

# Mapping the Evolution of Corporate Social Responsibility Research (2015–2024): A Bibliometric Analysis Based on Scopus

Cristyano\*, Suryadi, Riyanto

Faculty of Administrative Science, Universitas Brawijaya, Malang, Indonesia

Corresponding Author: [cristyanokw02@student.ub.ac.id](mailto:cristyanokw02@student.ub.ac.id)

## Article Info

### Article History;

#### Received:

2025-02-14

#### Revised:

2025-06-15

#### Accepted:

2025-06-23

**Abstract:** This study presents a comprehensive bibliometric analysis of Corporate Social Responsibility (CSR) research published between 2015 and 2024, drawing on 624 articles indexed in the Scopus database. The objective is to map the intellectual evolution of CSR scholarship by identifying key thematic shifts, dominant theoretical frameworks, and methodological patterns. Using VOSviewer as the primary visualization tool, the study explores research networks, keyword co-occurrences, and temporal transitions in CSR literature over the past decade. The analysis reveals a notable progression in CSR themes, moving from early emphases on business ethics and corporate governance toward sustainability, stakeholder engagement, ESG integration, and digital transformation. Stakeholder Theory, Legitimacy Theory, and Institutional Theory emerge as the most influential conceptual foundations, shaping both normative debates and strategic implementation. While quantitative approaches continue to dominate, the growing adoption of qualitative and mixed-method designs reflects a deeper inquiry into CSR's societal relevance and ethical dimensions. Geographically, CSR research remains concentrated in developed countries such as the United States, China, the United Kingdom, and Australia, although contributions from emerging economies are steadily increasing. Despite the expansion of the field, gaps persist in the standardization of CSR metrics and in evaluating its long-term social impacts beyond corporate financial performance. The novelty of this study lies in its integration of bibliometric mapping with theoretical synthesis to provide a holistic, data-driven perspective on the evolution of CSR research over the past decade, offering fresh insights into future research directions aligned with sustainable development, inclusive governance, and cross-sector collaboration.

**Keywords:** *Corporate social responsibility; Bibliometric analysis; Research trends*

DOI: <https://doi.org/10.18196/jgpp.v12i2.25936>



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

## INTRODUCTION

Corporate Social Responsibility (CSR) has become an integral component of modern corporate strategy, increasing global recognition of its relevance in economic terms and contributing to broader societal and environmental objectives. Over the past several decades, CSR has evolved from a peripheral philanthropic activity into a central strategic concern for organizations seeking legitimacy, competitive advantage, and stakeholder trust (Le, 2023). This transformation reflects the influence of complex global forces, such as economic globalization, escalating environmental crises, heightened regulatory demands, and increasing calls for ethical

corporate governance. Consequently, businesses today are evaluated not merely on their ability to deliver shareholder value but also on their contributions to sustainability, equity, and social innovation (Fatima & Elbanna, 2023; Ren et al., 2023). The rapid expansion of CSR discourse has prompted diverse academic and practical perspectives, highlighting the multidimensional nature of CSR as both a normative commitment and a strategic instrument shaped by institutional contexts (Zhao et al., 2023).

Despite this proliferation of CSR-related research, much of the existing literature remains dominated by empirical studies employing quantitative methodologies focused on measuring CSR outcomes through financial metrics, customer loyalty, or brand equity (Liu et al., 2024). While these studies offer valuable insights into the instrumental benefits of CSR, they often fail to capture the conceptual and historical depth of CSR's evolution as a field of inquiry and practice. The limited theoretical engagement and fragmented thematic coverage have resulted in a growing need to systematically map how CSR research has evolved, what dominant narratives have emerged, and which theoretical lenses have structured scholarly discourse over time (Gupta et al., 2025; Athanasopoulou et al., 2025).

In response to this gap, bibliometric analysis provides a powerful methodological approach for tracing CSR literature's intellectual development and thematic trajectories. By leveraging bibliometric techniques and tools such as VOSviewer, researchers can visualize patterns of co-authorship, keyword co-occurrence, and thematic clustering, thus enabling a more comprehensive understanding of CSR's scholarly progression. A literature-based bibliometric study not only allows the identification of influential authors, institutions, and countries contributing to CSR knowledge but also reveals shifts in research focus, theoretical integration, and methodological innovation across temporal scales (Coelho et al., 2023; Mariani et al., 2023; Frerichs & Teichert, 2023).

This study analyzes 624 CSR articles indexed in the Scopus database from 2015 to 2024, offering a longitudinal perspective on the evolution of CSR scholarship. Drawing from Stakeholder Theory, Legitimacy Theory, and Institutional Theory, the research aims to identify dominant themes, emerging paradigms, and theoretical patterns in CSR literature over the last decade. The study also incorporates more contemporary frameworks like Shared Value Theory and Ecological Modernization Theory to interpret emerging intersections between CSR, digital transformation, and sustainability governance (Frerichs & Teichert, 2023; Strazzullo et al., 2025). This approach situates CSR within traditional management and business ethics discourses and broader debates on public governance, inclusive policy, and sustainable development.

Accordingly, this study is guided by three central research concerns: first, to explore how CSR research themes and keyword networks have evolved annually over the past decade; second, to assess the theoretical underpinnings that have shaped and structured these scholarly trajectories; and third, to provide an integrated conceptual mapping that informs future CSR scholarship and policy discourse. The novelty of this research lies in its combination of bibliometric rigor and theoretical integration, which offers both empirical depth and conceptual clarity. As such, the findings are expected to enhance understanding of CSR's scholarly evolution, identify research gaps, and inform the development of more strategic and sustainable CSR practices across sectors and regions.

## **THEORETICAL FRAMEWORK**

This study is anchored in three foundational theories central to Corporate Social Responsibility (CSR) discourse and practice: Stakeholder Theory, Legitimacy Theory, and Institutional Theory. These theoretical lenses offer complementary perspectives that contextualize CSR as a normative and strategic imperative and help decode CSR literature's evolution and intellectual structure, particularly when examined through bibliometric analysis.

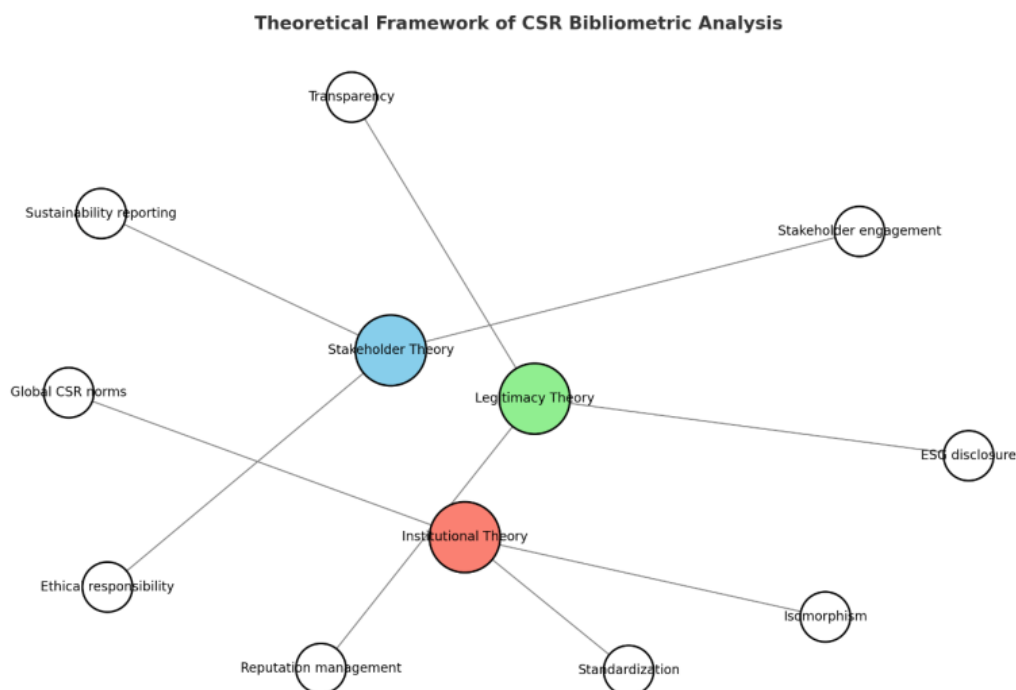
Stakeholder Theory, originally developed by R. E. Freeman (1984) and expanded upon by Freeman & Phillips (2001), asserts that corporations have ethical and strategic responsibilities to a broad network of stakeholders, not merely shareholders. These stakeholders include employees, consumers, suppliers, governments, communities, and the environment. From a bibliometric standpoint, this theory is crucial in interpreting the co-occurrence and clustering of keywords related to stakeholder engagement, sustainability reporting, and ethical business practices. The

