

Decoding the CSR and Employee Satisfaction Linkage: A Data-Driven Scientometric Exploration

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KEYWORDS

Corporate Social Responsibility, CSR, Employee Satisfaction, science mapping, Bibliometric Analysis

ABSTRACT

In the present economic environment organisations are compelled to intensify their efforts to attract, retain, and motivate talented employees to ensure a high level of employee satisfaction. corporate social responsibility practices can serve as a strategic tool to support this endower. This study aims to investigate the relationship between corporate social responsibility and employee satisfaction through bibliometric analysis. A sample of 222 studies from 2004 to 2024 was analysed using the VOSviewer software and R programming language. The analysis in the present study is categorized into two parts, that is, performance analysis and science mapping. United States, China, and South Korea were the most productive nations in terms of frequency, and Citation. The prominent authors contributing to the study are Lee followed by Hasan Nam, Kim H, and Sen S. The Prominent journals with the highest publication are the Sustainability (Switzerland) followed closely by the journal Corporate Social Responsibility and Environmental, The Journal of Business Ethics and Social Responsibility journal. The article “The Contribution of Corporate Social Responsibility to Organizational Commitment” authored by S Brammer, A Millington, and B Rayton in 2007 has achieved the highest citation count totalling to 864. Some of the esteemed academic institutions that have contributed to the literature on corporate social responsibility and employee satisfaction are the Appalachian State University Stands out as the leading institution followed by Iqra University, Hong Kong Polytechnic University, University of Belgrade. This study will serve as a valuable resource for scholars across various disciplines to evaluate the progression of academic works on a specific theme over time, especially for those focused on green entrepreneurship. Through its comprehensive and rigorous analytical methods, this study proposes a Unique definition of corporate social responsibility and employee satisfaction.



## 1. INTRODUCTION

Over the past few years, there has been a significant rise in global awareness regarding corporate social responsibility (Stojanović et al., 2022). The complex interplay between corporate social responsibility and employee satisfaction continues to be a topic of debate particularly regarding the degree of mutual influence and their association with other relevant constructs and organisational dynamics. Human capital is essential for organisational sustainability as it is increasingly reliant on the performance of employees. This performance plays a crucial role in influencing shareholder wealth and the overall profitability of the organisation (Lu et al., 2020). Story & Neves (2015) in their study found there exists a relationship between extrinsic and intrinsic corporate social responsibility which acts as a predictor of employee performance. When employees perceive that the organisation is committed to activities aligned with their values they are inclined to respond positively based on their skills and capabilities. Cheah & Lim, (2024) defines scientific research often characterizes job satisfaction as a favorable emotional condition that originates from a person's evaluation of their job or experiences associated with the work environment. Emotions play a crucial role in shaping an individual's judgment, which indicates employee satisfaction encompasses both attitude and feelings an individual holds towards their work (Yassin & Beckmann, 2025). So, the activities of a company particularly those related to corporate social responsibility play a crucial role in shaping employee satisfaction. When a company engages in positive initiatives it creates a feeling of pride, enthusiasm, joy, and fulfillment among the employees. At the same time, negative actions may lead to embarrassment, fear, and anger among the employees when stakeholders are negatively impacted (Onkila et al., 2022). It is evident that employees derive greater job satisfaction when they are a part of the socially responsible organisation so the emotional connection an individual has with their job is often determined by the social conditions of the workplace suggesting CSR has a profound impact on job satisfaction. A company's engagement in social responsibility initiatives can significantly enhance employee satisfaction levels (Tamm et al., 2010). Charismatic leadership is essential for CSR activities to significantly influence employees' attitudes and behaviours. Studies suggest that managers who adopt a charismatic approach can effectively influence how employees understand the intention behind corporate social responsibility initiatives which ultimately leads to job satisfaction (Westin & Parmler, 2025). The strong connection between CSR and employee satisfaction can be explained through the perspective that companies that embrace corporate social responsibility are more likely to develop a strong organisational culture. This commitment helps in attracting and retaining top talent, reducing turnover rates, and promoting greater employee engagement and motivation (Bhattacharya et al., 2009; Ahsan & Khalid, 2025). The increasing trend and diverse fields within the same domain are evolving continuously highlighting the necessity for a comprehensive document that consolidates all the existing research and published work so far (Akhtar et al., 2023). There are various qualitative and quantitative approaches available for analysing and interpreting findings from prior studies with bibliographic data analysis being one such technique. In the present era where individuals can access vast amounts of information bibliometric analysis is highly useful. It facilitates a systematic examination of themes, current research trends, and advancement across diverse disciplines helping to identify the most prolific authors, countries, and institutions while providing a holistic overview of the research landscape within a specific field. This rationale supports the exploration of corporate social responsibility and employee satisfaction through bibliometric analysis to have a deep understanding of the concept. The researcher initiated the study with this guiding question.

