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Corporate Social Responsibility (CSR) in Crisis Situations: A Bibliometric Analysis and Literature Review

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Abstract

Transitioning from a focus on sustainable primary objectives to crisis management represents a new facet of corporate social responsibility within the contemporary business landscape. In the midst of ongoing turbulence and a series of crises, the involvement of corporations in activities that connect them with society has garnered scholarly attention. Nonetheless, there is a noticeable gap in research when it comes to corporate social responsibility during crises. To address this gap, we conducted a bibliometric analysis of studies retrieved from the Scopus database that pertain to the subject of our study. Subsequently, we performed a systematic review of how corporations respond to social responsibility during times of crisis.

Our bibliometric analysis results demonstrated a clear increase in publications after 2008. Notably, the Journal of Business Ethics emerged as the most prolific journal in this area, closely followed by Sustainability Switzerland. Furthermore, the United States stood out as the leading country in terms of interest and research output in the field of CSR during crises.

In the second section of the paper, we identified CSR initiatives related to financial crises, natural disasters, and health crises. In conclusion, the paper suggesting a CSR practices agenda in the future.

Keyword. Corporate social responsibility (CSR); financial crisises; Natural crises; Health crises; covid-19 crises.

1. INTRODUCTION

Worldwide crisis as covid19 can begs the question of what businesses and companies are going to do to respond (Carroll ,2021); As it turns out, many researchers studied the corporate social responsibility (CSR) in crisis situations, but No attempt has be made to review all that has been done so far or has been written on this topic in one scientific paper .

A major purpose of this paper is to discuss CSR in crisis situation; however, it is of theoretical and practical importance some general discussion of CSR is necessary to clarify the vision for the reader. In the post-World War II era, the CSR discussion was significantly initiated by Howard Bowen (Carroll , 2021), that his work proceeded from the belief that the several hundred largest businesses were vital centers of power and decision making and that the actions of these firms touched the lives of citizens at many points. Among the many questions raised by Bowen, one is of special note here. He queried, "What responsibilities to society may businessmen reasonably be expected to assume? "(Bowen, 1953).

It was in this period that Bowen (1953) developed a preliminary definition of the social responsibilities of businessmen: "It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow desirable lines of action in terms of the goals and values of our society "(Bowen ,1953,p. 6) .

During the 1960's there was a new social context marked by a growing protest culture that revolved mainly around civil rights and anti-war protests which led to the treatment of social responsibility as a response to the problems and desires of the new modern society (Latapí, 2019).

Keith Davis is considered one of the most influential researchers of this period He argued that social responsibility is a nebulous idea but should be seen in a managerial context. Furthermore He set forth his "Iron Law of Responsibility", which held that "social responsibilities of businessmen need to be commensurate with their social power" (Davis, 1960, p. 71) ; William C. Frederick was also an influential contributor in this period, He define CSR as mean that " businessmen should oversee the operation of an economic system that fulfills the expectations of the public...Social responsibility in the final analysis implies a public posture to- ward society's economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms"(Frederick, 1960, p. 60).

Out of informed selfinterest or in response to regulatory requirements or activist protests, many of companies entered during the 1970s, an era dubbed 'CSR Management' that began to formalize and institutionalize their responses to social and public issues (Carroll, 2015).

During the 1980's CSR was discussed by many researchers, beginning with a contribution Jones (1980) which focused more on its operationalization than on the concept itself (Jones, 1980).

For Carroll (2008), the most relevant societal concerns and expectations of corporate behavior during the 1980's revolved around "environmental pollution, employment discrimination, consumer abuses, employee health and safety, quality of work life, deterioration of urban life, and questionable/abusiveness practices of multinational corporations"(p.36). Also he explained, this context gave way for scholars to begin looking into alternative themes, and during the 1980's the concepts of business ethics and stakeholder management became part of the business vocabulary being part of a wider discussion around the corporate behavior of the time (Carroll, 2008).

During 1990's, concepts the concept of corporate social responsibility contributed to the emergence of compatible and complementary concepts such as corporate social performance (CSP), stakeholder theory, business ethics, sustainability, and corporate citizenship (Nehar & Lahouel, 2023). Also Carroll (1991) presented the "Pyramid of Corporate Social Responsibility", portrays from which four components of CSR not independent of each other (Griffin & Mahon, 1997), beginning with the basic building block notion that economic performance undergirds all else. At the same time, business is expected to obey the law because the law is society's codification of acceptable and unacceptable behavior. Next is business's responsibility to be ethical. At its most fundamental level, this is the obligation to do what is right, just, and fair, and to avoid or minimize harm to stakeholders (employees, consumers, the environment, and others). Finally, business is expected to be a good corpo rate citizen. This is captured in the philanthropic responsibility, wherein business is expected to contribute financial and human resources to the community and to improve the quality of life (Carroll, 1991);

The beginning of 2000's was marked by the appearance of the following theories: «sustainable development», «corporate citizenship», «corporate sustainability», corporate reputation», socially responsible investment» and «corporate social reporting» (Yevdokimova et al., 2019). In addition Schwartz and Carroll (2003) presented in this period a three domain approach to corporate social responsibility: economic, legal, and ethical (Carroll, 2008) , Despite the interest to the subject of CSR and broad academic discussion (Yevdokimova et al., 2019) , there is still considerable absence of agreement regarding CSR in different crisis situation. Therefore, this study explores CSR practices in different crisis situation. We extend the limited volume of literature that explores the interaction between financial, natural and health crisis and CSR.

