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**A BIBLIOMETRIC ANALYSIS ON STRATEGIC
CORPORATE SOCIAL RESPONSIBILITY FOR 20 YEARS**

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Abstract

The public expects enterprises to include social concerns in their twenty-first-century strategies. The purpose of this study is to investigate knowledge growth and research distribution in strategic CSR with the help of bibliometric analysis. A bibliometric methodology was implemented using the Scopus database from 2001 to 2021. The search strategy utilized the search of keywords related to strategic corporate social responsibility with certain constraints. VOSviewer was applied to perform the bibliometric analysis of these articles. A total of 2131 documents have been retrieved for the analysis. According to the data, the Journal – of Sustainability Switzerland, and Corporate Social Responsibility and Environment Management are the two most influential publications in strategic CSR. The two major countries that lead publishing output are the United States and the United Kingdom. Jamali, D, Tuan, L.T, and Bhattacharyya, S. contributed to the maximum to the publications. The number of publications grows just slightly year over year. In late 2015, more emphasis links were created between CSR, commitment to the organization, and firm success. A more comprehensive theory on strategic CSR should be created and implemented as CSR is a corporation's ultimate responsibility to make it more profitable for both society and the enterprise. Current growth patterns indicate publications on “strategic corporate social responsibility” will rise further.

Keywords- Strategic Corporate Social Responsibility, Corporate Social Responsibility, Bibliometric Analysis, CSR

BACKGROUND

The historical background of business's influence on people and the planet is as ancient as the business institution itself. However, attitudes regarding the effects of trade on society have shifted over the years. Doing corporate social responsibility (CSR) initiatives is increasingly becoming a need for corporate entities globally rather than an option. Companies prioritize "conventional CSR" and "corporate philanthropy." Taking CSR into consideration, some firms have become more accountable for commercial benefits (financial performance, public relations, and brand development); others for moral reasons (it is the right thing to do); and while many others for relational reasons (employee engagement and consumer relationship). However, many businesses focus on "random acts of philanthropy," which are motivated by the CEO, board, or workers' personal preferences, rather than being purposeful. Without a strategic approach to CSR, the advantages for the company, society, and workers would be restricted. "This differences in three types of CSR as for any entity, ethical CSR (avoiding societal harms) is mandatory, for a publicly-held business altruistic CSR (doing charitable work at possible cost to stockholders) is not legitimate, and companies should limit their philanthropy to strategic CSR (charitable acts that are also good for the business)" (Lantos, 2001). Most businesses feel obligated to donate to charity. Few have mastered the art of doing it properly. Strategic CSR is defined by (Werther and Chandler, 2005) that "the integration of a holistic CSR perspective within a firm's strategic planning and core operations for the firm to be managed in the interest of a diverse set of stakeholders to achieve maximum economic and social value over the medium to long term."

This descriptive effort aims to give a more comprehensive picture of the distribution of strategic CSR knowledge and research. To the knowledge of the researcher, strategic CSR is comparatively less researched topic. The findings of this work complement existing CSR research on the continuous study of strategic CSR. This study helps scholars and professionals detect trends and advancements in

strategic CSR. This study is divided into six sections: introduction, strategic CSR development, data and methodology, result and discussion, conclusion and limitations. A complete descriptive analysis based on publication year, publication's source, regional and institutional dispersion, and authorship is used to support the findings and discussion section. Keyword analysis, at the end of this paper, in which keywords used in the titles and abstracts of "strategic CSR" publications have been undertaken.

Development of Strategic Corporate Social Responsibility

As we enter the twenty-first century, the present tendency toward "strategic philanthropy" will continue to be the driving principle. Organizations will continue to integrate their social interests with their economic obligations to accomplish both of these goals simultaneously (Carroll, 2000). "Since the basic "theory of the firm" viewpoint on CSR was described by (McWilliams and Siegel, 2001), economic theories of strategic CSR have evolved. How cost/benefit analysis might be utilized as a strategic tool for maximizing a company's CSR initiatives in this research". Strategic CSR is an idea that can be traced back to (Baron, 2001), who used it first to refer to a profit-maximizing business strategy that some consider socially accountable.

"Strategic CSR expenditures should be regarded as investments in a Goodwill Bank" (Vaughn, S., 1999) that yield financial returns. "These long-term gains may not appear on an organization's current accounts right away, as are the economic effects of many marketing operations, such as marketing research and image-building advertising. In addition, a firm would be prudent to put deposits in this bank of goodwill to make when it is under threat." (Husted and Salazar, 2006) developed this paradigm and demonstrated that strategic CSR serves companies and society better than coercive CSR. As per (Heslin and Ochoa, 2008) Senior executives, senior executives must openly and regularly declare their commitment to whatever strategic CSR initiatives a business decides to implement to CSR into the structure of corporate culture. (Porter and Kramer, 2006) "provide a compelling argument for strategic CSR, stating that

companies should adopt a strategic approach to CSR, i.e., select the organizational goal that would provide competitive value.”

DATA AND METHODS

Scopus databases have been used to recoup the relevant documents and for analysis. The objective behind forming Scopus was to get an understanding of research from different areas of research. The quality of journals in Scopus is of a high standard as these are reviewed each year. All the documents like conference papers, journals, and review papers covered in the Scopus database have been used for this study. “Studies comparing Web of Science and Scopus have found that Scopus has a broader coverage of journals than Web of Science, although Web of Science remains more selective in its journal coverage” (Singh, Singh, Karmakar, Leta and Mayr, 2021)

An extensive literature review on the topic-strategic corporate social responsibility has been done to retrieve the maximum number of documents related to the topic with a minimum false-positive result. The first keyword searched was “corporate social responsibility,” and within the development, relevant documents were filtered out using the keyword “strategic corporate social responsibility” and limiting to the year 2021. The total number of publications related to “strategic corporate social responsibility” identified was 2131 from 2001 to 2021.

The document from the year 2001 was retrieved to study the emergence of the concept till 2021. “The concept of Strategic CSR was coined by Baron (2001) and subsequently developed by Waldman, Siegel, and Javidan (2006) and McWilliams and Siegel (2011)” (Yang, Su and Sun, 2021). Citation information, bibliographical information, abstract and keywords, funding details, and other data were exported into CSV format for the documents that met the requirements. VOSviewer (version 1.6.17) was used to analyze the Co-occurrence and Citation.