prevalence of terms such as *"stakeholder dialogue"*, *"social performance"*, and *"multi-stakeholder governance"* within bibliometric networks often reflects the theoretical influence of Stakeholder Theory in shaping CSR discourse.

Legitimacy Theory adds a sociological dimension to CSR, emphasizing how organizations seek to conform to societal norms and values to maintain legitimacy and social acceptance (Deephouse & Suchman, 2008). In bibliometric terms, legitimacy-related discourse often manifests in clusters around transparency, sustainability disclosure, ESG (Environmental, Social, and Governance) reporting, and reputation management. These themes can be traced across temporal patterns in keyword usage and are often correlated with periods of heightened societal scrutiny or regulatory shifts. Legitimacy Theory thus helps explain spikes in CSR research following major corporate scandals or environmental crises as companies attempt to rebuild public trust through strategic CSR engagement.

Institutional Theory, as articulated by DiMaggio & Powell (1983), provides a macro-level explanation of organizational behavior, focusing on how institutions influence corporate actions through coercive, normative, and mimetic isomorphism. In the global context of CSR, this theory elucidates the diffusion of CSR standards and practices across industries and countries. Bibliometrically, the influence of Institutional Theory is observable in the convergence of CSR themes such as *"ISO 26000"*, *"GRI guidelines"*, and *"corporate sustainability standards,"* which often cluster together and indicate the normalization of CSR language across global research output. Institutional Theory is especially useful in interpreting cross-national bibliometric comparisons, revealing how CSR frameworks are adopted due to external pressure rather than purely internal strategic alignment.

These three theoretical perspectives construct a robust analytical scaffold for this study. Stakeholder Theory captures CSR's relational and moral imperatives; Legitimacy Theory explains CSR as a response to societal validation; and Institutional Theory highlights structural convergence under external influences. This multi-theoretical approach guides the interpretation of bibliometric data and facilitates deeper insight into how CSR has been conceptualized, diffused, and contested across scholarly communities. A conceptual diagram representing the intersection of these theories with major bibliometric themes and clusters has been developed to support this framework (Figure 1).



**Figure 1. Theoretical Framework of CSR Bibliometric Analysis**

*Source: Compiled and analyzed by the authors*

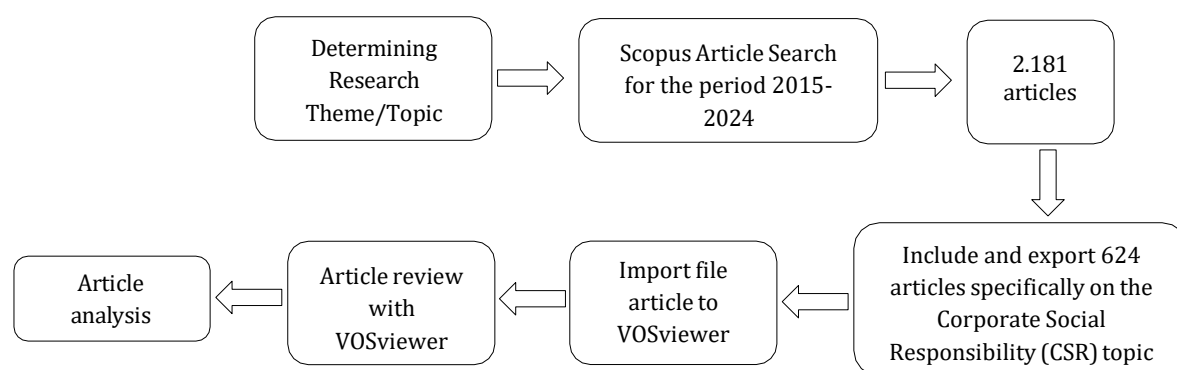
This diagram illustrates the theoretical foundation guiding the bibliometric analysis of Corporate Social Responsibility (CSR) literature. The three core theories, Stakeholder Theory, Legitimacy Theory, and Institutional Theory, serve as conceptual anchors. Each theory is associated with key thematic elements commonly found in CSR scholarship. Stakeholder Theory emphasizes relational and ethical responsibilities; Legitimacy Theory focuses on societal validation and transparency; and Institutional Theory explains the structural convergence of CSR practices due to institutional pressures. These theoretical linkages help interpret keyword co-occurrences, thematic clusters, and the evolution of CSR discourse over time within the bibliometric analysis.

## RESEARCH METHOD

This study employed a quantitative bibliometric analysis to examine research development over the past decade. The data were sourced from the Scopus database and analyzed using VOSviewer software. Bibliometric analysis is a quantitative method that systematically maps a research field's intellectual structure and thematic evolution by examining publication frequencies, citation patterns, keyword co-occurrence, and authorship networks (Snyder, 2019).

The data collection process focused on the keyword "Corporate Social Responsibility", limited to publications from 2015 to 2024. The search was conducted in May 2025 using specific parameters to ensure relevance and quality: only articles published in English, within the Social Sciences subject area (SUBJAREA = SOCI), and categorized as peer-reviewed documents. To ensure data validity, publications from 2025 were excluded, as the year is ongoing and bibliometric indicators from incomplete data may lead to speculative interpretations. The search query applied in Scopus was: TITLE-ABS-KEY ("Corporate Social Responsibility") AND PUBYEAR > 2014 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA, "SOCI")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English")). This query initially returned 2,181 articles. A filtering process was then implemented to refine the dataset. The first step involved screening each article for thematic relevance, excluding works that did not address CSR as a primary focus. The second step involved removing duplicate records and documents not meeting the inclusion criteria, such as non-peer-reviewed materials. Finally, the third step focused on verifying the completeness and consistency of metadata to ensure that the selected documents could be analyzed accurately using bibliometric tools. After these filtering stages, 624 articles were retained for further analysis.

The selected records were exported in .csv format and imported into VOSviewer, a widely recognized tool for bibliometric mapping. VOSviewer was selected for its effective visualization of co-occurrence networks, keyword clustering, and authorship linkages. This study employed keyword co-occurrence analysis as the primary bibliometric indicator, and thematic clustering was conducted using the LinLog/modularity method embedded in VOSviewer to visualize structural relationships between research topics. Although other tools, such as CiteSpace and R-Bibliometrix, were considered, VOSviewer was ultimately chosen due to its user-friendly interface and robust clustering capabilities. To enhance transparency and reproducibility, the article presents a visual flowchart (Figure 2) that illustrates each step of the article screening and selection process, from initial search to final inclusion. It ensures methodological clarity and allows future researchers to replicate or build upon the study's design (van Eck & Waltman, 2010).