2. METHODS

The study is divided into two sections:

The first section of the study: we relied on the bibliometric analysis; The query was adapted to the certain attributes of the search engines included in each scientific database. Specifically, the query (TITLE-ABS-KEY KEY (corporate AND social AND responsibility AND in AND crisis AND situation) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "ECON")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (PUBSTAGE , "final")) was searched in the Scopus database. This search strategy identified 71 articles (From 2004 To June,2026).

The second section of the study: We relied on literature review to serve as a guide for further research in the field of crisis and CSR.

The literature review was based on PRISMA 2009. Inclusion criteria for the Article were as following:

(a) Contain abstract.
(b) Be published in a refereed scientific journal.
(c) Be published in English language.
(d) Address on CSR in crisis Situations
(e) Publication in the period 2004 To June, 2026.

After applying the search criteria, 181 papers were left.

3. RESULTS AND DISCUSSION

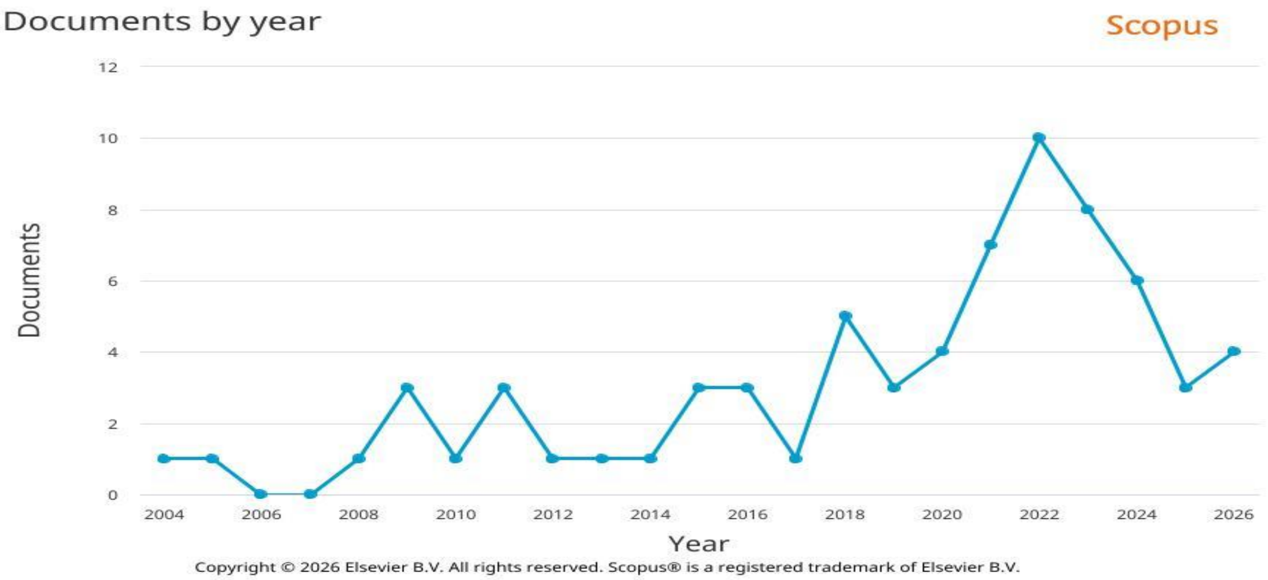
3.1. The first section of the study:

3.1.1. Publications by Year:

Figure 1 shows the number of articles published under scopus database on CSR from 2004 to 2026. Only about 1,65% of the articles were published between 2004 and 2008 (03 out of 181) ; it is after 2008 that the number of publications shows a clear increasing trend ; This demonstrates an increased awareness of the importance of corporate social responsibility in crisis situation after financial and economic crisis 2008.

59,11% of the total articles (107 out of 181) were published in the last 4 years (during and post covid 19 crisis)

Fig.1. Annual Scientific Production



Source: Scupus

The results in Figure 1, confirms the researchers' interest in discussing the corporate social responsibility in crisis situation of different types

3.1.2. Most Influential journals

Figure 2 shows the journals publishing articles in the area of CSR. It was found that 181 articles related to this topic were published in 57 journals with an average of 3.17 articles per journal.

