EDITORIAL

Dear readers!

The recent issue of the journal Corporate Governance and Sustainability Review is devoted to the issues of corporate governance and value of family-owned businesses, cooperative banks' M&A, CG and sustainability for businesses and for social development etc.

In particular, *Sabeen Sikandar and Waqas Mahmood* investigate the relationship between practices of corporate governance in family-owned firms operating in cement sector, listed in Pakistan Stock Exchange (PSX) with their value (firm value). *Kimie Harada* examines the performances of Japanese cooperative banks (Shinkin) during the merger waves from 1994 to 2003. *Shirley Mo-Ching Yeung, Chloe Ko and Heidi Leung* review visually re-design service processes for quality sustainable development. *Hugh Grove and Mac Clouse* provide a summary of current sustainability issues and trends of ESG reporting companies which register higher financial returns than their non-ESG reporting competitors. *Mireille Chidiac El Hajj* determines the importance of a corporate governance system for a sustainable social and political development in Lebanese experience.

Some of the aspects of the topics studied in mentioned papers were explored in the academic literature previously. For example different studies have considered the effects of family ownership on performance of listed companies in specific countries (Filatotchev et al.; 2005; Klein et al. 2005; Brenes et al., 2011; Basco, 2013; Cannella et al., 2015; Calabrò et al., 2017; Fahed-Sreih, 2008; Memili et al., 2016; Pounder, 2015). However, the paper is referred to a specific sector with a positive relationship between firm value and corporate governance metrics in Pakistan and it is new. Japanese banking system has main peculiarities as shown in Kawai (2005) and the case of Shrinkin banks is really a less investigated theme and the paper presented in the issue is surely an in-depth analysis of the problem after Hosono et al. (2007), as it considers the evolution of Japanese banking system from 1994 to 2003 giving the results of these changes. Technology and quality sustainable development are a real novelty, as it is shown by existing literature (Dale, 2010), and the paper of this issue is relevant enough just to cover this new approach. The relationship between corporate social responsibility and corporate financial performance has been subject to extensive empirical enquiry. The results show that the business case for ESG investing is empirically very well founded (Friede et al., 2015; Galant & Cadez, 2017; Di Giacomo & Cenci, 2018). The previous review study analyzes just a fraction of existing primary studies, making findings difficult to generalize. Thus, knowledge on the financial effects of ESG criteria remains fragmented. To overcome this shortcoming, the study presented in the issue extracts the relevance of ESG reporting as basis for higher financial returns. Sustainable development and governance have been investigated both form theory and from practice (Kemp et al., 2005; Boeva et al., 2017; Okaro et al., 2018; Castellini & Agyemang, 2012; Huse, 2005; Grove & Clouse, 2017; Jones & Thompson, 2012), but it is relevant for the paper of the issue that is argued that sustainability is best viewed as a socially instituted process of adaptive change built on a general collaboration of all social components, as a way to improve social growth in emerging countries. Overall, this issue of the journal is composed of papers which consider many fundamental issues of corporate governance which have been described in a whole by other scholars (Kostyuk et al., 2006; López-Iturriaga & Hoffmann, 2005; Kostyuk et al., 2011; Maingot & Zeghal, 2008; Meier & Meier, 2013; Nerantzidis et al., 2012; Ponssard et al., 2005; Kissin & Herrera, 1990).

