R. C., Widaman, K. F., Preacher, K. J., & Hong, S. (2001). Sample size in factor analysis: The role of model error. *Multivariate Behavioral Research*, 36(4), 611-637.
- Mahoney, L., & Roberts, R. W. (2007). Corporate social performance, financial performance and institutional ownership in Canadian firms. Accounting Forum, 31(3), 233-253.
- Malhotra, A., Mathews, J. D., & Urbina, J. (2007). Multi-static, common volume radar observations of meteors at Jicamarca. Geophysical research letters, *34*(24), 123-137.
- Malhotra, N. K. & Dash, S. (2010). *Marketing Research An Applied Orientation (6th ed.)*. Delhi, Pearson Prentice Hall.

- Mallin, C. A., & Michelon, G. (2011). Board reputation attributes and corporate social performance: An empirical investigation of the US Best Corporate Citizens. *Accounting and Business Research*, 41(2), 119–144.
- Manner, M. H. (2010). The impact of CEO characteristics on corporate social performance, *Journal of Business Ethics*, 9(3), 53–72.
- Margolis, J. D., & Walsh, J. P. (2003). Misery Loves Companies: Rethinking Social Initiatives by Business. Administrative Science Quarterly, 48(2), 268–305. doi: 10.2307/3556659
- Margolis, J. D., Elfenbein, H. A., & Walsh, J. P. (2007). Does it pay to be good? A metaanalysis and redirection of research on the relationship between corporate social and financial performance. *Ann Arbor*, 1001, 48109-1234.
- Markus, M. L., & Robey, D. (1988). Information technology and organizational change: causal structure in theory and research. *Management science*, *34*(5), 583-598.
- Martínez-Martínez, D., Herrera Madueño, J., Larrán Jorge, M., & Lechuga Sancho, M. P. (2017). The strategic nature of corporate social responsibility in SMEs: a multiple mediator analysis. *Industrial Management & Data Systems*, 117(1), 2–31. doi:10.1108/imds-07-2015-0315
- Mattingly, J. E., & Olsen, L. (2018). Performance outcomes of investing slack resources in corporate social responsibility. *Journal of Leadership & Organizational Studies*, 25(4), 481-498.
- Mattingly, J. E. (2017). Corporate social performance: A review of empirical research examining the corporation–society relationship using Kinder, Lydenberg, Domini Social Ratings data. *Business & Society*, 56(6), 796-839.
- McElhaney, K. (2009). A strategic approach to corporate social responsibility. *Leader to Leader*, 52(1), 30-36.
- McGrath, J. E. (1982). Dilemmatics: The Study of Research Choices and Dilemmas In J.E. McGrath, J. Martin & RA Kulka. *Judgment Calls in Research*, Beverly Hills: SAGE Publications, Inc.
- McGuire, J. B., Sundgren, A., & Schneeweis, T. (1988). Corporate social responsibility and firm financial performance. *Academy of management Journal*, *31*(4), 854-872.

- McWilliams, A., & Siegel, D. (2005). Corporate social responsibility: A theory of the firm perspective. Academy of Management Review, 26, 117–127.
- Melo, T. (2012). Determinants of corporate social performance: the influence of organizational culture, management tenure and financial performance. *Social Responsibility Journal*, 8, 33-47.
- Mentzer, J.T. (2008). Rigor versus relevance: why would we choose only one?. *Journal of Supply Chain Management*, 44(2), 72-77.
- Miller, L. E., & Smith, K. L. (1983). Handling nonresponse issues. *Journal of Extension*, 21(5), 45-50.
- Mishina, Y., Pollock, T. G., & Porac, J. F. (2004). Are more resources always better for growth? Resource stickiness in market and product expansion. *Strategic Management Journal*, 25(12), 1179-1197.
- Mohr, L. B. (1982). Approaches to explanation: Variance theory and process theory. *Explaining organizational behavior*, ch. 2, 35-70. Jossey-Bass, San Francisco.
- Mousa, F. T., & Reed, R. (2013). The impact of slack resources on high-tech IPOs. *Entrepreneurship: Theory and Practice*, 37(2), 1123–1147.
- Muthen, B., & Kaplan, D. (1992). A comparison of some methodologies for the factor analysis of non-normal Likert variables: A note on the size of the model. *British journal of mathematical and statistical psychology*, 45(1), 19-30.
- Mutuku, C., KObonyo, P., Awino, Z. B., & Musyoka, M. (2013). Top management team diversity, involvement culture and performance of commercial banks in Kenya. DBA Africa Management Review, 3(2), 132-145.
- Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. *Harvard business review*, 87(9), 56-64.
- Nielsen, S. (2009). Why do top management teams look the way they do? A multilevel exploration of the antecedents of TMT heterogeneity. *Strategic Organization*, 7(3), 277-305.
- Nielsen, S., & Huse, M. (2010). The contribution of women on boards of directors: Going beyond the surface. *Corporate Governance: An International Review*, 18(2), 136-148.