**Figure 2. Illustrating the stages of the research method**

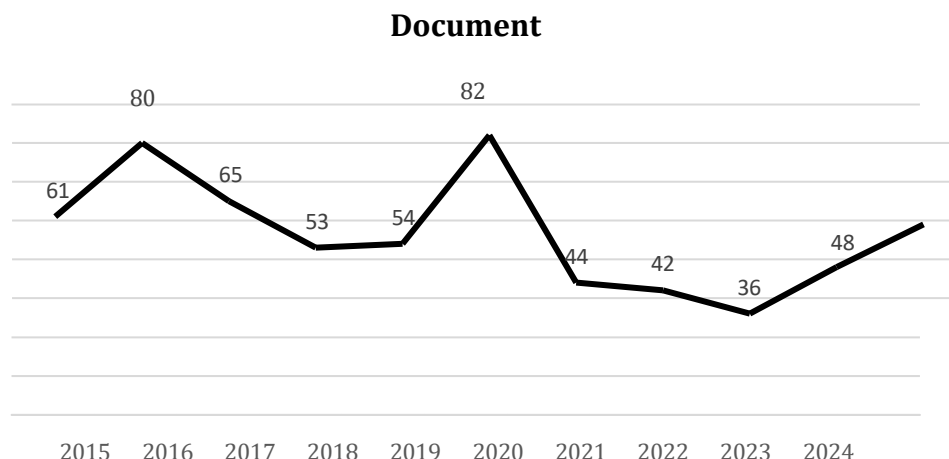
*Source: Compiled and analyzed by the authors*

This figure integrates both the conceptual and procedural components of the study. It presents the theoretical relationships among the three core frameworks, stakeholder theory, legitimacy theory, and institutional theory, and their associated thematic domains within the CSR literature. Stakeholder Theory highlights corporate responsibilities toward diverse stakeholder groups, Legitimacy Theory addresses the necessity for organizations to align with societal expectations to maintain trust, and Institutional Theory explains how external pressures shape the widespread adoption of CSR practices. These theoretical perspectives inform the interpretation of bibliometric patterns and thematic clusters. Methodologically, the figure also outlines the systematic flow of the research process, starting with the literature search in the Scopus database using specific inclusion criteria (keywords, publication years 2015–2024, and subject categories). The retrieved data were then filtered for relevance and analyzed using VOSviewer to visualize co-occurrence networks, author linkages, and conceptual clusters. These empirical steps provide the foundation for understanding the intellectual evolution of CSR research over the past decade.

## RESULTS AND DISCUSSION

The research findings on CSR have generated a diverse set of data. The results indicate that 624 articles related to CSR have been published in the Scopus database. While bibliometric studies on CSR are not new, this research distinguishes itself in several critical ways. Previous works, such as Frerichs & Teichert (2023) and Cucari et al. (2023), have offered valuable insights into CSR publication trends and influential authors. However, these studies often present aggregated analyses without detailing the temporal evolution of CSR themes across specific years. In contrast, this study provides a longitudinal, year-by-year network analysis from 2015 to 2024, enabling a more dynamic understanding of how CSR scholarship has shifted in response to global events such as adopting the Sustainable Development Goals and the COVID-19 pandemic.

Moreover, this study goes beyond mapping citation patterns by integrating theoretical lenses, such as Stakeholder Theory, Legitimacy Theory, and Institutional Theory, into interpreting keyword clusters. It also introduces underutilized frameworks such as Ecological Modernization Theory and Shared Value Theory to contextualize emerging research directions in digital CSR and sustainability governance. Finally, the study connects bibliometric patterns to governance and public policy agendas, a dimension often overlooked in purely management-focused bibliometric research. These combined elements establish the study's contribution as theoretically integrative and methodologically granular, offering new value to scholars and policymakers alike. These articles were selected based on document type limitations and their relevance to the field of social sciences over the past ten years, from 2015 to 2024, as illustrated in Figure 3.



**Figure 3. Annual CSR Publications (2015–2024)**

*Source: Compiled and analyzed by the authors using Scopus-indexed articles (2015–2024)*

Based on Figure 3, the number of CSR publications fluctuated between 2015 and 2024. The lowest number of publications occurred in 2023, with only 36 articles, while the highest was recorded in 2020, reaching 82 articles. The data indicate a significant variation in research interest over the years. The trend shows an initial increase from 61 articles in 2015 to 80 in 2016, followed by a decline to 53 in 2017. A slight rise to 54 articles in 2018 was observed before another peak in 2020. However, after 2020, the number of publications decreased significantly, reaching its lowest point in 2023. In 2024, the number of publications showed an upward trend, increasing to 48 articles. This fluctuation suggests that research on CSR experiences varying degrees of attention but remains an important and evolving topic. The expected increase in publications in 2024 indicates a potential resurgence of interest in CSR studies, highlighting the growing relevance of the subject in academic and practical discussions. The authors with the highest number of publications on CSR between 2015 and 2024 are presented in Table 1. Dima Jamali is the most prolific author, with nine published articles. Meanwhile, Omrane Guedhami, Shuili Du, and Imran Khan each contributed five articles to CSR research.

**Table 1. Top Authors in CSR Publications**

Author Name	Published Article
Dima Jamali	9
Omrane Guedhami	5
Shuili Du	5
Imran Khan	5

*Source: Scopus Data*

The data obtained highlights four countries as the leading contributors to the development of CSR research. As presented in the figure and table, these countries have the highest number of CSR-related publications.

**Table 2. Highest country**

Country	Number of Documents
United States	135
China	118
United Kingdom	82
Australia	57

*Source: Scopus data*

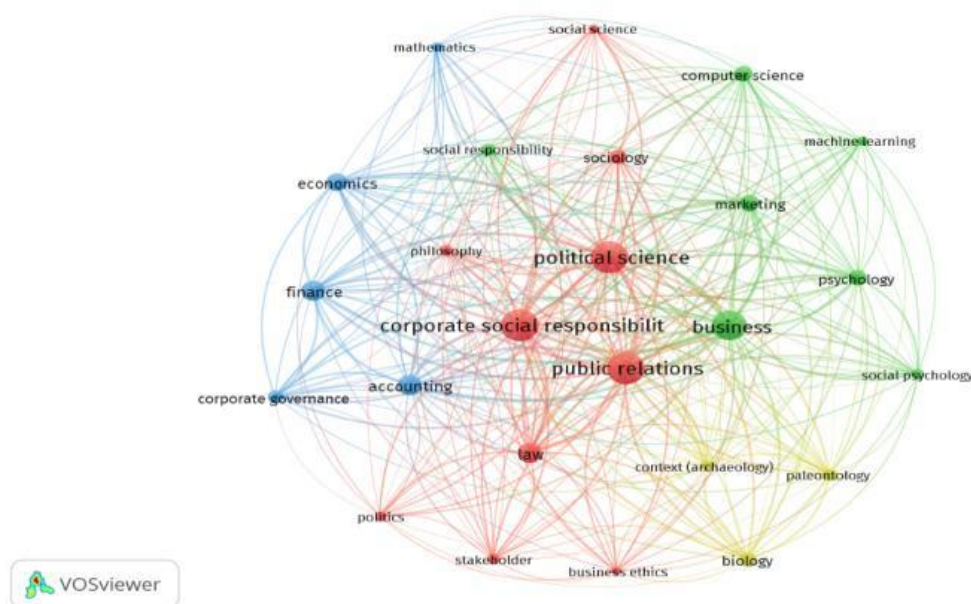
According to Table 2, the United States is the most influential country in CSR research, producing the highest number of publications, with a total of 135 articles. The rank is followed by

China, which has contributed 118 articles, while the United Kingdom ranks third with 82 articles. Australia follows in fourth place with 57 articles.

In the following discussion, the author will conduct a detailed annual analysis of the research network across all related articles on Corporate Social Responsibility (CSR). Each year, this analysis will be performed using network analysis and overlay visualization through VOSviewer, utilizing data obtained from the Scopus database with the keyword "Corporate Social Responsibility."