Fig.2. Ranking of the best journals

Source: author calculation using Vosviewer

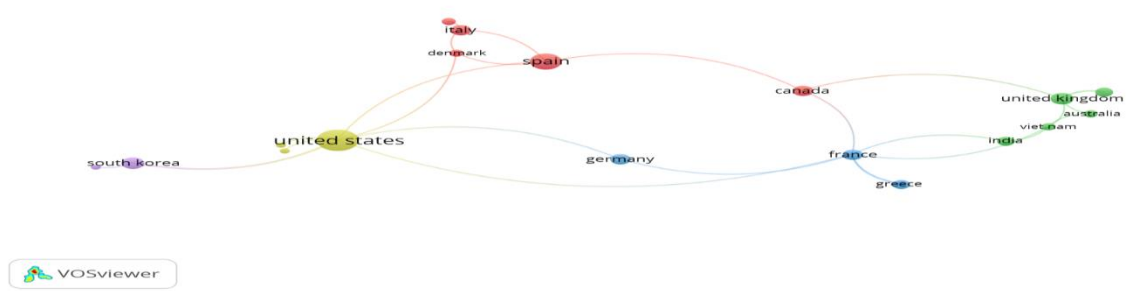
As can be seen in figure 3 the journal with the highest output was "journal of business ethics" and "sustainability (switzerland)", which published (5.61%) of the sample articles , followed them by (emerald emerging markets case studies) , (4.22%) of the sample articles, (corporate communications), (international journal of hospitality management), (journal of academic ethics), (management decision), (public relations review), and (social responsibility journal) by 02 articles for each journal

By applying Bradford 's law, these journals can be divided on 3 zone: zone 1 (10 journals), zone 2 (24 journals), zone 3 (23 journals).

3.1.3. Productivity of Countries

Figure 3 shows the map of Map of interested countries in the issue of Corporate Social Responsibility, There are 41 countries included in the data set of publications period 2004–2026, divided into 05 clusters

Fig.3. interested countries in the issue OF CSR

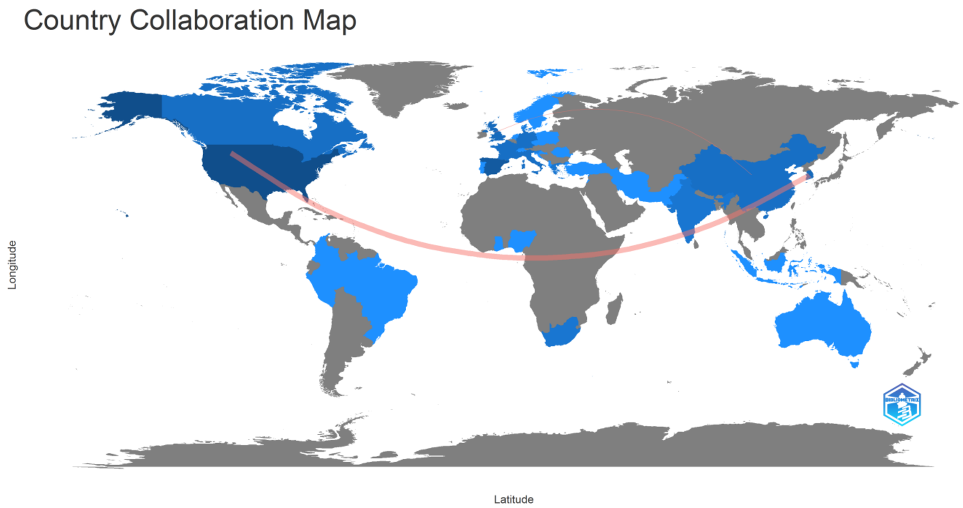


Source: author calculation using Vosviewer

The United States of America top the list of countries most interested in conducting research in the field of Corporate social responsibility in crisis situation, as the number of articles during this period (2004 -2026) ,is estimated at 17 articles, 441 citations and the total link strength is 09, followed by the spain with 10 articles 446 citations and the total link strength is 4 ,in the ranked last is turkey as the number of articles is estimated at 01 article, 36 citations and the total link strength is 02; For the level of cooperation between this countries, united states has large scale cooperation with other countries, followed by spain (see Figure 4)

Countries' Collaboration World Map

Fig.4. Country Collaboration Map



Source: author calculation using R

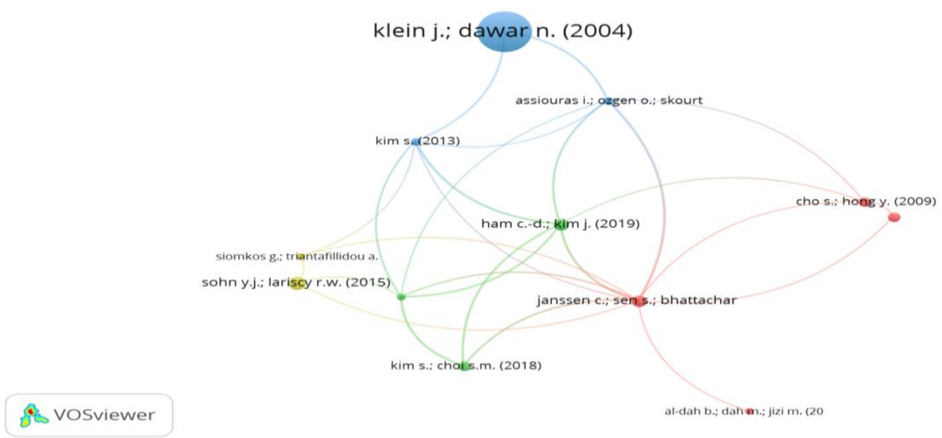
Note: The intensity in blue indicates the number of articles published, and the thickness of the pink line indicates the intensity of cooperation with other countries.