Nunnally, J. C. (1978). Ppsychometric Theory (2nd ed.). McGraw-Hill: Hillsdale, NJ.

- Oh, W. Y., Chang, Y. K., & Martynov, A. (2011). The effect of ownership structure on corporate social responsibility: Empirical evidence from Korea. *Journal of Business Ethics*, 104, 283–297.
- Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate social and financial performance: A meta analysis. *Organization Studies*, *24*(3), 403–441.
- Patzer, G.L. (1996) Using Secondary Data in Market Research: United States and Worldwide. Westport, CT: Quorum Books.
- Payne, G. T., Pearson, A. W., & Carr, J. C. (2017). Process and variance modeling: Linking research questions to methods in family business research. *Family Business Review*, 30(1), 11-18.
- Peng, M. W., Li, Y., Xie, E., & Su, Z. (2010). CEO duality, organizational slack, and firm performance in China. Asia Pacific Journal of Management, 27(4), 611-624.
- Pfeffer, J., & Salancik, G. R. (1978). *The External Control of Organizations: A Resource Dependent Perspective*. New York: Harper and Row.
- Pflugrath, G., Roebuck, P., & Simnett, R. (2011). Impact of assurance and assurer's professional affiliation on financial analysts' assessment of credibility of corporate social responsibility information. Auditing: *A Journal of Practice & Theory*, 30(3), 239-254.
- Podsakoff, P. M., & Organ, D.W. (1986). Self-reports in Organizational Research: Problems and Prospects, *Journal of Management*, 12(4), 531-544.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539-569.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879.
- Post, C., Rahman, N., & Rubow, E. (2011). Green governance: Boards of directors' composition and environmental corporate social responsibility. *Business and Society*, 50, 189–223.

- Preston, L. P., & O'Bannon, D. P. (1997). The corporate social-financial performance relationship: A typology and analysis. *Business and Society*, 36(4), 419–429.
- Priem, R. L., Lyon, D. W., & Dess, G. G. (1999). Inherent limitations of demographic proxies in top management team heterogeneity research. *Journal of Management*, 25(6), 935-953.
- Rao, K., & Tilt, C. (2016). Board composition and corporate social responsibility: The role of diversity, gender, strategy and decision making. *Journal of Business Ethics*, 138(2), 327-347.
- Reed, M. (2005). Reflections on the 'realist turn' in organization and management studies, *Journal of Management Studies*, 42, 1621-44.
- Reinartz, W., Haenlein, M., Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM, *International Journal of Research in Marketing*, 26(4), 332-344.
- Richter, N. F., Cepeda, G., Roldán, J. L., & Ringle, C. M. (2016). European management research using partial least squares structural equation modeling (PLS-SEM). *European Management Journal*, 33(1), 1-3.
- Ringle, C. M., Sarstedt, M., & Straub, D. (2012). A critical look at the use of PLS-SEM in MIS Quarterly. *MIS Quarterly (MISQ)*, 36(1), 132-147.
- Roberson, Q., Holmes IV, O., & Perry, J. L. (2017). Transforming research on diversity and firm performance: A dynamic capabilities perspective. *Academy of Management Annals*, 11(1), 189-216.
- Robson, C. (2002). Real World Research (2nd ed.). Oxford: Blackwell.
- Rodgers, W., Choy, H. L., & Guiral, A. (2013). Do investors value a firm's commitment to social activities?. *Journal of Business Ethics*, 114(4), 607-623.
- Rose, C., Munch-Madsen, P., & Funch, M. (2013). Does board diversity really matter? Gender does not, but citizenship does. *International Journal of Business Science & Applied Management (IJBSAM*), 8(1), 16-27.
- Ruf, B., Muralidhar, K., & Paul, K. (1993). Eight dimensions of corporate social performance: determination of relative importance using the analytic hierarchy

process. *Academy of Management Proceedings*, 1993(1), 326–330. doi: 10.5465/ambpp.1993.10317081