### **Annual Network Analysis of CSR Research**

This analysis aims to identify key issues related to CSR annually across various scholarly articles. Additionally, this analysis examines the evolving research themes and trends in CSR publications each year. The figures and tables below present the findings, offering insights into CSR research's progression and focal points. To illustrate the evolution of CSR research themes over time, this study presents keyword co-occurrence network maps for 2015, 2020, and 2024. These maps were generated using VOSviewer and reflect how keyword clusters and their interconnections have changed over the years. Figure 3 shows the foundational themes in 2015; Figure 4 reflects intensification and technological expansion in 2020; and Figure 5 highlights the thematic convergence and interdisciplinary spread by 2024.

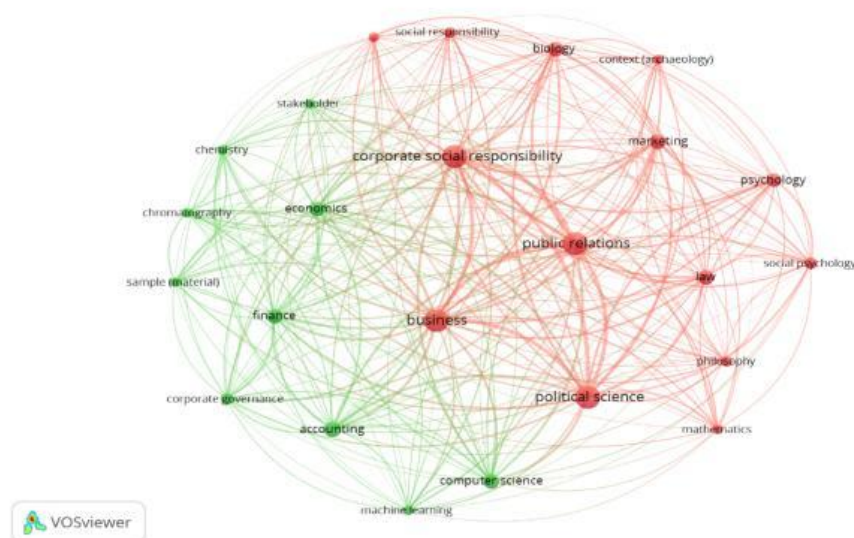


**Figure 4. CSR Keyword Network (2015)**

*Source: Processed by the authors using VOSviewer and Scopus data.*

This figure illustrates the co-occurrence network of CSR-related keywords in 2015. The red cluster centers around "corporate social responsibility", "public relations", and "political science", indicating an early focus on legitimacy and communication. Green clusters link CSR to business, marketing, and psychology, while blue clusters associate CSR with governance, finance, and law. This cluster composition aligns with the early phase of CSR scholarship that emphasized legitimacy-building (red cluster), strategic stakeholder communication (green cluster), and corporate governance structures (blue cluster), consistent with Stakeholder and Institutional Theory.

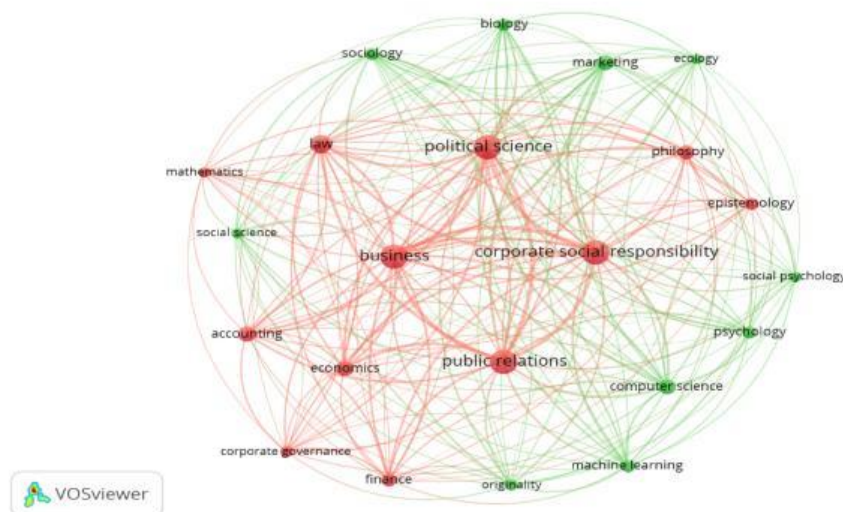




**Figure 5. CSR Keyword Network (2020)**

*Source: Processed by the authors using VOSviewer and Scopus data*

In 2020, the network shows a denser structure with increased connections among keywords like "sustainability", "finance", and "machine learning". CSR research begins integrating digital tools, stakeholder models, and performance metrics, with prominent convergence between economic and social dimensions.



**Figure 6. CSR Keyword Network (2024)**

*Source: Processed by the authors using VOSviewer and Scopus data*

The 2024 network reflects the evolving landscape of CSR research. Key terms such as "innovation", "ecology", "AI", and "epistemology" become central. Clustering suggests an interdisciplinary shift, with CSR intersecting environmental science, ethical philosophy, and computational methods.

The visual representation above has been systematically reorganized into a table to improve readability and facilitate a clearer understanding of the data. Furthermore, the author has classified each keyword identified through the VOSviewer analysis into distinct clusters, categorizing them based on their annual occurrence. This structured approach allows a more comprehensive interpretation of keyword trends and their evolution.



**Table 3. Annual Network Analysis of CSR from 2015 to 2024**

Year	Dominant Keywords	Cluster Theme
2015	Business ethics, governance, stakeholder	CSR & Ethics
2016	Accountability, corporate image, ethics	Corporate Image & Accountability
2017	CSR reporting, transparency, sustainability	Reporting & Compliance
2018	Stakeholder engagement, reputation, ethics	Stakeholder-Centered CSR
2019	Social impact, CSR policy, compliance	Social Disclosure & Impact
2020	Sustainability, SDGs, stakeholder, transparency	CSR & Global Sustainability
2021	Risk management, ESG, sustainability	ESG & Risk Integration
2022	Green innovation, CSR standards, measurement	CSR Innovation & Standardization
2023	Digitalization, AI, ESG, disclosure	Digital Transformation in CSR
2024	Innovation, AI, ecology, carbon footprint	Ecological CSR & Technological Convergence

*Source: Compiled and analyzed by the authors based on Scopus data (2015–2024)*

The evolution of keyword clusters from 2015 to 2024 demonstrates a thematic shift from normative frameworks (e.g., business ethics, governance) toward more interdisciplinary approaches involving technology, sustainability, and digital accountability. This transition reflects the growing integration of CSR into broader societal and environmental contexts, where corporate behavior is increasingly evaluated not only on ethical grounds but also in terms of systemic impact. To better understand the implications of these trends, the following discussion interprets the findings through theoretical lenses and explores their significance for CSR practice, governance, and public policy.

#### **Evolution of CSR Research Themes**

Over the past decade, CSR research has undergone a clear thematic evolution, shifting from its initial focus on business ethics, stakeholder theory, and corporate legitimacy toward broader and more complex domains. During the early years (2015–2017), the literature emphasized normative frameworks—rooted in ethical conduct and reputational concerns—which framed CSR as a voluntary moral commitment (Choi et al., 2023; Farooq et al., 2025). By 2018–2020, research began to respond to global agendas such as the Sustainable Development Goals (SDGs) and increasing stakeholder demands for transparency. The rise of themes such as sustainability, disclosure, and social impact marked a transition from internal compliance to external accountability. The COVID-19 pandemic further intensified scholarly interest in CSR’s role in crisis resilience and social responsibility (Fatima & Elbanna, 2023).