A bibliometric methodology was used to retrieve the documents from the Scopus database. The keyword searched was corporate social responsibility and strategic CSR. The following analysis has been made

(1) bibliometric citation analysis and (2) bibliometric co-occurrence analysis. VOS viewer was applied to perform to analyze and visualize these articles. To know the extent of the study done on a particular topic, critically cross structures of a certain area need to be researched. Social Networking Analysis (SNA) helps analyze the exchange of information between the actors. SNA detects social networks for model and visualization (Otte and Rousseau, 2002). In the current study, SNA has been applied to identify the social structure and inter-relationship within strategic CSR research.

FINDINGS AND DISCUSSION

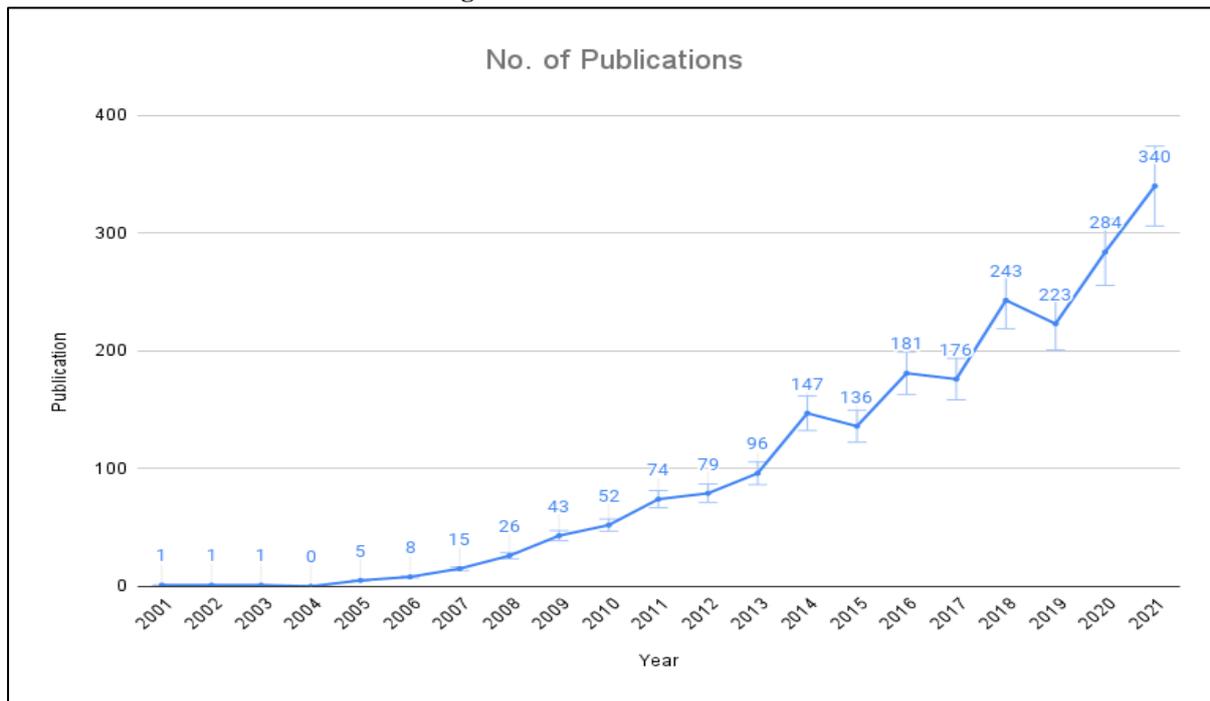
Trend and publications:

The quantity of publications on a certain subject identifies the research trend. Figure 1 shows research developments on strategic corporate social responsibility since 2001. In 2021 the highest number of publications was recorded to be 340. Strategic corporate social responsibility (CSR) is an important topic from the country’s development point of view, and research on this is expected to grow in the coming future. Before 2010, the number of publications was exponentially low. After 2010, the number grew above 50, and in 2014, it is observed to be above 100. The history of CSR is eight decades old since the Howard Bowen in 1953 acknowledged the business’s responsibility to work in favor of societies, but the work in favor of societies to be done strategically by the organization so that it is profitable for businesses as well, recognized by Geoffrey P. Lantos in 2001 and the rise in publication on strategic CSR started since a past decade. Since 2013 research in strategic CSR has increased drastically because of the formation of many local and international policies requiring businesses to act responsibly and strategically. In India, the Companies Act 2013 introduced CSR under sec 135 and made it legally mandatory in 2014. As per the author’s understanding, this could be one of the reasons for the sudden increase in publications after 2013, as the CSR manadation in India drew the attention of authors nationally and internationally to publish papers. In 2013, Chandler and Werther, in their book named “Strategic Corporate Social Responsibility:

Stakeholders, Globalization, and Sustainable Value Creation,” stated, “strategic CSR is fundamental to a company's strategic decision-making as well as day-to-day operations, and they suggest that businesses may

generate market-based products/services in an efficient and socially responsible manner” (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir, 2019). This opened up a new dimension for research on strategic CSR.

Figure 1- Publications Per Year



Source: Authors' compilation

Source of publications:

There are 2131 documents found on strategic CSR in 154 distinct Scopus journals. Publications in many journals signify multidisciplinary fields of strategic CSR. The top five journals annually publishing on strategic CSR in two decades are shown in figure 2. *Sustainability Switzerland* is the leading journal publishing the highest number of papers on strategic CSR since 2001. *Sustainability Switzerland* focuses on sustainable development and encourages scientific forecasts and effect evaluations of global change and growth. *Sustainability Switzerland* is followed by - *Corporate Social Responsibility And Environmental Management*, *Journal Of Business Ethics*, *Social Responsibility Journal*, and *Journal Of Cleaner Production*.