- Ruf, B. M., Muralidhar, K., & Paul, K. (1998). The Development of a Systematic, Aggregate Measure of Corporate Social Performance. *Journal of Management*, 24(1), 119–133.
- Ruf, B. M., Muralidhar, K., Brown, R. M., Janney, J. J., & Paul, K. (2001). An emperical investigation of the relationship between change in corporate social performance and financial performance: A stakeholder theory perspective. *Journal of Business Ethics*, 32(2), 143–156.
- Ruigrok, W., Peck, S. I., & Keller, H. (2006). Board characteristics and involvement in strategic decision making: Evidence from Swiss companies. *Journal of Management Studies*, 43(5), 1201-1226.
- Saeidi, S. P., Sofian, S., Saeidi, P., Saeidi, S. P., & Saaeidi, S. A. (2015). How does corporate social responsibility contribute to firm financial performance? The mediating role of competitive advantage, reputation, and customer satisfaction. *Journal of Business Research*, 68(2), 341-350.
- Salzmann, O., Ionescu-Somers, A., & Steger, U. (2005). The business case for corporate sustainability: literature review and research options. *European Management Journal*, 23(1), 27-36.
- Saunders, M., Lewis, P., & Thornhill, A., (2015). Research Methods of Business Students. United States of America: Prentice Hall.
- Schreck, P. (2011). Reviewing the business case for corporate social responsibility: New evidence and analysis. *Journal of Business Ethics*, *103*(2), 167-181.
- Schuler, D. A., & Cording, M. (2006). A corporate social performance–corporate financial performance behavioral model for consumers. *Academy of Management Review*, 31(3), 540-558.
- Sekaran, U., & Bougie, R. (2010). Research for Business–A Skill Building Approach (5th ed.). West Sussex, UK: John Wiley & Sons Ltd.
- Shahzad, A. M., Mousa, F. T., & Sharfman, M. P. (2016). The implications of slack heterogeneity for the slack-resources and corporate social performance relationship. *Journal of Business Research*, 69(12), 5964-5971.

- Sharfman, M.P., Wolf, G., Chase, R.B. and Tansik, D.A. (1988). Antecedents of organizational slack. Academy of Management Review, 13(4), 601-614.
- Slater, D. J. & Dixon-Fowler, H. R. (2009). CEO international assignment experience and corporate social performance, *Journal of Business Ethics*, 89, 473–489.
- Smith, J. A., & Moody, J. (2013). Structural effects of network sampling coverage I: Nodes missing at random. *Social Networks*, 35(4), 652-668.
- Soana, M. G. (2011). The relationship between corporate social performance and corporate financial performance in the banking sector. *Journal of Business Ethics*, 104(1), 133-148.
- Story, J., & Neves, P. (2015). When corporate social responsibility (CSR) increases performance: exploring the role of intrinsic and extrinsic CSR attribution. *Business Ethics: A European Review*, 24(2), 111-124.
- Struwig, M., Struwig, F. W., & Stead, G. B. (2001). Planning, Reporting & Designing Research. Pearson South Africa.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics* (5th ed.). New York: HarperCollins.
- Tan, J., & Peng, M. W. (2003). Organizational slack and firm performance during economic transitions: Two studies from an emerging economy. *Strategic Management Journal*, 24(13), 1249-1263.
- Tang, C. S., & Zhou, S. (2012). Research advances in environmentally and socially sustainable operations. *European Journal of Operational Research*, 223(3), 585-594.
- Tashakkori, A. and Teddlie, C. (eds) (2003) *Handbook of Mixed Methods in Social and Behavioural Research*. Thousand Oaks, CA: SAGE Publications, Inc.
- Van Teijlingen, E. R., & Hundley, V. (2001). The importance of pilot studies. Social Research Update, 35(1), 25-41.
- Thompson, P., Zakaria, Z. (2004). Corporate social responsibility reporting in Malaysia progress and prospects. *Journal of Corporate Citizenship*, *13*(2), 125-136.