RQ1: What is the overall count of articles pertaining to corporate social responsibility and employee satisfaction and how are they distributed globally between developed and developing countries?

RQ2: Which journals have the highest number of citations?

RQ3: Who are the prominent authors with the highest citation counts in the field of corporate social responsibility and employee satisfaction?

## 2. LITERATURE REVIEW

Hazzaa et al., (2024) investigated the positive perception of micro-CSR Initiatives among non-profit sports employees which affect their levels of job engagement, job satisfaction, and organisational citizenship behaviours with psychological factors acting as a mediating variable. Their findings indicate that psychological capital is crucial in linking CSR perceptions and positive workplace outcomes. Brammer et al., (2007) examined the relationship between organisational commitment and employee perceptions of corporate social responsibility. The study emphasizes on three key dimensions such as employee perceptions of CSR within the community, Procedural justice within the organisation, and availability of training for the employees. Their findings indicate that external CSR is positively associated with organisational commitment with CSR being as impactful as that of Job satisfaction. Valentine, & Fleischman (2008) explored the relationship between corporate ethics code and training initiatives on employee job satisfaction suggesting corporate social responsibility serves as a mediating role. The findings reveal that CSR can fully or partially mediate the positive influence of ethics programs on job satisfaction indicating that a variety of policies can more effectively enhance employee ethical perceptions and work attitudes. Akremi et al., (2018) created and validated the corporate stakeholder responsibility scale which evaluates the stakeholder perceptions of corporate social responsibility with an emphasis on economic, social, and environmental performance. Their findings reveal that CStR has a positive effect on organisational pride and support which also indirectly improve job satisfaction and commitment. Glavas & Kelley (2014) examined the relationship between employees'



perceptions of corporate social responsibility on organisational commitment and job satisfaction. The findings demonstrate that positive csr perceptions enhance both commitment and satisfaction with work meaningfulness and perceived organisational support playing a partial mediating role. Edmans (2012) examined the relationship between employee satisfaction and corporate value and revealed that organisations with greater job satisfaction tend to achieve higher stock returns. Their findings suggested that job satisfaction is a key driver to enhance the firm value and the CSR initiatives of the firm can positively influence the stock performance and the stock market. Vlachos et al., (2013) examined the impact of corporate social responsibility initiatives on employee job satisfaction highlighting the importance of charismatic leadership among managers. Their result indicates that employees who view their managers as charismatic leaders tend to associate csr efforts with intrinsic value which in turn enhances their job satisfaction. Lee et al., (2012) examined the impact of the Corporate Social Responsibility initiative on employee satisfaction particularly the influence of managers with charismatic leadership. Their findings demonstrate that employees who recognise their managers as charismatic are more connected with the CSR initiatives of a firm. Ikram et al., (2019) examined various dimensions of corporate social responsibility on the quality of relationships and employee outcomes in the food service industry of South Korea. Their findings suggested that the economic and philanthropic dimensions of CSR play a crucial role in fostering organisational trust among employees. Lee et al., (2013) in their study indicated that legal corporate social responsibility and supplementary responsible gaming strategies are effective in enhancing organisational trust among casino employees whereas the enforced responsible gaming strategies are associated with a decline in trust levels. From the above discussion, it can be concluded that corporate social responsibility and employee satisfaction encompass multiple dimensions for research, yet only a limited number of researchers have undertaken quantitative studies to analyse the trends and productivity within this field.