Journals are assessed regularly to enhance the existing knowledge. A single statistical tool cannot provide a

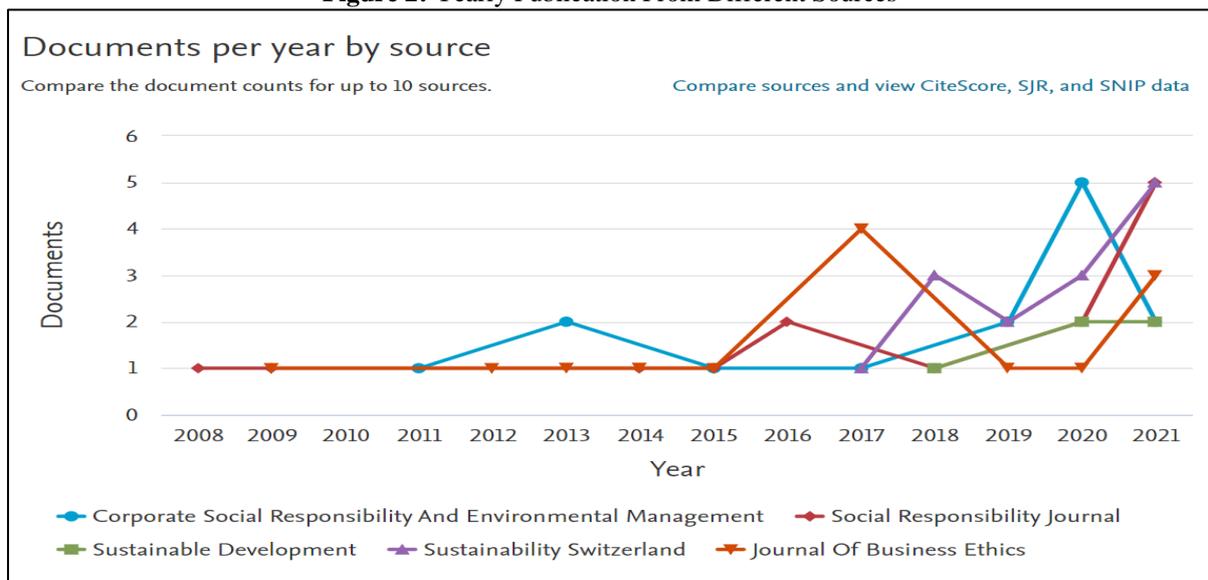
true overview of a journal's impact. Hence a variety of tools are required to enable informed decisions. Tools used to assess journals are impact factor, citation, cite score, etc. Due to the limitation of the Impact factor of evaluating only the importance of a journal in its field author has used CiteScore, SJR, and SNIP for this paper to know the relevance of journals and citations in the multidisciplinary areas.

CiteScore, a citation impact statistic developed by Elsevier, is used to assess a variety of scientific articles. “Calculating the CiteScore is based on the number of citations to documents (articles, reviews, conference papers, book chapters, and data papers) by a journal over four years, divided by the number of the same document types indexed in Scopus and published in those same four years” (“Measuring a journals impact,” 2022).

The second metric employed in this article to assess the journal’s quality is SCImago Journal Rank Indicator (SJR). It considers the number of citations and the source of the citations, with citations from high-status publications being more valuable than those from lower-status journals. SNIP was developed

by Professor Henk F. Moed. SNIP is the abbreviation for Source Normalized Impact per Paper. “It is a tool to measure contextual citation impact by weighing the citation based on the number of citations in a subject field.”

Figure 2: Yearly Publication From Different Sources



Source: Authors’ compilation

Table I shows the top 10 journals publishing “strategic corporate social responsibility” research. The journal *Sustainability Switzerland* has published the highest number of research papers, i.e., 140 paper, followed by *Corporate Social Responsibility and Environment Management* and *Journal of Business Ethics*. *Business Strategy And The Environment* and *Journal Of Business Research*, both these journals recorded the same number of cite score rank, i.e., 10.3. This signifies that publications on “strategic CSR” are highly referred on an average in a respective year of those individual journals in the preceding three years. More the citation

count indicates more the study on the issue of “strategic CSR,” as well as the journal's reputable quality.

Business And Society journals have the highest SJR and SNIP scores with a SJR score of 2.983 and SNIP is 2.966.

A higher SJR score indicates a higher prestige of the journal. The same formula applies to the SNIP score. *Business and Society* journal has the most contextual citations in the Scopus database.

Table 1: Top 10 Journals Publishing Strategic CSR

No.	Journal Title	No of Publications	Cite Score	SJR	SNIP
1	<i>Sustainability Switzerland</i>	140	3.5	0.612	1.242
2	<i>Corporate Social Responsibility And Environmental Management</i>	118	8	1.519	2.277
3	<i>Journal Of Business Ethics</i>	102	9	2.209	2.534
4	<i>Social Responsibility Journal</i>	79	3.5	0.528	0.816
5	<i>Journal Of Cleaner Production</i>	41	13.1	1.937	2.475
6	<i>Business Strategy And The Environment</i>	28	10.3	2.123	2.598
7	<i>Corporate Governance Bingley</i>	24	4.1	0.634	1.26
8	<i>Business And Society</i>	21	11	2.983	2.966
9	<i>Journal Of Business Research</i>	20	10.3	2.123	2.598
10	<i>Sustainable Development</i>	15	6.5	1.115	1.767

Source:- Authors' Compilation

Geographical and institutional distribution

The top ten countries publishing the highest number of research papers in strategic CSR are shown in Figure 3. Out of 2131 publications, the USA has contributed 345 publications, which is 16.19 percent, followed by the UK with 280 publications (13.14) and China with 221 publications (10.37).

Figure 5 depicts the top 10 institutions that have written on strategic CSR. The *American University of Beirut* is the top-ranked institution, followed by the *University of Sains Malaysia* and the *University of Southampton*. It was discovered that publications on strategic CSR are dispersed worldwide and do not focus on a certain specification.

Authorship

In these 20 years, 164 writers contributed to strategic CSR published research. Dima Jamali, Luu Trong Tuan, and Som Sekhar Bhattacharyya are the top three primary contributors. Table II displays the total number of documents, citations, and link strength of the authors. Figure 5 depicts the top ten writers who published to "strategic CSR" documents.

Citation is a way of giving credit to the author for using his work. The author with the highest citation indicates his article on strategic CSR has been used by other authors maximum number of times. Jamali, D has

published maximum articles and registered a maximum number of citations as well. Tuan L.T and Bhattacharyya follow Jamali, D in publishing maximum documents but not in the second and third highest citation list. "This depicts number of publications and number of citations are not interrelated. A high number of citations depicts the high number of authors and more international collaboration" (Aksnes, 2003).