3.1.4. Most Global Cited Documents

The most cited article, Corporate social responsibility and consumers' attributions and brand evaluations in a product–harm crisis. It examine the possibility that the CSR halo affects consumers' attributions in a product–harm crisis situation. In two studies that employ experimental manipulations of prior CSR on a sample of consumers, It examine whether attributions that are influenced by CSR mediate the impact of product–harm crises on consumers' brand evaluations. The results of Study 1 support the CSR plays a role in consumers' brand and product evaluations, over and above economic or 'rational' considerations such as product attributes; Study 2 introduces a boundary condition on the results of Study 1, showing that mediation effects are only found for consumers that are CSR-sensitive.

We generated a network map based on the following procedure. Articles were only considered if they had at least 36 citations. 10 Articles met the criteria; however, only 08 of those articles had connections with each other. The software divided the selected articles into 04 clusters, As shown in Figure 5

Fig.5. Bibliographic coupling analysis



Source: author calculation using Vosviewer

3.2. The second section of the study:

After screening all the papers by author for a second time, 33 papers were left for final analysis (see Table 1).

Table 1. Research's Methodology Adopted

Study Type	Number
Empirical study	27
Critical study	06
Total	33

Source: author

The researcher divided it into the following topics

- CSR and financial crisis
- CSR and Natural and industrial crises
- CSR and Health crises

3.2.1. CSR and financial crisis

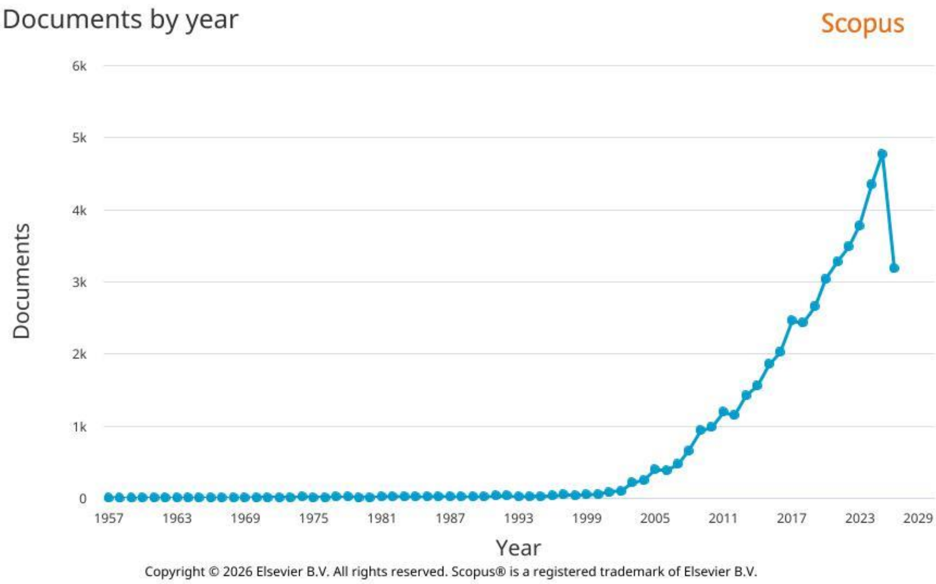
Financial sector institutions such as (the Lehmann Brothers, Bear Stearns, Merrill Lynch, Freddy Mac, Fanny Mae, Golden Sachs, Morgan Stanley, and CitiGroup) , have been accused of initiating the financial crisis in 2008 (Hellwig, 2009; Reinhart & Rogoff, 2009; Herzig & Moon, 2012; Lauesen, 2013)
and indeed found guilty, of other forms of inequity, most of which arise from unfair treatment of some of their clients and Insider trading (Lauesen, 2013).

The analysis confirms that the financial crisis of 2008 clearly had an impact on CSR initiatives because of the unprecedented pressure that companies had to face in order to survive. Massive layoffs and expenditure cuts on community involvement programs were the most obvious outcomes of the crisis However, the impacts were not all negative (Jacob, 2012).

3.2.1.1.CSR before the economic and financial crisis:

The concept of corporate social responsibility can be traced back to several centuries of official writings that go back to the 1950s in the United States of America, but at the same time it must be recognized this concepts may have evolved theoretically and practically in other countries and other times (caroll,1999) , However The period the 1990s and 2000s witnessed an accelerated Toward the Corporate social responsibility especially before the financial crisis(Carroll & Shabana, 2010) .

Fig.6. Documents by year



Source: (Scopus, 2026)

Before the financial crisis, the relationship between CSR and Financial Performance, shareholder value, and the investor's perspective, has received substantial attention in the literature (Allouche & Laroche, 2005; Margolis & Walsh, 2003) , whereas Making the effort to strengthen CSR activities helps firms to gain better competitive advantage, which is found to be a unique strategy (Chatterjee et al., 2022), protect it from the shock of crises. For this why many companies focus on the critical success factors of corporate social responsibility as following:

- The legal dimension

CSR can be a responsibility that is secured by the intervention of the state, union agreements, implicit cultural and institutional norms and other non-explicit behaviors (Lauesen, 2013).