From 2021 to 2024, CSR research expanded rapidly into technologically and environmentally integrated themes. Bibliometric patterns during this period show increasing emphasis on ESG metrics, digital transformation, artificial intelligence, green innovation, and carbon footprint. These keywords reflect a paradigm shift: CSR is no longer confined to ethical imperatives but is now regarded as a strategic tool for navigating environmental risk, regulatory demands, and data-driven governance (Almutairi & Abdelazim, 2024). This thematic evolution has been accompanied by a growing interest in evaluating CSR’s measurable impacts, such as financial performance, stakeholder trust, and institutional legitimacy (Afridi et al., 2023; Mariani et al., 2023). Scholars are increasingly developing empirical frameworks to assess the effectiveness of CSR initiatives, ensuring alignment with economic competitiveness and societal value creation (Cao et al., 2023; Kong & Liu, 2023; Martínez-Falcó et al., 2023). Ultimately, this trajectory reflects a more integrated understanding of CSR as both a corporate strategy and a governance mechanism responsive to global sustainability and policy challenges.

#### **Thematic Interpretation of CSR Trends**

The bibliometric analysis produced five distinct keyword clusters, each reflecting a thematic concentration within the CSR literature over the past decade. These clusters offer insight into the intellectual landscape and evolving priorities in CSR scholarship.

**Cluster 1: Stakeholder Engagement.** This cluster revolves around keywords such as *stakeholder theory*, *engagement*, *trust*, and *collaboration*. Its prominence signals a shift from a shareholder-centric view of CSR toward a broader stakeholder-oriented paradigm. In this view,

businesses are increasingly seen as social entities that must actively balance the interests of various stakeholders, such as employees, customers, communities, and regulators. The emphasis on trust and dialog suggests a growing recognition of CSR as a relational and participatory process rather than a one-way communication strategy. Cluster 2: Sustainability and the SDGs. Keywords like *sustainability*, *climate change*, *environmental responsibility*, and *Sustainable Development Goals (SDGs)* dominate this cluster. This trend reflects the incorporation of CSR into global development narratives and climate governance. CSR is no longer seen merely as a corporate initiative but as a mechanism to align business conduct with international sustainability targets. SDGs in recent years underscore how CSR discourse has expanded from voluntary ethics to measurable environmental and social performance metrics. Cluster 3: Transparency and CSR Reporting. Terms such as *corporate reporting*, *disclosure*, *accountability*, and *integrated reporting* populate this cluster. The thematic emphasis here shows how CSR has evolved from informal practices to structured, reportable activities subject to public and investor scrutiny. This shift aligns with the demands for transparency, where stakeholders expect firms to demonstrate their ethical, social, and environmental commitments publicly. Cluster 4: Institutional Compliance and Governance. This cluster includes terms like *governance*, *regulation*, *corporate ethics*, and *compliance*. It highlights the institutionalization of CSR through regulatory frameworks and industry standards. The growth of this theme indicates the formalization of CSR as a compliance-driven responsibility, often embedded in governance codes and sustainability indices. It also reflects the role of policy environments in shaping corporate behavior. Cluster 5: Emerging Issues Digital CSR and AI Ethics. In recent years, keywords such as digital responsibility, AI ethics, ESG, and technological innovation have risen.

These reflect a frontier shift in CSR scholarship toward understanding corporate responsibility in the digital age. As businesses increasingly operate in digital and data-driven environments, CSR concerns extend to algorithmic bias, data privacy, digital inclusion, and ESG risk disclosures. This situation signals a new interdisciplinary frontier linking CSR to technology ethics and digital governance. Collectively, these clusters not only chart the intellectual development of CSR but also illustrate the dynamic intersection between business, ethics, society, and technology.

### **Theoretical Reflection**

Over the past decade, CSR research has undergone significant theoretical expansion, reflecting corporate responsibility's evolving complexity and multidimensionality in global contexts. Initially rooted in ethical constructs and normative concerns, contemporary CSR scholarship now incorporates diverse theoretical perspectives that connect ethical, institutional, technological, and strategic considerations. In the early years of the review period (2015–2017), CSR research was primarily guided by Stakeholder Theory and Legitimacy Theory. These frameworks emphasize ethical obligations to various stakeholders and the need for corporations to maintain legitimacy within society by conforming to social norms and expectations (Choi et al., 2023; Farooq et al., 2025). CSR was conceptualized as a moral imperative, where voluntary action and reputational management were central themes. The increasing attention to transparency and disclosure practices, particularly between 2018 and 2020, reflected the growing influence of Legitimacy Theory as firms sought to align their public image with societal values and stakeholder expectations (Fatima & Elbanna, 2023).

From 2021 onward, Institutional Theory gained prominence as CSR research emphasized regulatory pressures, global standards, and institutional isomorphism. DiMaggio & Powell (1983) conceptualization of coercive, mimetic, and normative pressures provided a useful lens to explain the convergence of CSR practices across different sectors and regions. The rise of ESG metrics, international sustainability reporting standards, and transnational advocacy networks reinforced this shift. Integrating Resource-Based Theory and Dynamic Capabilities Theory further advanced CSR literature by framing CSR as a strategic asset contributing to competitive advantage and innovation (Athanasopoulou et al., 2025). CSR was no longer viewed solely as a reputational tool but also as a means of building capabilities that enhance firm adaptability and resilience.

Additionally, incorporating Ecological Modernization Theory and Shared Value Theory enriched the theoretical landscape by linking CSR to environmental innovation and socio-economic development. Ecological Modernization Theory posits that sustainable business practices and technological innovation can drive economic and ecological benefits (Hu et al., 2025;

Wei & Lin, 2025), while Shared Value Theory emphasizes creating economic value by addressing social problems (Chan et al., 2025). These perspectives have pushed CSR beyond philanthropy toward integrated, strategic initiatives aligned with global development goals.

Recent studies also explore the intersection of CSR with digital governance and emerging technologies, highlighting the influence of digital transformation on transparency, stakeholder trust, and data accountability (Jiang et al., 2025; Piantoni et al., 2025). As artificial intelligence, big data, and blockchain technologies redefine business operations, CSR frameworks are being adapted to incorporate ethical considerations around algorithmic fairness, digital inclusion, and cybersecurity. The theoretical reflection on CSR literature reveals a trajectory from normative ethics to strategic governance, institutional alignment, and digital adaptation. These theoretical frameworks explain past and present developments in CSR research and serve as critical tools for interpreting future shifts in corporate responsibility discourse amid evolving global challenges.

### ***Global Disparities and Regional Implications***

Despite the increasing global interest in Corporate Social Responsibility (CSR), significant geographical disparities remain evident in the distribution of CSR research output. The bibliometric analysis reveals that developed countries dominate the CSR research landscape, most notably the United States, China, the United Kingdom, and Australia (Zhao et al., 2023). These nations benefit from robust institutional infrastructures, comprehensive regulatory frameworks, and substantial investments in sustainability initiatives. As a result, they have contributed the bulk of CSR-related academic literature, shaping global standards and discourse on responsible corporate conduct (Brinette et al., 2024; Uyar et al., 2024).

In contrast, developing countries in regions such as Latin America, Southeast Asia, and Sub-Saharan Africa are underrepresented in CSR research. Although recent years have seen growing scholarly activity in these regions (Ren et al., 2023), the contributions remain limited due to economic instability, weak regulatory enforcement, and limited access to research funding (Cucari et al., 2023; Zhang et al., 2023). These structural constraints hinder the development of localized CSR frameworks that reflect regional cultural, social, and environmental contexts. However, as awareness of sustainability and ethical governance rises, many emerging markets are beginning to view CSR as a compliance issue and a strategic tool for development (Hasan & Jiang, 2023). The implications of this disparity are profound. The global CSR agenda risks being shaped disproportionately by the perspectives and priorities of developed economies, potentially sidelining issues most pertinent to the Global South. For instance, CSR policies in high-income nations may emphasize ESG metrics and carbon disclosures. At the same time, companies in developing countries grapple with more foundational issues such as labor rights, access to basic services, and environmental degradation.