"Total link strength attribute indicates the total strength of the co-authorship links of a given researcher with other researchers" (Eck and Waltman, 2017). Collaborations between authors with a common interest in a given study field may result in more effective research findings. In a similar line, total link strength, which reflects researcher collaboration, is also investigated and shown in Table II. Thus, the top three highest overall link strengths were reported by the three primary authors - Jamali d., Siegel d.s., and Lee s.-h. Typically, scholars of the comparable domain would collaborate with other researchers to improve their number of publications while also broadening their sharing of knowledge.

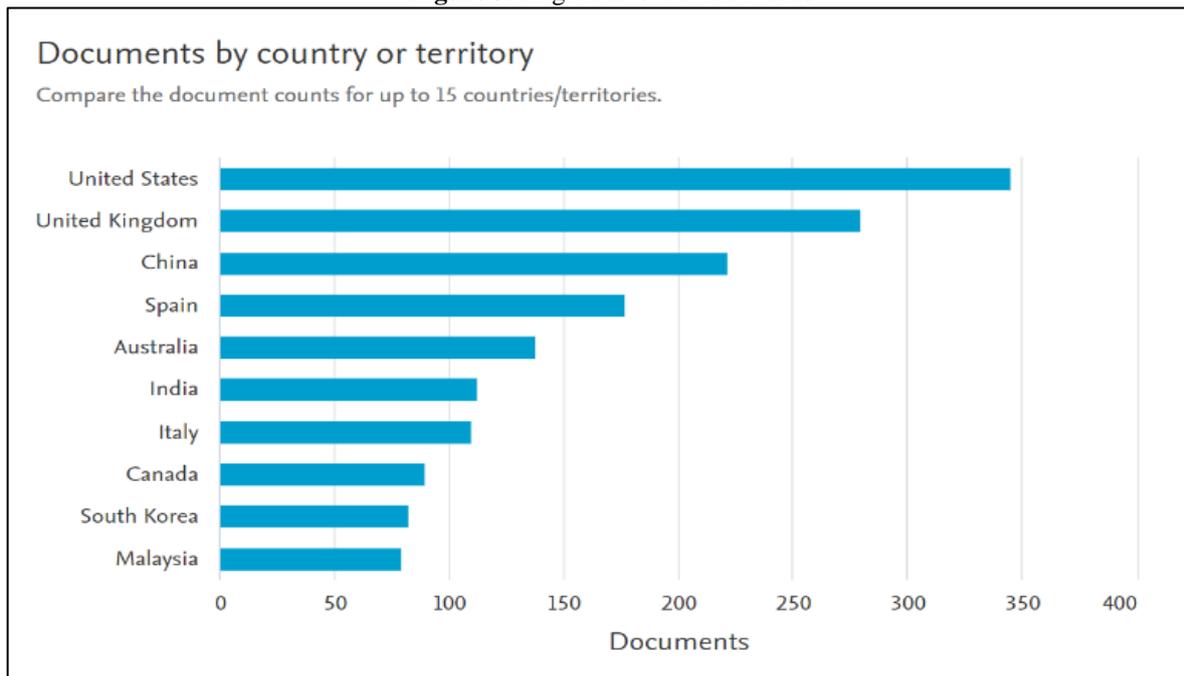
SNA is a tool to enquire about social networking through graphs and networks. SNA also aids in identifying key participants within such a network and provides insight into how the individuals interact with one another to exchange knowledge. "Through author

networks, SNA was used to construct and visualize social networks among researchers in the field of strategic CSR research. In general, they are created when writers (known as "nodes" in SNA) publish in journals and form co-authorships (known as "links" in-network jargon). As a result, an author network displays academic interactions between scholars” (Low and Siegel, 2019). “The attributes of a network are perceived by its density and connection. Density is expressed as the ratio of established linkages to the total number of possible links in the network. SNA's longest link is diameter” (Low and Siegel, 2019). The thread between two writers represents their participation through co-authorship, while the size of the clusters indicates the number of publications. The color

represents the clusters of collaboration. Four clusters of writers in strategic CSR publications have been found in the collaboration network. Figure 6 shows the author network structure as a network visualization, while Figure 7 shows the author network structure as a density visualization. Figure 8 depicts the author cooperation network each year using overlay visualization.

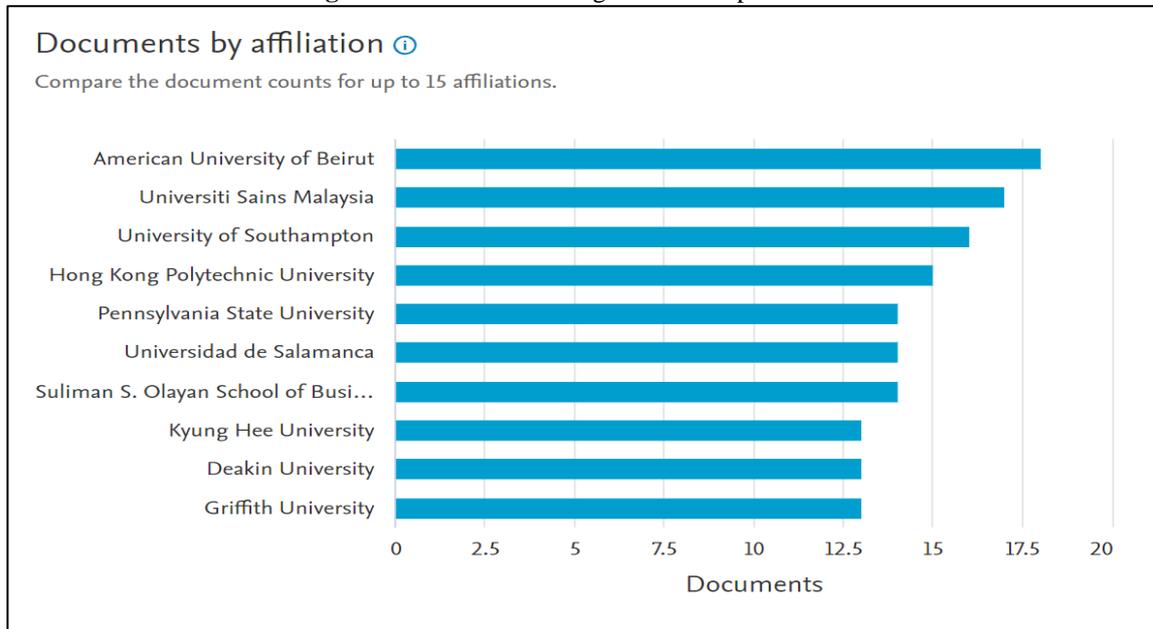
Only a few scholars are leading and working on strategic CSR publications. The investigation also illustrates the network's dispersion of knowledge distribution. Wang x. publications predominated in early 2019, while Wang j. writings appeared in the mid-2020s, and Ahmad n. articles appeared later in 2021.