### 3. MATERIAL AND METHODS

The bibliometric analysis is an effective quantitative technique that allows for the comprehensive examination of a wide range of articles in the literature (Donthu et al.,2021). The purpose of conducting a bibliometric literature review analysis is to systematically gather and critically evaluate the findings on a specific topic. Unlike conventional reviews, it employs statistical methods to identify the trends and examine the methodologies used in studying topics thereby fostering the advancements in the field by revealing new research avenues (Bhanda et al., 2022). In conducting the bibliometric analysis Scopus database was employed while R Studio and bibliometrix facilitated the statistical analysis (Aria & Cuccurullo, 2017). The structure and Framework for this study are influenced by the Methodologies adopted by (Houghton et al.,2013; Zakaria et al.,2021). The overview of the methodology is given in Figure 1.

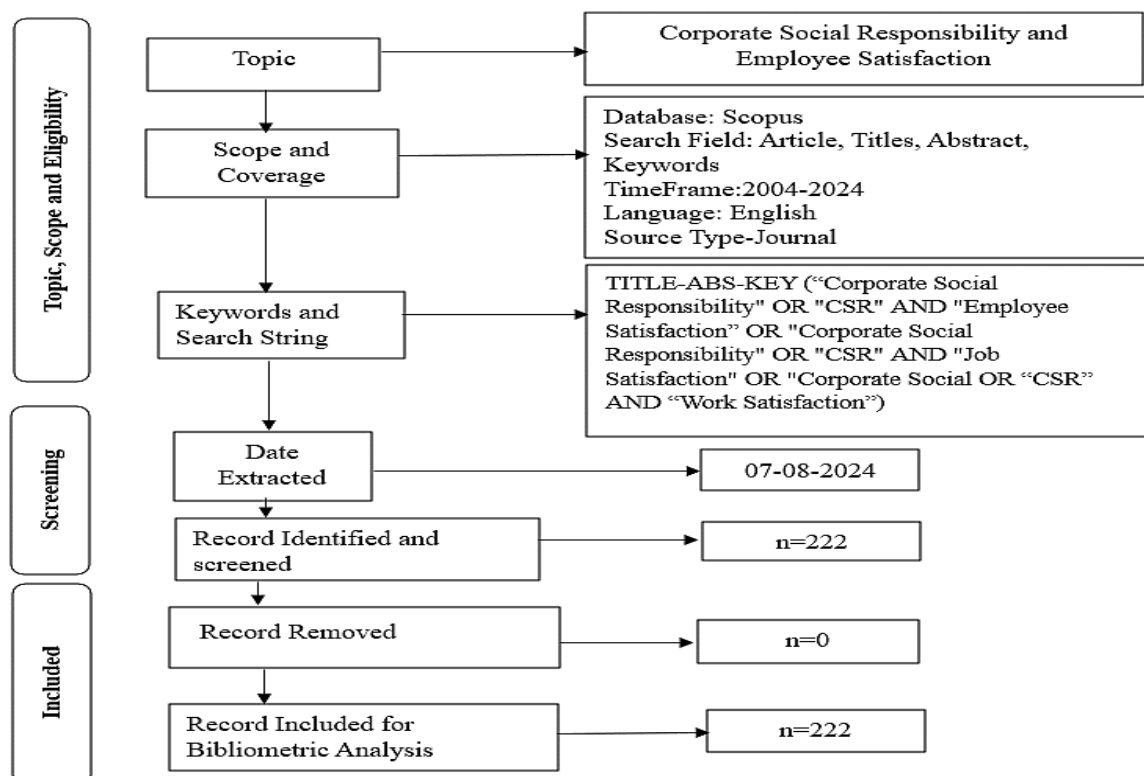


Figure 1: Search strategy flow chart

Source: (Houghton et al.,2007; Zakaria et al.,2021)