To address this imbalance, policymakers in developing countries can leverage the insights from this bibliometric analysis to benchmark best practices, identify research gaps, and tailor CSR regulations to their socio-economic contexts. Integrating CSR principles into national development strategies can improve governance, transparency, and public trust. Moreover, fostering collaborations between scholars in developed and developing regions can enhance the inclusivity of global CSR research and help align academic outputs with diverse governance challenges (Behnam et al., 2023; Du et al., 2023; Kot, 2023). Reducing geographic disparities in CSR research and practice will require deliberate policy action, international cooperation, and increased support for research capacity building in emerging economies. A more geographically balanced CSR discourse will improve global research quality and ensure that CSR becomes a universally relevant tool for sustainable development and governance reform (Fandella et al., 2023; Hassan et al., 2023; Shah et al., 2023).

### ***Methodological Developments in CSR Research***

Over the last decade, the methodological landscape of Corporate Social Responsibility (CSR) research has undergone significant transformation, mirroring the field's thematic evolution and interdisciplinary expansion. In the earlier years of the analysis (2015–2017), CSR studies were predominantly quantitative, employing econometric models, financial ratios, and statistical regression techniques to measure the impact of CSR on firm performance, shareholder value, and brand equity (Liu et al., 2024). These approaches provided empirical validation for the economic benefits of CSR and appealed to managerial and investor-oriented audiences.

However, such quantitative focus often overlooked CSR's broader ethical, cultural, and institutional dimensions. Scholars have increasingly embraced qualitative methodologies such as case studies, content analysis, narrative reviews, and semi-structured interviews to explore CSR initiatives' underlying motivations, perceptions, and long-term impacts (Gupta et al., 2025). This methodological shift has allowed researchers to examine CSR holistically, capturing intangible outcomes like stakeholder trust, corporate legitimacy, and organizational learning.

Notably, the period from 2018 onward witnessed a rise in mixed-methods research, which integrates both quantitative rigor and qualitative depth. For instance, some studies combine financial performance metrics with textual analysis of CSR reports, enabling triangulation of results and deeper contextual interpretation (Afridi et al., 2023; Martínez-Falcó et al., 2023). Bibliometric and network analysis tools like VOSviewer and Biblioshiny have also gained prominence as powerful instruments for mapping scholarly trends, thematic clusters, citation patterns, and author collaborations. These tools enable meta-level synthesis of CSR literature and help identify intellectual structures within the field (Mariani et al., 2023).

As demonstrated in this study, the growing use of bibliometric techniques reveals a trend toward data-driven literature analysis. These methods have proven especially effective in identifying dominant themes (e.g., sustainability, stakeholder engagement, digital ethics), emerging research areas (e.g., AI governance, ESG analytics), and geographic disparities. Moreover, content analysis of CSR disclosure and corporate sustainability reports has become a preferred strategy for studying institutional compliance and communication practices (Kong & Liu, 2023).

Looking ahead, the future of CSR methodology lies in deepening interdisciplinarity. Integrating data science, environmental modeling, and behavioral economics can enrich the understanding CSR impacts in complex systems. Scholars are also encouraged to adopt longitudinal designs that trace the evolution of CSR practices over time and assess causality in social outcomes. In addition, the proliferation of digital data such as social media sentiment, ESG databases, and blockchain records opens new frontiers for empirical CSR research that is real-time, granular, and globally comparative (He & Harris, 2020; Yuan & Cao, 2022).

In sum, methodological innovation is essential for capturing the dynamic nature of CSR and ensuring that research outcomes are robust, policy-relevant, and responsive to contemporary governance challenges. A diversified methodological toolkit will strengthen the credibility of CSR research and support its role in shaping sustainable corporate behavior across sectors and regions.

### ***Technology, ESG, and Digital CSR Convergence***

Integrating technology into Corporate Social Responsibility (CSR) practices marks a transformative shift in how businesses conceptualize, implement, and communicate their ethical and sustainability commitments. From 2021 to 2024, the emergence of digital CSR themes such as artificial intelligence (AI), blockchain, big data analytics, and ESG (Environmental, Social, and Governance) metrics has signaled a new era of innovation-driven accountability (Almutairi & Abdelazim, 2024; He & Harris, 2020). This convergence reflects external pressures and internal strategic adaptations in response to global regulatory trends, stakeholder expectations, and technological disruptions.

ESG frameworks have gained prominence as standardized tools for evaluating non-financial performance. Companies are now expected to report their environmental impacts, governance practices, and social equity initiatives. As bibliometric findings revealed, the keywords "ESG," "carbon footprint," "green innovation," and "sustainability reporting" have surged in frequency, indicating widespread scholarly interest in aligning CSR with measurable outcomes (Rau & Yu, 2024; Mariani et al., 2023). This trend underscores a shift from voluntary CSR narratives toward formalized disclosure regimes supported by legislation and market incentives.

Technological tools like AI and machine learning are increasingly used to enhance transparency and data processing in CSR efforts. These technologies facilitate real-time monitoring of supply chains, predictive analytics for environmental risks, and automated analysis of CSR compliance. For instance, blockchain enables immutable tracking of sustainability certifications and ethical sourcing, reinforcing public trust and institutional legitimacy (Jiang et al., 2025; Piantoni et al., 2025).

The integration of digital tools into CSR also creates opportunities for participatory governance. Social media platforms and mobile applications allow stakeholders to engage directly

with corporate actions, raising expectations for responsiveness and inclusivity. This democratization of CSR demands that companies adopt more agile and adaptive strategies capable of managing reputational risks in a fast-paced information environment (Gillan et al., 2021).

However, the digitization of CSR also introduces new ethical dilemmas, including data privacy, algorithmic bias, and digital inequality. While AI can optimize CSR operations, it may reinforce systemic biases if not carefully governed. As a result, future CSR policies must incorporate digital ethics frameworks to ensure fairness, transparency, and accountability in technological applications (Strazzullo et al., 2025).

In conclusion, the convergence of CSR with technology and ESG metrics reshapes corporate responsibility's strategic and operational landscape. It reflects a broader transformation of CSR into a data-driven governance mechanism that transcends traditional philanthropic models. Policymakers and scholars must collaborate to develop frameworks that balance innovation with ethical safeguards, enabling CSR to be a robust instrument for sustainable and equitable development.

### ***Governance and Policy Implications***

This study yields several critical policy insights that extend beyond academic discourse, emphasizing the practical implications of CSR research for governance reform and sustainable development. The bibliometric findings identified five major thematic clusters: stakeholder engagement, sustainability and SDGs, transparency and reporting, institutional compliance, and digital CSR (including AI ethics and ESG metrics). The prominence of these themes reflects a paradigm shift in corporate responsibilities: companies are increasingly expected to integrate broader social, ethical, and environmental considerations into their operational strategies (Mariani et al., 2023; Fatima & Elbanna, 2023).

First, the concentration of research on stakeholder engagement and sustainability highlights the normative shift in public expectations. Companies are no longer evaluated solely based on financial performance but on their contribution to collective societal goals, such as climate resilience, social equity, and responsible innovation (Almutairi & Abdelazim, 2024; Martínez-Falcó et al., 2023). For policymakers, this necessitates the development of legal frameworks that embed CSR within national sustainability strategies and encourage corporate accountability through regulatory incentives, disclosure mandates, and stakeholder participation mechanisms (Rau & Yu, 2024).

