## References

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.

- 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.
- Anisimova, T., & Thomson, S. B. (2012). Enhancing multi-method research methodologies for more informed decision-making. *JOAAG*, 7(1), 96-104.
- Arora, P. (2008). Organizational slack and attainment discrepancy as antecedents of corporate social performance. *Academy of Management Proceedings*, *8*(1), 1-6.
- 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., & 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.
- Artiach, T., Lee, D., Nelson, D., & Walker, J. (2010). The determinants of corporate sustainability performance. *Accounting & Finance*, *50*(1), 31-51.
- 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.
- Borghi, J., Ataguba, J., Mtei, G., Akazili, J., Meheus, F., Rehnberg, C., & McIntyre, D. (2009). Methodological challenges in evaluating health care financing equity in data-poor contexts: Lessons from Ghana, South Africa and Tanzania. *Advances in Health Economics and Health Services Research*, *21*, 133-156.
- 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.
- 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.
- Cadez, S., & Czerny, A. (2016). Climate change mitigation strategies in carbon-intensive firms. *Journal of Cleaner Production*, *112*, 4132-4143.

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, 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.

- Cochran, P. L., & Wood, R. A. (1984). Corporate social responsibility and financial performance. *Academy of Management Journal*, *27*(1), 42-56.
- Cyert, R. M., & March, J. G. (1963). A behavioral theory of the firm. *Englewood Cliffs, NJ, 2*(4), 169-187.
- D'Aveni, R. A., Ravenscraft, D. J., & Anderson, P. (2004). From corporate strategy to business-level advantage: Relatedness as resource congruence. *Managerial and Decision Economics*, *25*(6-7), 365-381.
- Daniel, F., Lohrke, F. T., Fornaciari, C. J., & Turner, R. A. (2004). Slack resources and firm performance: A metaanalysis. *Journal of Business Research*, *57*(6), 565–574.doi:10.1016/s0148-2963(02)00439-3
- 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.
- Decrop, A. (1999). Triangulation in qualitative tourism research. Tourism Management, 20(1), 157-161.
- 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.
- 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.
- Fong, L. H. N., Fong, D. K. C., & Law, R. (2016). A formative approach to modeling residents' perceived impacts of casino development. *Journal of Travel & Tourism Marketing*, 33(8), 1181-1194.

Freeman, R. E. (1984). Strategic management: A stakeholder approach. Boston: Pitman Publishing.
Galahitiyawe, N. W. K., & Jayakody, J. A. R. (2019). Managing product complexity and variety for operational performance through an integrated green supply chain. Colombo Business Journal, 10(1), 19-43.
doi:10.4038/cbj.v10i1.40

- 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.
- 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. (2012a). Partial least squares: The better approach to structural equation modeling? *Long Range Planning*, *45*(6), 312-319.
- 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(6), 320-340.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM).* Sage publications.
- 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.
- Harjoto, M., Laksmana, I., & Lee, R. (2015). Board diversity and corporate social responsibility. *Journal of Business Ethics*, 132(4), 641-660.
- Harrison, D., Price, K., & Bell, M. (1998). Beyond relational demography: Time and the effects of surface-and deep-level diversity on work group cohesion. *Academy of Management Journal*, *4*(1), 96-107.
- 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.
- Hart, S. L. (1995). A natural-resource-based view of the firm. *Academy of Management Review, 20*(4), 986-1014.

- 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.
- 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.

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.
- Jack, E. P., & Raturi, A. S. (2006). Lessons learned from methodological triangulation in management research. *Management Research News*, 29(6), 345-357.
- 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.
- Jizi, M., 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.
- 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.
- 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*, 20(1), 30-50.
- 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.
- Luo, X., & Bhattacharya, C. B. (2009). The debate over doing good: Corporate social performance, strategic marketing levers, and firm-idiosyncratic risk. *Journal of Marketing*, 73(6), 198-213.
- Mahoney, L., & Roberts, R. W. (2007). Corporate social performance, financial performance and institutional ownership in Canadian firms. *Accounting Forum*, *31*(3), 233-253.
- Manner, M. H. (2010). The impact of CEO characteristics on corporate social performance. *Journal of Business Ethics*, *93*, 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 meta-analysis and redirection of research on the relationship between corporate social and financial performance. *Ann Arbor*, *1001*, 48109-1234.

McElhaney, K. (2009). A strategic approach to corporate social responsibility. *Leader to Leader, 52*(1), 30-36.
 McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review, 26*(1), 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.
- 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.
- Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate social and financial performance: A meta analysis. *Organization Studies*, *24*(3), 403–441.

- 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.
- 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.
- 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.
- Ruf, B. M., Muralidhar, K., Brown, R. M., Janney, J. J., & Paul, K. (2001). An empirical 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.
- Schreck, P. (2011). Reviewing the business case for corporate social responsibility: New evidence and analysis. *Journal of Business Ethics*, 103(2), 167-188.
- 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.
- Shahzad, A. M., Mousa, F. T., & Sharfman, M. P. (2016). The implications of slack heterogeneity for the slackresources and corporate social performance relationship. *Journal of Business Research*, 69(12), 5964-5971.
- Shehata, N. F. (2013). How could board diversity influence corporate disclosure. *Corporate Board: Role, Duties & Composition*, 9(3), 42-49.

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.

- Strike, V., Gao, J., & Bansal, P. (2006). Being good while being bad: Social responsibility and the international diversification of US firms. *Journal of International Business Studies*, *37*(6), 850–862.
- 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., & Teddlie, C. (2003). *Handbook of mixed methods in social and behavioural research*. Thousand Oaks, CA: Sage Publications.
- 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 der Laan, G., Van Ees, H., & VanWitteloostuijn, A. (2007). Corporate social and financial performance: An extended stakeholder theory, and empirical test with accounting measures. *Journal of Business Ethics*, 79(3), 299-310.
- Van Knippenberg, D., & Schippers, M. C. (2007). Work group diversity. *Annual Review of Psychology, 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 environmental threat 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.
- Wang, S., & Gao, Y. (2016). What do we know about corporate social responsibility research? a content analysis. *The Irish Journal of Management*, 35(1), 1-16.
- 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.

Wiersma, E. (2017). How and when do firms translate slack into better performance? *The British Accounting Review*, *49*(5), 445-459.

- Wood, D. (1991). Corporate social performance revisited. Academy of Management Review, 16, 691-718.
- Wood, D. (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.
- Zhang, L. (2012). Board demographic diversity, independence, and corporate social performance. *Corporate Governance: The International Journal of Business in Society*, *12*(5), 686-700.
- Zhao, X., & Murrell, A. J. (2016). Revisiting the corporate social performance-financial performance link: A replication of Waddock and Graves. *Strategic Management Journal, 37*(11), 2378-2388.