Figure 3: Region-Based Publications



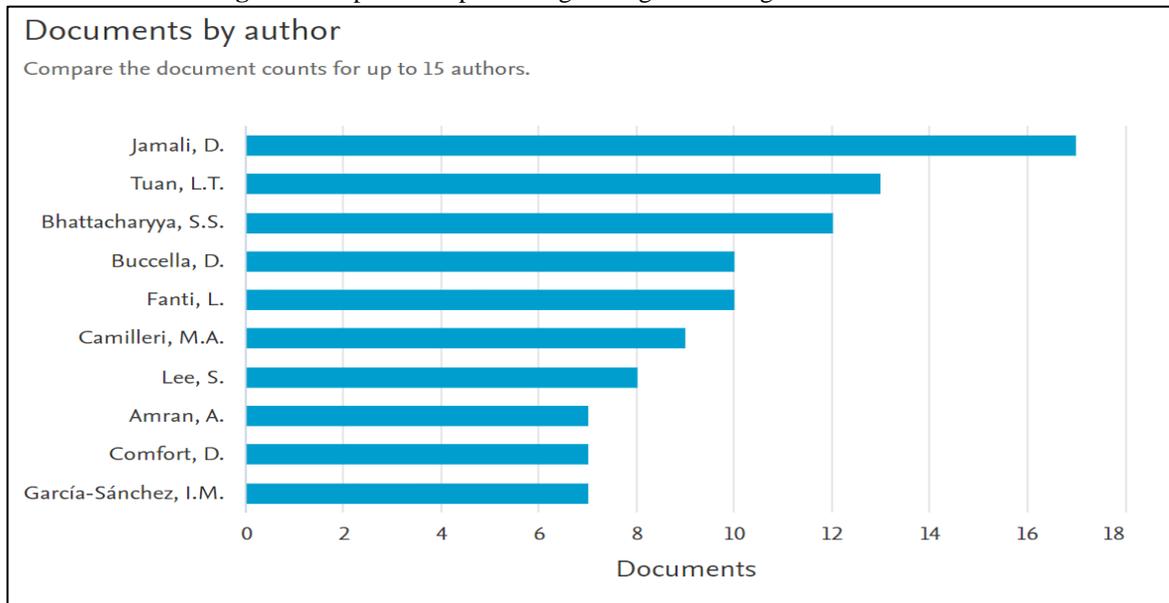
Source: Authors' Compilation

Figure 4: Institutional categorization of publications



Source: Authors' Compilation

Figure 5: Top authors publishing the highest strategic CSR documents



Source: Authors' Compilation

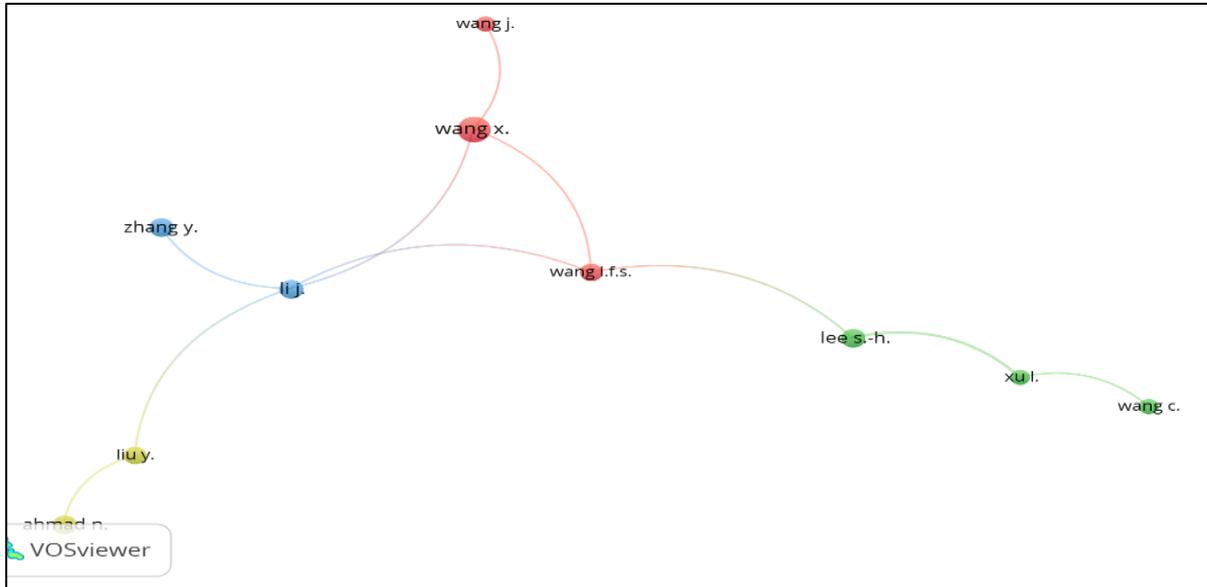
Table 2: Authors, Publications, Citation, And Link Strength

S.No	Author	Publications	Citations	Total link strength
1	Ahmad N.	7	127	11
2	Amaeshi K.	5	123	12
3	Amran A.	7	311	23