Second, the notable spike in CSR publications 2020 correlates with the global COVID-19 pandemic, revealing vulnerabilities in corporate governance and public institutions. The surge in research attention during this period suggests that crises act as catalysts for heightened corporate responsibility. Accordingly, governments should consider institutionalizing CSR as part of national crisis response protocols, leveraging public-private collaboration for emergency preparedness, supply chain resilience, and equitable service delivery (Gillan et al., 2021; He & Harris, 2020).

Third, the study confirms stark geographic disparities in CSR research output, with developed economies such as the United States, China, the UK, and Australia dominating the discourse (Zhao et al., 2023). This imbalance reflects an underrepresentation of CSR narratives and regulatory approaches from the Global South. Consequently, policy frameworks in developing countries must prioritize contextual adaptation incorporating Indigenous knowledge, community-driven priorities, and locally relevant indicators while drawing from global best practices to enhance CSR regulation (Du et al., 2023; Ren et al., 2023).

Fourth, the bibliometric data underscore the rise of technology-driven CSR themes, including AI governance, blockchain accountability, and ESG analytics. These findings signal the urgent need for updated policy instruments that address the ethical and operational challenges of digital CSR. Legislative frameworks must account for platform regulation, algorithmic transparency, data rights, and equitable access to technological tools, ensuring CSR aligns with digital inclusion and responsible innovation goals (Strazzullo et al., 2025; Jiang et al., 2025).

Overall, the evidence suggests that CSR should not remain a voluntary or peripheral activity. Instead, it must be formally institutionalized through enforceable laws, integrative policy design, and cross-sectoral coordination. By aligning CSR with the Sustainable Development Goals (SDGs), national development plans, and digital transformation agendas, governments can drive more inclusive, transparent, and effective models of corporate governance (Fandella et al., 2023; Shah et al., 2023).

### Limitations and Research Ethics

This study is subject to several limitations that should be acknowledged. First, the analysis is confined to articles indexed in the Scopus database, which, although comprehensive, excludes potentially relevant research from other indexing platforms such as Web of Science or regional journals. Second, the keyword search strategy relied exclusively on the term “Corporate Social Responsibility,” which may have omitted studies that address similar concepts under different terminologies. Third, the analysis only included publications in English, potentially excluding significant contributions from non-English-speaking contexts.

Ethically, the study does not involve human participants or primary data collection. All data analyzed are secondary, publicly accessible publications retrieved through Scopus. Therefore, no ethical clearance was required, and the research complies with academic standards for using bibliometric and metadata analyses.

### CONCLUSION

This study offers a comprehensive bibliometric analysis of CSR research from 2015 to 2024, highlighting key thematic evolutions, dominant theoretical frameworks, methodological trends, and geographic distributions. It reveals that CSR has expanded beyond normative corporate obligations to become a strategic element of governance, policy alignment, and sustainable development. Foundational theories like Stakeholder Theory, Legitimacy Theory, and Institutional Theory remain central, while newer frameworks such as Ecological Modernization and Shared Value Theory contribute to an enriched discourse. Despite these advancements, notable disparities remain in the global distribution of CSR scholarship, with developed countries continuing to dominate both in quantity and influence. The study also observes a promising shift in methodology, as qualitative and mixed methods begin to complement traditional quantitative approaches, allowing for more nuanced inquiry into CSR’s broader societal relevance.

However, this study is not without limitations. First, it relies exclusively on Scopus-indexed publications, which may exclude relevant works published in regional or non-indexed journals, particularly from developing countries. Second, while bibliometric tools such as VOSviewer enable robust visualization, they are inherently limited in capturing deeper qualitative insights or the evolving context behind conceptual shifts. Future studies should consider expanding the database scope (e.g., Web of Science, Google Scholar), integrating qualitative content analysis, and conducting comparative case studies across diverse geopolitical settings. Additionally, further research is needed to develop standardized frameworks for CSR impact assessment, especially concerning long-term social and environmental outcomes beyond financial performance. Researchers should also explore how digital transformation, climate change, and global inequality intersect with CSR to address pressing challenges in ethical governance and inclusive development.

### REFERENCES

- Afridi, S. A., Afsar, B., Shahjehan, A., Khan, W., Rehman, Z. U., & Khan, M. A. S. (2023). Impact of corporate social responsibility attributions on employee’s extra-role behaviors: Moderating role of ethical corporate identity and interpersonal trust. *Corporate Social Responsibility and Environmental Management*, 30(2), 991–1004. <https://doi.org/10.1002/csr.2017>
- Almutairi, A. M., & Abdelazim, S. I. (2024). The Impact of CSR on Tax Avoidance: The Moderating Role of Political Connections. *Sustainability*, 17(1), 195. <https://doi.org/10.3390/su17010195>
- Athanasopoulou, A., Marti, E., Risi, D., & Schlindwein, E. (2025). How Companies Restrain Means–Ends Decoupling: A Comparative Case Study of CSR Implementation. *Journal of Management Studies*, 62(1), 214–245. <https://doi.org/10.1111/joms.13043>
- Behnam, M., Anagnostopoulos, C., Byers, T., & Papadimitriou, D. A. (2023). The impact of perceived corporate social responsibility on value-in-use through customer engagement in non-profit sports clubs: the moderating role of co-production. *European Sport Management Quarterly*, 23(3), 789–810. <https://doi.org/10.1080/16184742.2021.1929375>



- Brinette, S., Sonmez, F. D., & Tournus, P. S. (2024). ESG Controversies and Firm Value: Moderating Role of Board Gender Diversity and Board Independence. *IEEE Transactions on Engineering Management*, 71, 4298–4307. <https://doi.org/10.1109/TEM.2023.3236667>
- Cao, S., Yao, H., & Zhang, M. (2023). CSR gap and firm performance: An organizational justice perspective. *Journal of Business Research*, 158, 113692. <https://doi.org/10.1016/j.jbusres.2023.113692>
- Chan, T. J., Huam, H. T., Wong, S. Y., Samson, J., & Fadzilah, A. H. H. (2025). The impact of corporate social responsibility practices on customer purchase intention of clothing industry: An integration of triple bottom line and ISO2600. *Decision Science Letters*, 14(1), 79–90. <https://doi.org/10.5267/j.dsl.2024.11.001>
- Choi, J. J., Kim, J., & Shenkar, O. (2023). Temporal Orientation and Corporate Social Responsibility: Global Evidence. *Journal of Management Studies*, 60(1), 82–119. <https://doi.org/10.1111/joms.12861>
- Coelho, R., Jayantilal, S., & Ferreira, J. J. (2023). The impact of social responsibility on corporate financial performance: A systematic literature review. *Corporate Social Responsibility and Environmental Management*, 30(4), 1535–1560. <https://doi.org/10.1002/csr.2446>
- Cucari, N., Tutore, I., Montera, R., & Profita, S. (2023). A bibliometric performance analysis of publication productivity in the corporate social responsibility field: Outcomes of SciVal analytics. *Corporate Social Responsibility and Environmental Management*, 30(1), 1–16. <https://doi.org/10.1002/csr.2346>
- Deephhouse, D. L., & Suchman, M. (2008). Legitimacy in Organizational Institutionalism. In *The SAGE Handbook of Organizational Institutionalism* (pp. 49–77). SAGE Publications Ltd. <https://doi.org/10.4135/9781849200387.n2>
- DiMaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review*, 48(2), 147. <https://doi.org/10.2307/2095101>
- Du, S., El Akremi, A., & Jia, M. (2023). Quantitative Research on Corporate Social Responsibility: A Quest for Relevance and Rigor in a Quickly Evolving, Turbulent World. *Journal of Business Ethics*, 187(1), 1–15. <https://doi.org/10.1007/s10551-022-05297-6>
- Fandella, P., Sergi, B. S., & Sironi, E. (2023). Corporate social responsibility performance and the cost of capital in BRICS countries. The problem of selectivity using environmental, social and governance scores. *Corporate Social Responsibility and Environmental Management*, 30(4), 1712–1722. <https://doi.org/10.1002/csr.2447>
- Farooq, M., Ahmed, A., Khan, I., & Munir, M. (2025). Impact of dividend policy on corporate social responsibility: the role of board governance mechanism. *Journal of Global Responsibility*, 16(1), 52–77. <https://doi.org/10.1108/JGR-08-2023-0135>
- Fatima, T., & Elbanna, S. (2023). Corporate Social Responsibility (CSR) Implementation: A Review and a Research Agenda Towards an Integrative Framework. *Journal of Business Ethics*, 183(1), 105–121. <https://doi.org/10.1007/s10551-022-05047-8>
- Freeman, R. E. (1984). *Corporate Views of the Public Interest*.
- Freeman, R. E. E., & Phillips, R. A. (2001). Stakeholder Theory: A Libertarian Defense. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.263514>
- Frerichs, I. M., & Teichert, T. (2023). Research streams in corporate social responsibility literature: a bibliometric analysis. *Management Review Quarterly*, 73(1), 231–261. <https://doi.org/10.1007/s11301-021-00237-6>
- Gillan, S. L., Koch, A., & Starks, L. T. (2021). Firms and social responsibility: A review of ESG and CSR research in corporate finance. *Journal of Corporate Finance*, 66, 101889. <https://doi.org/10.1016/j.jcorpfin.2021.101889>
- Gupta, P., Singh, S., Broccardo, L., & Alzeiby, E. A. (2025). Examining the link between CSR perceptions and employee advocacy through organizational justice: Can corporate hypocrisy mitigate? *Corporate Social Responsibility and Environmental Management*, 32(1), 615–634. <https://doi.org/10.1002/csr.2969>