#### 4. RESULT ANALYSIS

##### Descriptive Analysis

Table 1 represents the descriptive analysis of the documents examined for the study. In total 222 documents were included in the bibliometric analysis. with 142 sources publishing these articles over a span of 20 years. The articles were authored by 607 researchers with 18 of them being single authors. The average number of citations per document was notably high at 43.12 indicating considerable attention given by academic scholars to the field of corporate social responsibility and employee satisfaction. Additionally, the data shows that 27.48% of these scholarly documents involved cross-border collaboration, demonstrating the global cooperation among authors in emphasizing the significance of corporate social responsibility and employee satisfaction research.

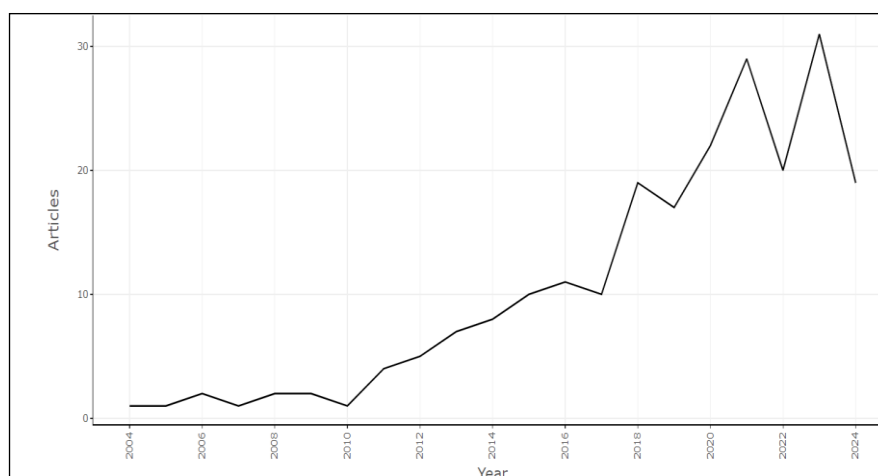
**Table 1: Summary of Bibliographic Information**

Description	Results
Timespan	2004:2024
Sources (Journals, Books, etc)	142
Documents	222
Annual Growth Rate %	15.86
Document Average Age	5.09
Average citations per doc	43.12
References	14694
DOCUMENT CONTENTS	
Keywords Plus (ID)	315
Author's Keywords (DE)	671
AUTHORS	
Authors	607
Authors of single-authored docs	18
AUTHORS COLLABORATION	
Single-authored docs	18
Co-Authors per Doc	2.95
International co-authorships %	27.48
DOCUMENT TYPES	
article	222

Source: Author's Own Compilation

##### 4.1 Annual Scientific Production

The period 2004 to 2024 has witnessed variations in the number of publications pertaining to corporate social responsibility and employee satisfaction. The cyclic pattern of these fluctuations is observed throughout the years. In 2004, only one article was published, but this increased significantly to nineteen in 2018 and further rose to 22 in 2020. The following year 2021 there was a notable surge to 29 articles, which continued to rise with 31 articles in 2023. The annual growth rate of scientific Production is 15.86 %. As the year 2024 has not been completed, the count may improve by the end of the year.