4	Bhattacharyya S.S.	12	134	25
5	Boesso G.	5	219	3
6	Buccella D.	10	65	30
7	Cabeza-García L.	5	167	9
8	Camilleri M.A.	8	72	15
9	Comfort D.	7	50	0
10	Fanti L.	10	65	30
11	Frynas J.G.	6	728	31
12	Gallardo-Vázquez D.	5	50	7
13	García-Sánchez I.-M.	5	249	9
14	Hillier D.	7	50	0
15	Husted B.W.	6	415	33
16	Jamali D.	16	2355	85
17	Jones P.	7	50	0
18	Khan I.	5	224	5
19	Lee S.	9	314	12
20	Lee S.-H.	7	142	35
21	Li J.	7	78	13
22	Li Y.	7	160	2
23	Lindgreen A.	7	458	15
24	Liu Y.	6	156	8
25	Macgregor R.K.	5	24	0
26	Maon F.	7	429	19
27	Mellahi K.	6	800	20
28	Metaxas T.	6	45	14
29	Moon J.	9	708	23
30	Sheikh S.	7	177	8
31	Siegel D.S.	5	972	56
32	Singh S.	5	34	9
33	Tsavdaridou M.	5	43	12
34	Tuan L.T.	13	236	11
35	Velte P.	5	190	9
36	Wang C.	5	73	5
37	Wang J.	5	50	6
38	Wang L.F.S.	6	104	31
39	Wang X.	13	141	20
40	Xu L.	5	34	20
41	Yang X.	5	31	6
42	Zhang Y.	7	11	5
43	Zhu Q.	5	317	9