- The economic dimension

A program of actions taken to reduce externalized costs or to avoid distributional conflicts in response to market failures, For example: Responsible banking investing; Avoidance the Insider trading, where privileged personnel or organizations exploit their access to information for their own benefit instead of their clients or the public is a conflict of proper distribution of gains from participation in a general financial market the avoidance of allocation of under-valued shares to people that can bring them additional business, fake bids, rigged auctions or volume-contingent commissions; Reducing risk; Reduced waste; Improving relations with regulators; Generating brand equity; Improved human relations and employee productivity; Lower cost of capital (Heal, 2005).

The environmental dimension

Provide loans only to those projects whose sponsors can demonstrate to the satisfaction of their ability and willingness to comply with comprehensive processes aimed at ensuring that projects are developed in a socially responsible manner and according to sound environmental management practices (Shaw, 2007).

The discretionary (philanthropic) dimension

More involvement of local community ,as example actively engaged with whom, national and local governments (Heal, 2005).

3.2.1.2.CSR During the financial crisis

In accordance with Arevalo and Aravind's (2010) results, the level of impact of the financial crisis on a company depends mainly on both the degree of CSR integration in the company (Arevalo & Aravind, 2010) , The organizations with a high integration stage and the kind of CSR strategy :proactive or reactive are those that suffer less in the crisis (del Mar Miras Rodríguez, 2013).

During financial crisis rose, the priorities of the business have changed, with liquidity management becoming one of the most important aspects. Moreover, all actions are carried out in accordance with the financial difficulties (Yelkikalan & Köse, 2012) , companies were encouraged to reduce their expenses, also it was found that there is significant drop in numbers and extent of CSR projects in times of financial crisis in operating companies listed in Fortune 500 (Karaibrahimoglu , 2010).

However, Wilson (2008) took an opposite stance, it's true that the number of social needs have increased during the economic crisis, so the CSR actions are more necessary than ever (Karaibrahimoglu, 2010),where the Results indicate increased CSR performance before and during the financial crisis except for the period 2009-2010 in order to regain the lost trust in businesses (Giannarakis & Theotokas, 2011).

According to a survey conducted in 2008-2009. by the international organization Chartered Institute of Personnel Development, 65% of russian companies maintained commitment with stakeholders by establishment of transparent communications with employees increased their level of motivation and involvement ; In addition to complying with all legal requirements when laying off employees or reducing wages, as well as developing a plan to maintain the activities of the remaining employees in the next stages to achieve their goals and overcome the crisis; Also 42% of Russian employers kept their payments to key employees (Shpringer, 2021).

3.2.1.3.CSR after the economic and financial crisis

After the crisis it was the employees' stakeholder group that was the mostly hit due to layoffs, followed by investors because of the huge decrease in share price, and customers due to some delivery issues (Jacob, 2012).

In response to this situation, many CSR issues related to the economic, legal and ethical dimensions have been pushed (Corporate governance related issues such as code of business conducts and anti-corruption policies; Stakeholders' role; Market attitude; Investor confidence; Align financial products with that of physical products; Refine stakeholder engagement to avoid performance measures as "Potemkinity"; Reject "Potemkinity" in performance measures of corporate reports and urge for managers to allow critical voices) ; in addition many CSR issues related to the discretionary (philanthropic) and environmental dimension have improved (Environmental policies ; Corporate governance ; Diversity programs; Compensation policies with a better definition of fair salaries); however many CSR issues related to the discretionary (philanthropic) and environmental dimension have worsened (labor practices, especially work-life balance ; Consumer issues ; The environmental concerns ; The sustainable development).

3.2.2.CSR and Natural and industrial crises :

There are two types of environmental crises that are relevant to CSR initiatives, natural disasters and industrial crises (Shrivastava, 1995).

During a disaster, company CSR activities are usually expected by the public to help relieve pain (Madsen & Rodgers, 2015), where all company activities engaged in emergency management efforts fall under CSR practice(Johnson et al., 2011)..

CSR activities were primarily directed toward ethical responsibility (responsibility towards employees, responsibility towards customer, and responsibility towards community stakeholders), Most of them were shaped cash grants or in-kind donations (Mahmud et al., 2021; Johnson et al. 2011; Zhao et al., 2015; Dias et al., 2016).

For example FedEx reports being committed to disaster contin- gency planning and the pre-staging of materials before a natural disaster strikes. In addition, she provided complimentary shipping services of water during the Myanmar Relief Efforts and the airlift of supplies to other disaster-struck areas; however Wal-Mart, has a disaster preparedness center to plan for natural international disasters and she provided products to affected areas in Central America in the aftermath of Hurricane Felix and Hurricane Dean and funded mobile canteens that were used by the Salvation Army in Mexico City. Additionally Wal-Mart highlighted a program in Costa Rica called Mano a Mano which works with a non-profit organization to collect and disperse food donations from its customers through its distribution center to families and communities affected by natural disasters ; In addition Johnson & Johnson, provided both product and financial contributions to NGOs operating in Mexico, the Dominican Republic, and Bangladesh. In addition some of its South Korean employees volunteered their time to assist in the clean-up of an oil spill (Johnson et al., 2011).

Chevron provided forms of relief to local communities after a typhoon struck the Philippines as well as partnering with local governments and NGOs in recovery and relief-based activities.

In addition, CSR initiatives on mobile devices especially have been playing an increasing role in crisis relief (Lev-On, 2012). For example Through mobile giving campaigns (Mallon, 2013), global citizens were able to donate to the relief effort by texting donations via premium rate short codes(Yang et al., 201 8) .