- Tilakasiri, K. K. (2012). Corporate social responsibility and company performance: evidence from Sri Lanka (Doctoral dissertation, Victoria University).
- Turker, D. (2009a). Measuring Corporate Social Responsibility: A Scale Development Study. Journal of Business Ethics, 85, 411–427.
- Turker, D. (2009b). How Corporate Social Responsibility Influences Organizational Commitment. *Journal of Business Ethics*, 89, 189–204.
- Van Knippenberg, D., & Schippers, M. C. (2007). Work group diversity. Annu. Rev. Psychol., 58, 515-541.
- Vanacker, T., Collewaert, V., & Paeleman, I. (2013). The relationship between slack resources and the performance of entrepreneurial firms: The role of venture capital and angel investors. *Journal of Management Studies*, 50(6), 1070-1096.
- Voss, G. B., Sirdeshmukh, D., & Voss, Z. G. (2008). The effects of slack resources and environmentalthreat on product exploration and exploitation. *Academy of Management Journal*, 51(1), 147-164.
- Waddock, S. A., & Graves, S. B. (1997). The corporate social performance link. *Strategic Management Journal*, 18(4), 303–319.
- Waddock, S. A. (2004). Creating corporate accountability: Foundational principles to make corporate citizenship real. *Journal of Business Ethics*, *50*(4), 1–15.
- Wagana, D. M., & Nzulwa, J. D. (2016). Corporate governance, board gender diversity and corporate performance: A critical review of literature. *European Scientific Journal*, 12(7), 63-75.
- Wagner, S.M. and Kemmerling., R. (2010). Handling nonresponse in logistics research. Journal of Business Logistics, 31(2), 357-381.
- Wahba H. (2008). Does the market value corporate environmental responsibility? An empirical examination. Corporate Social Responsibility and Environmental Management, 15(2), 89–99.
- Wartick, S. L., & Cochran, P. L. (1985). The Evolution of the Corporate Social Performance Model. Academy of Management Review, 10(4), 758–769. doi: 10.5465/amr.1985.4279099.

- Webb, E. (2004). An examination of socially responsible firms' board structure. *Journal of Management and Governance*, 8, 255–277.
- Wellalage, N. H., & Locke, S. (2013). Corporate governance, board diversity and firm financial performance: new evidence from Sri Lanka. *International Journal of Business Governance and Ethics*, 8(2), 116-136.
- Wheeler, D., & Sillanpää, M. (1997). The stakeholder corporation: A blueprint for maximizing stakeholder value. London: Pitman Publishing.
- Williams, T. A., & Shepherd, D. A. (2017). Mixed method social network analysis: Combining inductive concept development, content analysis, and secondary data for quantitative analysis. *Organizational Research Methods*, 20(2), 268-298.
- Wold, H., (1974). Causal flows with latent variables: partings of ways in the light of NIPALS modelling, *European Economic Review*, 5(1), 67-86.
- Wold, H., (1982). Soft modeling: the basic design and some extensions, In: Joreskog, K.G.,Wold, H. (Eds.), Systems Under Indirect Observations: Part II. North-Holland,Amsterdam, pp. 1-54.
- Wolfe, R., & Aupperle, K. (1991). Introduction to corporate social performance: Methods for evaluating an elusive construct. *Research in corporate social performance and policy*, 12, 265-268.
- Wood, D. (1991). Corporate social performance revisited. Academy of Management Review, 16, 691-718.
- Wood, D. J. (2010). Measuring corporate social performance: A review. International Journal of Management Reviews, 12(1), 50–84. doi: 10.1111/j.1468-2370.2009.00274.x
- Wu, M. (2006). Corporate social performance, corporate financial performance and firm size: A meta-analysis. *Journal of American Academy of Business*, 8(1), 163–171.
- Xiao, C., Wang, Q., van Donk, D. P., & van der Vaart, T. (2018). When are stakeholder pressures effective? An extension of slack resources theory. *International Journal of Production Economics*, 199, 138–149. doi: 10.1016/j.ijpe.2018.03.002

- Xu, E., Yang, H., Quan, J. M., & Lu, Y. (2015). Organizational slack and corporate social performance: Empirical evidence from China's public firms. *Asia Pacific Journal of Management*, 32(1), 181-198.
- Yin, R. K. (2003). *Case Study Research: Design and method*. (3rd ed.). Thousand Oaks, CA: SAGE Publications, Inc.
- Zhang, L. (2012). Board demographic diversity, independence, and corporate social performance. *Corporate Governance: The international journal of business in society*, *12*(5), 686-700.