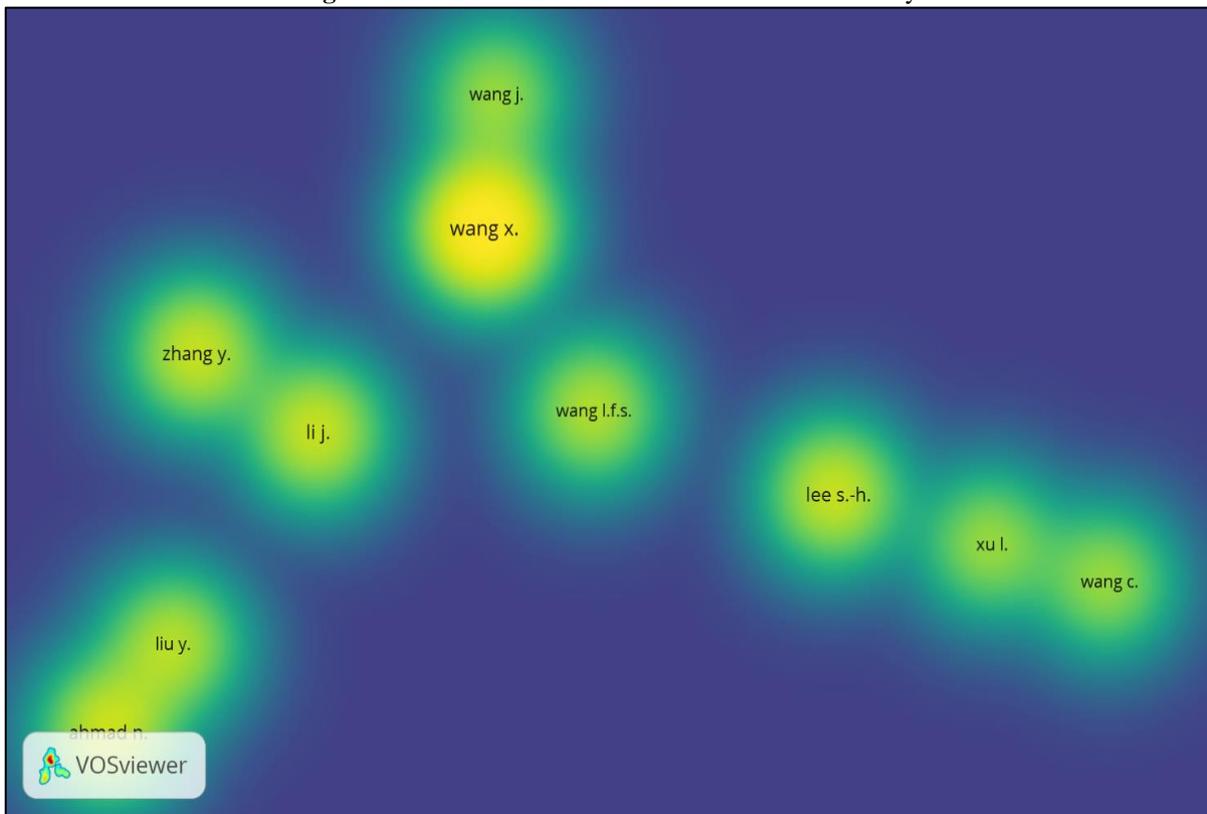
Source: Authors' Compilation

Figure 6: Visualization of author collaboration as a network



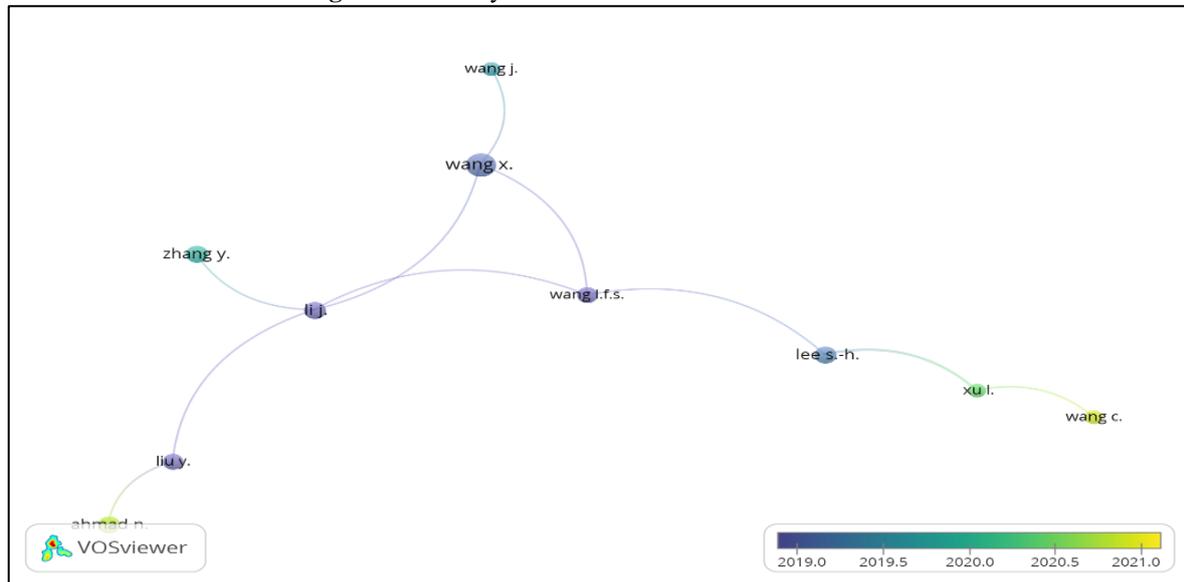
Source: Authors' Compilation

Figure 6: Visualization of author collaboration as density



Source: Authors' Compilation

Figure 8: Overlay visualization of authors' collaboration



Source: Authors' Compilation

Keyword Analysis

Although the concept of Strategic CSR is growing, it is still in the infancy stage. As a result, a keyword analysis was carried out to acquire insight into the subject. For the keyword analysis, keywords were extracted from the titles and abstracts of documents on strategic CSR. The analysis has been made using. For co-occurrence keyword analysis of strategic CSR, keywords used by authors have been taken, and a fractional analysis has been done to get a more realistic result. Co-occurrence of keywords gives the occurrence of the same set of keywords in different documents. “Using the fractional counting technique, the co-occurrence is assigned to each term with a fractional weight of 1/5. Thus in fractional counting, credit is divided amongst co-authors (countries, institutions, etc.), but at the link layer, fractional counting can equalize the relative weights of connections and thus explain

network design.” (Vargas-Quesada, Chinchilla-Rodríguez and Rodriguez, 2017). For analysis minimum number of keyword occurrences have been set to 10, and out of 4222 keywords, only 91 met the threshold. For each of 91 keywords, the total strength, i.e., 1375.5 of the co-occurrence of linkage with other keywords, has been calculated.

The circles' size, the clusters' number, and the keywords' proximity are used to assess the keyword analysis findings. Using VOSviewer, clusters of keywords have been made. Clusters are a group of items. The occurrence of keywords is represented through the size of the circle. If the size is small, the occurrence of the keyword is low and vice-versa. The proximity of keywords indicates relatedness—the greater the distance weaker the relationship. There are ten clusters consisting of 87 items (Table III).

Table 3: Keyword analysis of strategic CSR based on cluster

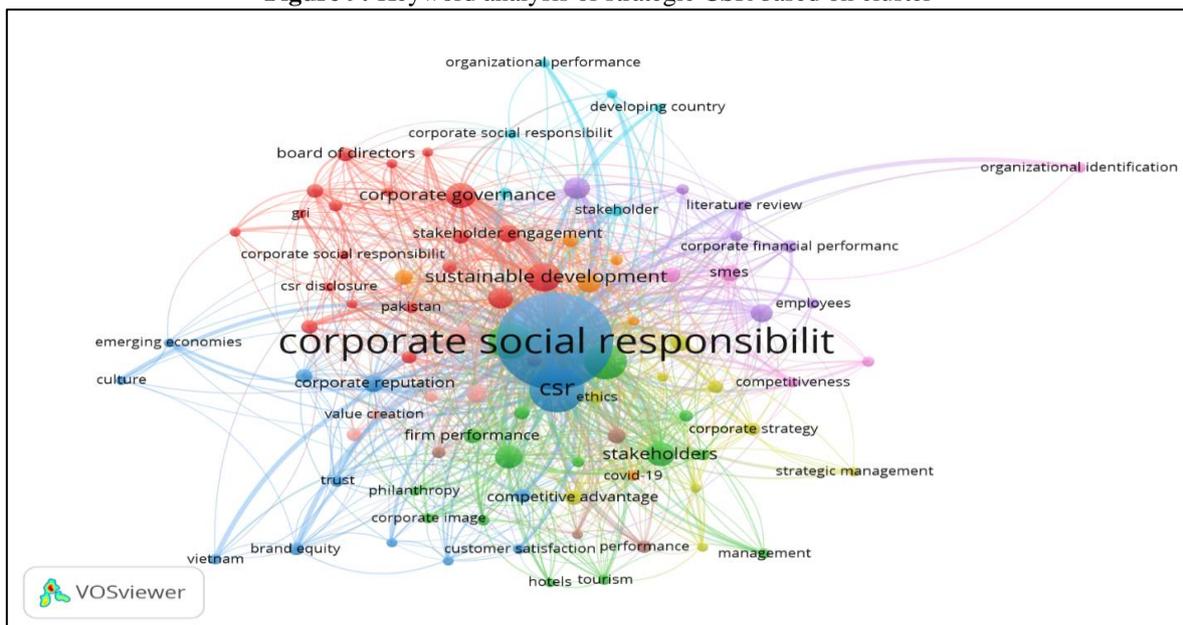
Cluster	No. of items	Details
Cluster 1	20	Board Diversity, Corporate Governance, CSR Disclosure, CSR Reporting, CSR Performance, Disclosure, Environment Policy, Firm Value, Gender Diversity, Global Reporting Initiative, GRI, Legitimacy Theory, Pakistan, Stakeholder Engagement, Stakeholder Management, Stakeholder Theory, Corporate Social Responsibility, Sustainable Development and Sustainability Reporting, Board of Directors

Cluster 2	15	Communication, Corporate Image, Corporate Social Responsibility, CSR Communication, Environment, Firm Performance, Governance, Hotels, Management, Philanthropy, Social Media, Social Responsibility, Stakeholders, Sustainability, and Tourism.
Cluster 3	13	Brand Equity, Brand Image, Corporate Reputation, Corporate Social Responsibility, CSR, Culture, Customer Satisfaction, Emerging Economies, India, Purchase Intention, Reputation, Trust, and Vietnam.
Cluster 4	9	Competitive Advantage, Corporate Responsibility, Corporate Strategy, Corporate Sustainability, Environmental Managers, Ethics, Leadership, Small and Medium Enterprises, and Strategic Management.
Cluster 5	7	Corporate Financial Performance, Corporate Social Performance, Employees, Environmental Performance, Financial Performance, Literature Review, and Social Performance.
Cluster 6	6	Corporate Social Response, Developing Country, Indonesia, Malaysia, Organizational Performance and Stakeholder.
Cluster 7	6	China, Content Analysis, COVID-19, Emerging Markets, Environmental Responsibility, and Institutional Theory.
Cluster 8	5	Business Ethics, Globalization, Legitimacy, Performance, And Strategy.
Cluster 9	5	Competitiveness, Corporate Philanthropy, Innovation, Organizational Identification, and SMES.
Cluster 10	5	Case Study, Developing Countries, Strategic Corporate Social and Strategic CSR.