Companies such as Visa and Digicel's Tcho Tcho mobile wallet were also offering a full suite of banking services to millions of customers in crises (Carr, 2011).

3.2.3.CSR and Health crises:

3.2.3.1. CSR before covid 19:

Health crises are difficult to understand because they are usually rare and unpredictable. Thus health crises are akin to the black swan as they are unexpected yet have severe consequences.as well as several public and global health crises have driven and continue to drive changes in society and the workplace (Asante Antwi et al., 2021).

Some may argue that the financial strains, both short-term and long term, caused by the outbreak could significantly pushed firms to pursue short-term gains, sometimes even through fraud and misconduct, and reduce long-term CSR investment (He & Harris, 2020).

Before COVID-19, the discombobulating effect of the Spanish flu, cholera, malaria, HIV-AIDS, environmental health crisis, H1N1, MES, ebola, obesity, and the opioid epidemics, etc.., on corporate stability had catalyzed the incubation of public-health-led CSR strategies to advance the frontiers of corporate social responsibility (Asante Antwi et al., 2021), (See some example in Table 2).

Table 2. some example CSR initiatives in Health crises

company	CSR initiatives
GlaxoSmithKline	Donates vast quantities of medicines as part of its CSR pro- gram in conjunction with the WHO and other partners to eliminate Lymphatic Filariasis ("elephantiasis")
Novartis	regularly donates medicines as a part of CSR programs to abolish leprosy
Kraft Foods	provides food supplies in areas devastated by AIDS and food shortages,
IBM	reported a Hepatitis B prevention and education initia- tives for its employees in China and using its computer technologies (computers and software applications) to facilitate the sharing of research related to diseases, including HIV/AIDS.
Exxon Mobil	reported a comprehensive program (educational programs and access to community-based care and treatment) called Stop AIDS that has been implemented in Russia and in sub-Saharan countries with the goal of keeping its workforce healthy and disease-free.
Chevron	reported employee HIV/AIDS prevention, health screening, and access to voluntary treatment resources in foreign countries.

Johnson & Johnson	reported HIV/AIDS and Hepatitis B initiatives directed toward its employees and dependents worldwide through the provision of education-based initiatives and health- care programs.
Dell Computers	reported collaborative partnerships with the US State Department and local initiatives for HIV/AIDS screening and prevention activities.
Marathon Oil	reported an anti-malarial program with local community governments in Equatorial New Guinea,
Pfizer	reported partnering with NGOs and various governments in African nations under a treatment and prevention program called "Mobilize against Malaria".
Proctor and Gamble	reported in-kind product donations in 30 countries related to the provision of clean water for children through the company's Children's Safe Drinking Water Program.
Mectizan	As result of the Mectizan Donation initiative to arrange the drug's free distribution in collaboration with the WHO, the World Bank, and their other partners , around 20 million people within a year got treatment opportunities under the program and became free from the risk of earlier blindness
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Source: Author elaboration based on (Johnson et al., 2011).

Generally CSR practices in Health crises before covid 19 were primarily directed toward ethical responsibility (Table 3).

Table 3. CSR practices before covid 19

CSR dimensions	CSR practices	Authors
The ethical dimension	**Responsibility towards employees:** -Collaboration with the HIV/AIDS individuals -Support groups -Education and promotion of anti-AIDS policies and practices -Supply of medical advice -Setting fair and reasonable policies for financial assistance in case of emerging cases and in cases of death. recruitment and selection of employees (no discrimination) -Insurance -Career management/succession planning	(Jackson, & Schuler, 1995); (Belgrave, 1995); (Baruch & Clancy, 2000); (Muller et al., 2014) (Smith, 2003) (Gao, 2011)

	-Educational programmes, brochures, and other information available -Supply active treatment -Financial cover for infected people. **- Responsibility towards society:** -Collaboration with the external bodies - Deliver benefits to society through philanthropic activities - Corporate philanthropic giving - Donating medicines to fight HIV/AIDS -Outreach activities for HIV/AIDS through NGOs and private organizations (treatment programs) - Financial contributions for disease education, prevention and treatment initiatives - Proprietary/corporate disease education, prevention and treatment programs -Funding disease-related research initiatives	(Johnson et al., 2011)
The legal dimension	-Screen out possible applicants who may be carrying the virus.	(Baruch & Clancy, 2000)

Source: Author elaboration based on literature review

3.2.3.2.CSR during covid-19 crisis

The Corona pandemic (Covid-19) has caused a health and economic crisis (Fettouche & Ayache , 2023); It has been classified the COVID-19 pandemic as the worst crisis since the 1930s depression and far worse than the 2008 Global Financial Crisis (Baboukardos et al., 2021), because it has combined betwen the characteristics of all previous crises in terms of surprise and complexity, interruption in the continuity of normal activities, time constraints, ambiguity and uncertainty, gravity of the situation, threat and jeopardization of the Organization's priority objectives; This is what prompted , to Take of a set of preventive measures, mainly in the main thing in the abolition of events, the closure of borders, travel restrictions, economic closure and the closure of education institutions, workplaces and restrictions on social gatherings (Kim & Lee, 2020; Sigala, 2020), which negatively affected the regular activities of the institutions and prevented them from effectively carrying out its activities of social responsibility activities (Chatterjee et al.,2022) .