Dr. Rosaria Cerrone
University of Salerno, Italy

REFERENCES

1. Basco, R. (2013). The family's effect on family firm performance: A model testing the demographic and essence approaches. *Journal of Family Business Strategy, 4(1),* 42-66. https://doi.org/10.1016/j.jfbs.2012.12.003
2. Boeva, B., Zhivkova, S., & Stoychev, I. (2017). Corporate governance and the sustainable development. *European Journal of Economics and Business Studies, 3(1),* 1-17. https://doi.org/10.26417/ejes.v7i1.p17-24
3. Brenes, E. R., Madrigal, K., & Requena, B. (2011). Corporate governance and family business performance. *Journal of Business Research, 64(3),* 280-285. https://doi.org/10.1016/j.jbusres.2009.11.013
4. Calabrò, A., Campopiano, G., & Basco, R. (2017). Principal-principal conflicts and family firm growth: The moderating role of business family identity. *Journal of Family Business Management, 7(3),* 291-308. https://doi.org/10.1108/JFBM-02-2017-0005
5. Cannella, A. A., Jones, C. D., & Withers, M. C. (2015). Family-versus lone-founder-controlled public corporations: Social identity theory and boards of directors. *Academy of Management Journal, 58(2),* 436-459. https://doi.org/10.5465/amj.2012.0045
6. Castellini, M., & Agyemang, O. S. (2012). Ownership and board structures to ensuring effective corporate governance through ownership and board control systems. *Corporate Ownership & Control, 9(2-3),* 343-354. https://doi.org/10.22495/cocv9i2c3art4
7. Dale, A., Newman, L., & Ling, C. (2010). Facilitating transdisciplinary sustainable development research teams through online collaboration. *International Journal of Sustainability in Higher Education, 11(1),* 36-48. https://doi.org/10.1108/14676371011010039
8. Di Giacomo, M., & Cenci, M. (2018). Corporate control and ownership networks. *Corporate Ownership & Control, 15(4*), 86-95. https://doi.org/10.22495/cocv15i4art8
9. Fahed-Sreih, J. (2008). An exploratory study on a new corporate governance mechanism: Evidence from small family firms. *Management Research News, 32(1),* 50-61. https://doi.org/10.1108/01409170910922023
10. Filatotchev, I., Lien, Y. C., & Piesse, J. (2005). Corporate governance and performance in publicly listed, family-controlled firms: Evidence from Taiwan. *Asia Pacific Journal of Management, 22(3),* 257-283. https://doi.org/10.1007/s10490-005-3569-2
11. Friede, G., Busch, T., & Bassen, A. (2015). ESG and financial performance: Aggregated evidence from more than 2000 empirical studies. *Journal of Sustainable Finance & Investment, 5(4),* 210-233. https://doi.org/ 10.1080/20430795.2015.1118917
12. 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. https://doi.org/10.1080/1331677X.2017.1313122
13. Grove, H., & Clouse, M. (2017). Corporate governance principles and sustainability. *Corporate Governance and Sustainability Review, 1(2),* 13-19. https://doi.org/10.22495/cgsrv1i2p2
14. Hosono, K., Sakai, K., & Tsuru, K. (2007). *Consolidation of banks in Japan: Causes and consequences* (*NBER Working Paper No. 13399).* Retrieved from the World Wide Web: https://ideas.repec.org/p/nbr/nberwo/13399.html
15. Huse, M. (2005). Corporate governance: Understanding important contingencies. *Corporate Ownership & Control, 2(4),* 41-50. https://doi.org/10.22495/cocv2i4p3
16. Jones, A. L., & Thompson, C. H. (2012). The sustainability of corporate governance – Considerations for a model. *Corporate Governance: The international journal of Business in Society, 12(3),* 306-318. https://doi.org/10.1108/14720701211234573
17. Kawai, M. (2005). Reform of the Japanese banking system. *International Economics and Economic Policy, 2(4),* 307-335. https://doi.org/10.1007/s10368-005-0039-8
18. Kemp, R., Parto, S., & Gibson, R. B. (2005). Governance for sustainable development: Moving from theory to practice. *International Journal of Sustainable Development, 8(1/2),* 12-30. https://doi.org/10.1504/IJSD.2005.007372
19. Kissin, W. D., & Herrera, J. (1990). International mergers and acquisitions. *Journal of Business Strategy, 11(4),* 51-54. https://doi.org/10.11 08/eb060076
20. Klein, P., Shapiro, D., & Young, J. (2005). Corporate governance, family ownership and firm value: The Canadian evidence. *Corporate Governance: An International Review, 13(6),* 769-784. https://doi.org/10.1111/j.1467-8683.2005.00469.x
21. Kostyuk, A. N., Koverga, V., & Kostyuk, H. V. (2006). Board size and composition: The main tradeoffs. *Corporate Board: Role, Duties and Composition, 2(1),* 48-54. https://doi.org/10.22495/cbv2i1art5
22. Kostyuk, A., Govorun, D., Neselevska, O., Iefymenko, V., & Gyrba, O. (2011). Corporate governance and performance: Stakes on ownership? Empirical research of the Ukrainian banks. *Corporate Ownership & Control, 8(4-5),* 532-550. https://doi.org/10.22495/cocv8i4c5art7
23. López-Iturriaga, F. J., & Hoffmann, P. S. (2005). Earnings management and internal mechanisms of corporate governance: Empirical evidence from Chilean firms. *Corporate Ownership & Control, 3(1),* 17-29. https://doi.org/10.22495/cocv3i1p2
24. Maingot, M., & Zeghal, D. (2008). An analysis of corporate governance information disclosure by Canadian banks. *Corporate Ownership & Control, 5(2-1),* 225-236. https://doi.org/10.22495/cocv5i2c1p7
25. Meier, H. H., & Meier, N. C. (2013). Corporate governance: An examination of U.S. and European models. *Corporate Board: Role, Duties and composition, 9(2),* 6-11. https://doi.org/10.22495/cbv9i2art1
26. Memili, E., Singal, M., & Barrédy, C. (2016). Family governance and family firm outcomes. *Journal of Family Business Management, 6(2).* https://doi.org/10.1108/JFBM-05-2016-0010
27. Nerantzidis, M., Filos, J., & Lazarides, T. (2012). The puzzle of corporate governance definition(s): A content analysis. *Corporate Board: Role, Duties and Composition, 8(2),* 15-23. https://doi.org/10.22495/cbv8i2art2
28. Okaro, S. C., Ofoegbu, G. N., & Okafor, G. O. (2018). Corporate governance and sustainable development in Nigeria – Perspectives and challenges. *International Journal of Academic Research in Business and Social Sciences, 8(9),* 90-104. https://doi.org/10.6007/IJARBSS/v8-i9/4551
29. Ponssard, J. P., Plihon, D., & Zarlowski, P. (2005). Towards a convergence of the shareholder and stakeholder models. *Corporate Ownership & Control, 2(3),* 11-18. https://doi.org/10.22495/cocv2i3p1
30. Pounder, P. (2015). Family business insights: An overview of the literature. *Journal of Family Business Management, 5(1),* 116-127. https://doi.org/10.1108/JFBM-10-2014-0023