Source: Authors' Compilation

Figure 9 shows the clustered keywords of strategic CSR “CSR,” “corporate reputation,” “trust,” “brand equity,” publications and the largest dominant cluster, “emerging economies,” “culture,” and “customer satisfaction.” Clusters in blue color are the most common ones. These are

Figure 9: Keyword analysis of strategic CSR based on cluster

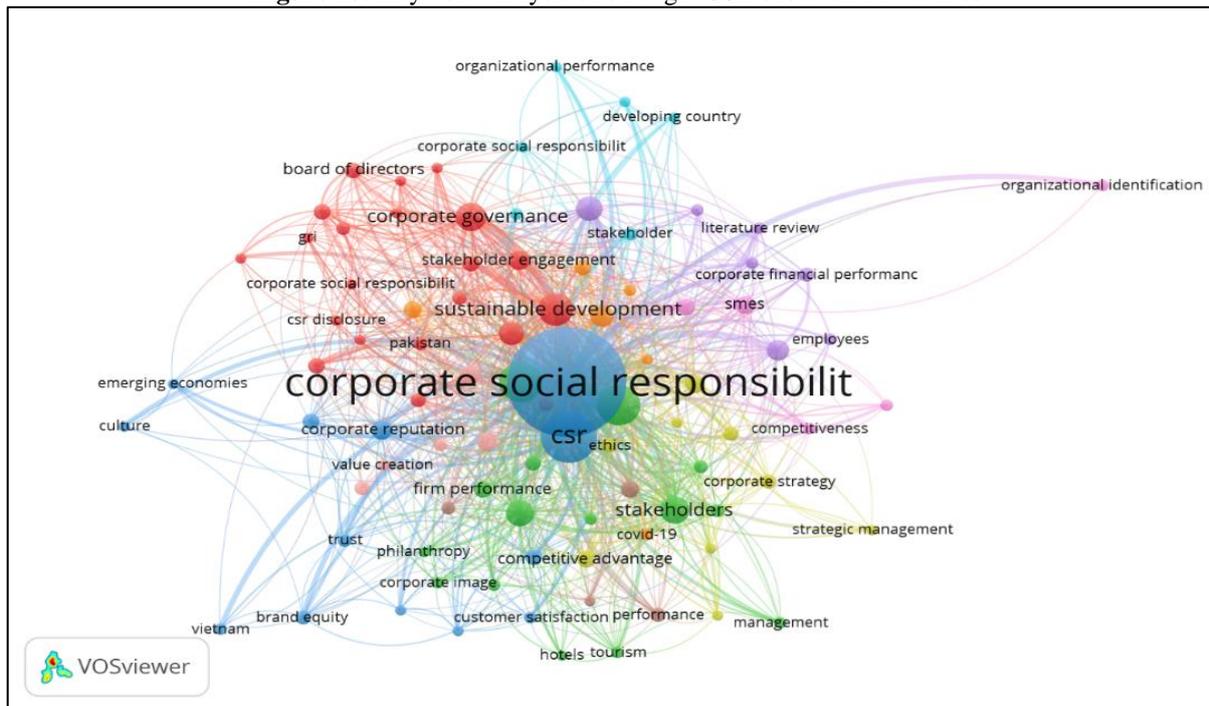


Source:- Authors' Compilation

The relationship between keywords is displayed in figure 10. The proximity of lines between two items depicts the closeness of the relationship between the two terms. “Corporate social responsibility” has the highest relationship with all the clusters.

The other keywords which are closely related to “Corporate social responsibility” are “CSR,” “sustainable development,” “corporate social performance,” “corporate governance,” “environmental management,” and “stakeholder theory.”

Figure 10: Keyword analysis of strategic CSR based on relatedness



Source:- Authors’ Compilation

The distribution of “strategic CSR” publications was seen to vary across periods. Figure 11 depicts a keyword analysis of strategic CSR articles using time data set. The keyword’s color represents the average document year. It is computed by averaging the publication years of all papers that have the keyword in their title and abstract. Keywords prevalent around 2015 are displayed in purple, whereas keywords popular in 2016 and 2017 are shown in green. The keywords that were most recently used in 2018 are highlighted in yellow. According to the statistics, the most frequently used phrases in early 2015 were “social responsibility,”

“philanthropy,” “corporate image,” “corporate strategy,” “emerging economies,” “Vietnam,” and “Corporate governance.” Post-2015, keywords in focus were “stakeholder,” “brand equity,” “management,” “competitive advantage,” “corporate philanthropy,” “strategic management,” “culture,” “global reporting initiative,” and “developing countries.” Recently, in 2018, the most frequently used keywords are “CSR” “firm performance,” “board of directors,” “sustainability reporting,” “sustainable development,” “organizational performance,” “corporate financial performance,” and “corporate reputation trust.”

publisher. The leading authors are Jamali, D, Jamali, D, and Bhattacharya, but the most referenced cited are Jamali, D, Siegel d.s., and mellahi k. As a result, there is no definite relationship in between the volume of papers published and the volume of citations obtained on papers. SNA also demonstrates that author collaboration in "strategic csr" is scattered, with just four researcher clusters found.

According to keyword analysis, there are ten clusters, with items like board of directors, corporate governance, csr disclosure, csr performance, environmental policy, and stakeholder theory dominating the published articles. Keyword analysis using temporal data reveals that words like "corporate strategy, ethics, competitiveness, and social responsibility" started to emerge in the late 2015. "corporate Social responsibility," "corporate governance," and "sustainable development" are closely associated with strategic CSR publications.

LIMITATION AND FUTURE SCOPE

This paper, like many other research papers, has flaws. The conclusions of this research and bibliometric analysis are limited to the Scopus database, which was extracted in 2021. Although Scopus is one of the largest databases of scientific papers, it may not include all articles on the topic of strategic CSR. Other worldwide databases, including Web of Sciences, PubMed, RIS, or Google Scholar may be investigated. Furthermore, other types of analysis like co-citation, bibliographic coupling, and co-authorship provided by VOSviewer may also be made. Given these constraints, it is advised to carry out further research by taking these points into consideration.

The concept of Strategic CSR is still in the developmental stage. Hence empirical research can be done on the impact of strategic CSR carried on by the organization on growth of the country. Strategic CSR is about performing the CSR activities in such a way that it benefits the organization and society together. More studies could be done on how strategic CSR is helping organizations and what are different CSR strategies carried out by various organizations.

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