However it offered a new opportunities, particularly in relation to Corporate Social Responsibility, Some may argue that the financial strains, both short-term and long term, caused by the outbreak could significantly pushed firms to pursue short-term gains, sometimes even through fraud and misconduct, and reduce long term CSR investment (He & Harris, 2020).

Fortunately, we have observed that many companies not only have resisted unethical business practice during this crisis, but also have proactively engaged in various CSR activities, particularly those that can offer immediate help and assistance to the fight against the virus (He & Harris, 2020).

For example, many companies listed on the IBEX-35 (i.e., Santander, BBVA, Iberdrola, Telefónica or Inditex) major stock exchange announced millionaire donations and specific aid programs to fight the pandemic (Palma-Ruiz et al., 2020). Telecommunications giant Vodafone introduced free access to unlimited mobile data for many of its pay monthly customers and upgraded its vulnerable pay monthly customers to unlimited data offer for free (He & Harris, 2020). Gazprom Neft PJSC added an Anti-Virus section to the corporate website, which reported on how the company is fighting the spread of the virus, what measures are being taken to preserve and maintain the health of employees, etc….(Shpringer , 2021). Supermarkets in the UK have allocated opening hours specifically for the elderly and NHS workers, and donated Easter eggs and general food to food banks and charitable organizations ;UK manufacturing companies transformed their factories to produce ventilators, personal protective equipment, hand sanitizer, and so on, with some of them donating, instead of selling, these products (He & Harris, 2020).

According (Carroll, 2021); 70% of corporate funders had increased their giving by mid-2020. Among this funding, 30% of funders broadened their issue area focus, 78% provided immediate relief funding, and 32% increased their employees' engagement in helping to shape their giving strategies; In addition more than 500 companies drove $640 million in crisis funding donations and also provided support through volunteering, small acts of goodness, and corporate grants to 79,000 global causes during Spring 2020 (Carroll, 2021).

On the other hand, In the first weeks of the worsening epidemiological situation, 35% of Russian organizations transferred their employees to remote work and by the end of 2020, more than 90% of Russian companies offered them a partially or completely remote work format, in addition more than 50% of russian companies avoided cutting employees and their salaries (Shpringer , 2021).

In addition three clusters of responsibility have been identified during the COVID-19 : protecting only the interests of shareholders and investors ; favoring the wellbeing of the society in general and vulnerable groups in particular; and combining the previous altruistic actions with commercial interests (García-Sánchez, 2020).

Clearly neither wealth creation nor environmental protection and using clean energy are in the top three priorities of the CSR during the pandemic (Zhang et al., 2021) . In contrast to the social dimensions, which are given greater priority (Zhang et al., 2020).

Table 4. CSR practices during covid-19 crisis

CSR dimensions	CSR practices
The economic dimension	One could easily argue that businesses' economic responsibilities undergird all the others and inevitably must be addressed during and following the pandemic. where it is framed as making money for owners, and this is a worthy objective, but in the pandemic, becoming financially sustainable is interrelated with continuing to provide the goods, services and jobs that consumers and employees need.
The legal dimension	- Wearing masks in public, social distancing, or not organizing in large groups. - Immigration laws have been affected and may continue into the future, This raises serious issues for industries that have depended

	heavily on both unskilled and skilled workers
The ethical dimension	**- Responsibility towards employees:** -Flexible work system; local recruitment and occupational health; remote work; cleaning conventions and hygiene protocols; health ascended quarantine; social distancing practices and travel restrictions; offering paid leave and sick pay; maintaining the well-being and health, both physical and psychological; maintain transparency of communications between employees. **- Responsibility towards customers :** Stewardship relations between businesses and customers, new ways of security, new sales, product delivery alternatives, new services to older customers or customers at risk
The discretionary (philanthropic) dimension	- Emergency funding; Less Restrictive Grants; Backing Minority Nonprofits. - Partnerships with NGOs. -Cash donations to NGOs. -Direct cash donations. -Financial support/contributions. -N-kind activities (goods, services and resources). -Employee volunteer activities.
The environmental dimension	Protecting the environment and using clean resources; Protecting biodiversity

Source: Author elaboration based on (Carroll, 2021)

3.2.3.3.CSR in post COVID-19:

In light of the lessons learned from crises and Based on literature review in particular (Carroll 2021; Chatterjee et al., 2022; Freze et al.,2023; Sekkiou & Azouaou, 2023;);The practices shown Below can be part of CSR agenda in the future:

- The economic dimension:

- It is imperative that governance responsibilities be addressed.
- Boards will need to pay more attention to how business and society intersect.
- Boards will need to pay closer attention to executive compensation where The crises has exposed glaring compensation inequities across society and within organizations
- More deliberative decision making will be needed.
- More attention will be needed to regarding race and ethnicity.
- The need for speed acting fast where one of the greatest lessons from the crises, so far, is that speed matters
- More investment of financial resources
- Appropriate goals settings
- More support from government
- Alignment on CSR activities post crises

- The legal dimension:

- Businesses should make employee decisions that are appropriate for the companies' economic environments and should be ethically sensitive to employee expectations as well.