- Hasan, M. M., & Jiang, H. (2023). Political sentiment and corporate social responsibility. *The British Accounting Review*, 55(1), 101170. <https://doi.org/10.1016/j.bar.2022.101170>
- Hassan, M. K., Rabbani, M. R., Brodmann, J., Bashar, A., & Grewal, H. (2023). Bibliometric and Scientometric analysis on CSR practices in the banking sector. *Review of Financial Economics*, 41(2), 177–196. <https://doi.org/10.1002/rfe.1171>
- He, H., & Harris, L. (2020). The impact of Covid-19 pandemic on corporate social responsibility and marketing philosophy. *Journal of Business Research*, 116, 176–182. <https://doi.org/10.1016/j.jbusres.2020.05.030>
- Hu, J., Xue, N. (Iris), & Wan, L. C. (2025). When less is more: The numerical format effect of tourism corporate donations. *Annals of Tourism Research*, 110, 103864. <https://doi.org/10.1016/j.annals.2024.103864>
- Jiang, S., Bibi, S., Lyu, J., Khan, A., & Li, Z. (2025). Corporate social responsibility needs base philosophy: An integrative multidimensional approach to hospitality employees' green innovative behaviors. *International Journal of Hospitality Management*, 124, 103943. <https://doi.org/10.1016/j.ijhm.2024.103943>
- Kong, D., & Liu, B. (2023). Digital Technology and Corporate Social Responsibility: Evidence from China. *Emerging Markets Finance and Trade*, 59(9), 2967–2993. <https://doi.org/10.1080/1540496X.2023.2199122>
- Kot, S. (2023). *Development insights on supply chain management in small and medium-sized enterprises*. Logos Verlag Berlin GmbH.
- Le, T. T. (2023). The association of corporate social responsibility and sustainable consumption and production patterns: The mediating role of green supply chain management. *Journal of Cleaner Production*, 414, 137435. <https://doi.org/10.1016/j.jclepro.2023.137435>
- Liu, P., Tse, E. C.-Y., & He, Z. (2024). Influence of Customer Satisfaction, Trust, and Brand Awareness in Health-related Corporate Social Responsibility Aspects of Customers Revisit Intention: A Comparison between US and China. *Journal of Quality Assurance in Hospitality & Tourism*, 25(4), 700–726. <https://doi.org/10.1080/1528008X.2022.2135163>
- Mariani, M. M., Al-Sultan, K., & De Massis, A. (2023). Corporate social responsibility in family firms: A systematic literature review. *Journal of Small Business Management*, 61(3), 1192–1246. <https://doi.org/10.1080/00472778.2021.1955122>
- Martínez-Falcó, J., Marco-Lajara, B., Zaragoza-Sáez, P., & Millán-Tudela, L. A. (2023). Analyzing the effect of Corporate Social Responsibility on Green Innovation Performance in the Spanish wine industry: A structural equation modeling analysis. *Agribusiness*, 39(4), 985–1006. <https://doi.org/10.1002/agr.21820>
- Piantoni, G., Arena, M., & Azzone, G. (2025). Innovation ecosystems and Corporate Social Responsibility: Which dynamic capabilities are needed? *Journal of Cleaner Production*, 486, 144594. <https://doi.org/10.1016/j.jclepro.2024.144594>
- Rau, P. R., & Yu, T. (2024). A survey on ESG: investors, institutions and firms. *China Finance Review International*, 14(1), 3–33. <https://doi.org/10.1108/CFRI-12-2022-0260>
- Ren, S., Huang, M., Liu, D., & Yan, J. (2023). Understanding the Impact of Mandatory CSR Disclosure on Green Innovation: Evidence from Chinese Listed Firms. *British Journal of Management*, 34(2), 576–594. <https://doi.org/10.1111/1467-8551.12609>
- Shah, S. H. A., Al-Ghazali, B. M., Bhatti, S., Aman, N., Fahlevi, M., Aljuaid, M., & Hasan, F. (2023). The Impact of Perceived CSR on Employees' Pro-Environmental Behaviors: The Mediating Effects of Environmental Consciousness and Environmental Commitment. *Sustainability*, 15(5), 4350. <https://doi.org/10.3390/su15054350>
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Strazzullo, S., Mauriello, R., Corvello, V., Cricelli, L., & Grimaldi, M. (2025). How open innovation can improve companies' corporate social responsibility performance? *Business Ethics, the Environment & Responsibility*, 34(1), 1–16. <https://doi.org/10.1111/beer.12535>
- Uyar, A., Gerged, A. M., Kuzey, C., & Karaman, A. S. (2024). Do CSR performance and reporting facilitate access to debt financing in emerging markets? The role of asset structure and firm

- performance. *Review of Accounting and Finance*, 23(2), 157–185. <https://doi.org/10.1108/RAF-01-2023-0020>
- van Eck, N. J., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *Scientometrics*, 84(2), 523–538. <https://doi.org/10.1007/s11192-009-0146-3>
- Wei, Y., & Lin, C. (2025). The effects of perceived corporate social responsibility and Confucian ethics on psychological meaningfulness and employee engagement: A moderated-mediation study. *Corporate Social Responsibility and Environmental Management*, 32(1), 806–819. <https://doi.org/10.1002/csr.2965>
- Yuan, B., & Cao, X. (2022). Do corporate social responsibility practices contribute to green innovation? The mediating role of green dynamic capability. *Technology in Society*, 68, 101868. <https://doi.org/10.1016/j.techsoc.2022.101868>
- Zhang, Q., Oo, B. L., & Lim, B. T.-H. (2023). Key practices and impact factors of corporate social responsibility implementation: Evidence from construction firms. *Engineering, Construction and Architectural Management*, 30(5), 2124–2154. <https://doi.org/10.1108/ECAM-11-2020-0973>
- Zhao, L., Yang, M. M., Wang, Z., & Michelson, G. (2023). Trends in the Dynamic Evolution of Corporate Social Responsibility and Leadership: A Literature Review and Bibliometric Analysis. *Journal of Business Ethics*, 182(1), 135–157. <https://doi.org/10.1007/s10551-022-05035-y>