- Protecting employee's rights is a baseline response in this situation, and ethical leaders will not be constrained by rules and regulations, but will search out opportunities to do what is right and fair with respect to human resources.

- Businesses should work assiduously to demonstrate that they truly value low-income, low-educated, minority employees, and others that often are marginalized.

- Protests that have erupted across the US and the world in 2020 in support of racial justice place challenging expectations on companies to be ethically sensitive. In this arena, companies can reach out and hire and promote more minority employees, pay employees a better or living wage, provide paid sick and family leave, and of course, provide a safe and healthy workplace for all workers not just the higher paid ones in nice offices.

- Support of the top management.
- More training on CSR activities in post crises
- Focus on employee skillset.
- More employee involvement in CSR activities.
- Focus on motivating employees working in CSR team.
- Develop human resources to deal with post crises CSR activities.
- Managers' readiness.
- Superior stakeholder management.

- The discretionary (philanthropic) dimension:

- Engage employees through donation matching programs.
- Provide flexible funding.
- Build shared value partnerships.
- Employ creativity in using companies' unique assets.
- Pandemic and organization culture.
- Allocating budgets to support society.
- Strategic collaboration with NGOs.
- More involvement of local community.
- More engagement of technology in CSR activities.
- Developing appropriate contingency plan for CSR activities.
- More actively engaged with whom, national and local governments.
- Actively focus on healthcare related CSR program.

-Focus on employees' health and well-being, poverty, reduced inequalities, sustainable cities and communities should become priorities.

- Attention employees' health and well-being, poverty reduction, inequality reduction, and sustainable cities and communities must become priorities.

- The environmental dimension:

- Adoption of sustainable development goals, implemented solutions to minimize the risk of virus infection.

- Focus on green innovation.

- Establishing crises green CSR protocol.
- Focus on special CSR programs like hygiene awareness programs for all; green behavior.

4. Conclusion:

Transitioning from prioritizing sustainable primary goals to crisis management exemplifies a novel dimension of corporate social responsibility in today's business landscape ; Against the backdrop of prevailing turbulence and a series of crises, corporations' engagement in activities linking them to society has attracted scholarly attention. Nevertheless, there exists a dearth of research delving into corporate social responsibility during crises. To address this void, we conducted a comprehensive analysis of bibliometric studies sourced from the Scopus database, pertaining to our study's theme. This was followed by a systematic review of how corporations respond to social responsibility in times of crisis.

The results of our bibliometric analysis revealed a discernible uptick in publications post-2008. This indicates an amplified recognition of the significance of corporate social responsibility during crisis scenarios, notably following the 2008 financial crisis and amid the COVID-19 pandemic. Notably, the Journal of Business Ethics emerged as the foremost productive journal, closely trailed by Sustainability Switzerland. Additionally, the United States emerged as the leading country in terms of interest and research output in the realm of CSR during crises.

In its second section, the study identified CSR initiatives before the crisis, during and after the crisis.

Financial crisis:

Before the financial crisis, there was significant scholarly attention focused on the relationship between Corporate Social Responsibility (CSR) and financial performance, shareholder value, and the perspective of investors; that is, it was given importance to the economic dimension as the base on which other dimensions were built. During this period, the economic dimension was notably emphasized as the foundation upon which other dimensions of CSR were constructed.

During the 2008 financial crisis, despite shifting business priorities and the push for cost reduction, there was a notable decrease in both the number and scope of Corporate Social Responsibility (CSR) projects . However, it's worth noting that CSR performance exhibited an overall increase throughout the financial crisis, except for the year 2008 itself .

Following the financial crisis, many issues of corporate social responsibility were pushed; Issues related to the economic, legal and moral dimension gained greater significance, and environmental concerns and moral considerations became more prominent as companies aimed to regain the trust and confidence that had been eroded,, especially financial institutions.

Natural crises:

Corporate Social Responsibility (CSR) activities during this period predominantly revolved around ethical responsibility, encompassing obligations towards employees, customers, and the broader community of stakeholders. Many of these initiatives took the form of cash grants or in-kind donations.

Health crises:

The health crisis has inevitably subjected companies to a rigorous test of their Corporate Social Responsibility (CSR) practices. Surprisingly, the findings of some studies have contradicted the notion that financial strains induced by crises would lead firms to significantly cut back on CSR investments .

Prior to the COVID-19 pandemic, previous crises had prompted companies to bolster their CSR strategies with a focus on public health. This involved an emphasis on expanding the boundaries of corporate social responsibility, particularly in the charitable dimension, which included responsibilities towards employees and society.

The COVID-19 crisis presented an opportunity for companies to reevaluate and redefine their relationship with society and the environment through comprehensive CSR strategies. This encompassed all dimensions of CSR, including the environmental aspect.

Post COVID-19 pandemic, companies found themselves compelled to intensify their CSR agendas, recognizing the need to contribute to addressing urgent global social and environmental challenges. This imperative became more pronounced due to the escalating impact of climate change, which manifested as global warming, droughts, and increased wildfires, along with political turmoil in several countries like Nigeria and conflicts such as the war in Ukraine.

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