**Figure 2: Annual Scientific Production**

Source: Generated Using Bibliometrix R Package



## 4.2 Most Significant Authors

A comprehensive analysis reveals that 607 authors have contributed to the literature on corporate social responsibility and employee satisfaction. The total number of publications was instrumental in identifying the most significant contributors in this field. Lee S emerged as the leading contributor with 4 published articles. Additionally, Hasan Nam, Kim H, and Sen S have 3 articles to their credit. Furthermore, Celma D, Chan T-J, Chen L-F, Chen X, De Roeck-K, and Dekoulou P have contributed 2 articles each. As illustrated in Figure 4 these distinguished authors have consistently maintained a higher publication rate over time thereby establishing themselves as influential figure in this domain of study. Figure 4 depicts the author's productivity from 2000 to 2024 showcasing a timeline of their article contribution. The assessment of author productivity was conducted by analysing the number of articles produced within the specific timeframe.

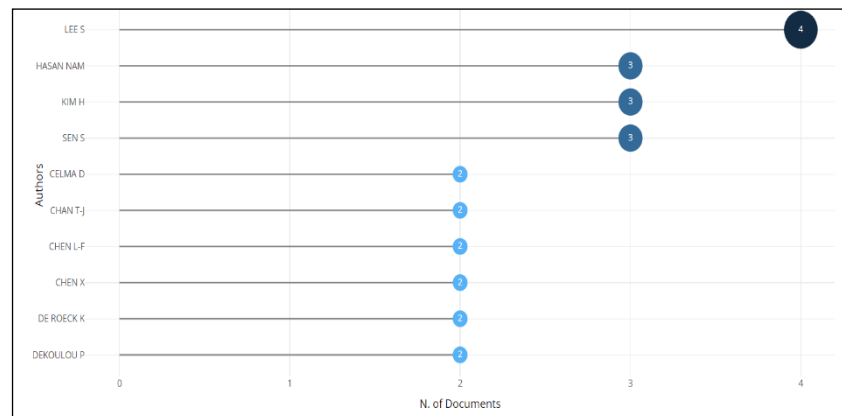


Figure 3: Most Relevant Author

Source: Generated Using Bibliometrix R Package

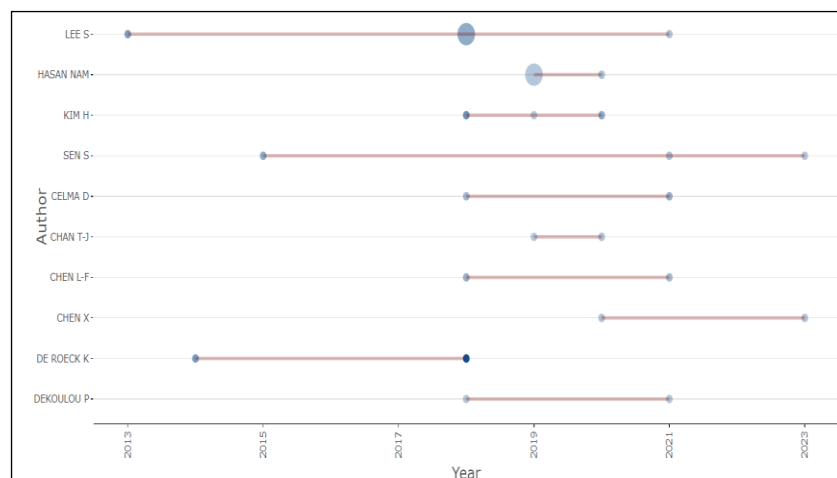


Figure 4: Authors Production over time

Source: Generated Using Bibliometrix R Package

## 4.3 Most relevant sources

A comprehensive analysis of 222 publications from 142 distinct journal sources revealed that Sustainability (Switzerland) was the most productive journal contributing 16 articles to the field of study. Followed closely by the journal Corporate Social Responsibility and Environmental with 12 published articles. The Journal of Business Ethics and Social Responsibility journal has published 10 and 8 articles respectively. Figure 5 illustrates the top 10 journals that produced the highest number of studies on corporate social responsibility and employee satisfaction.

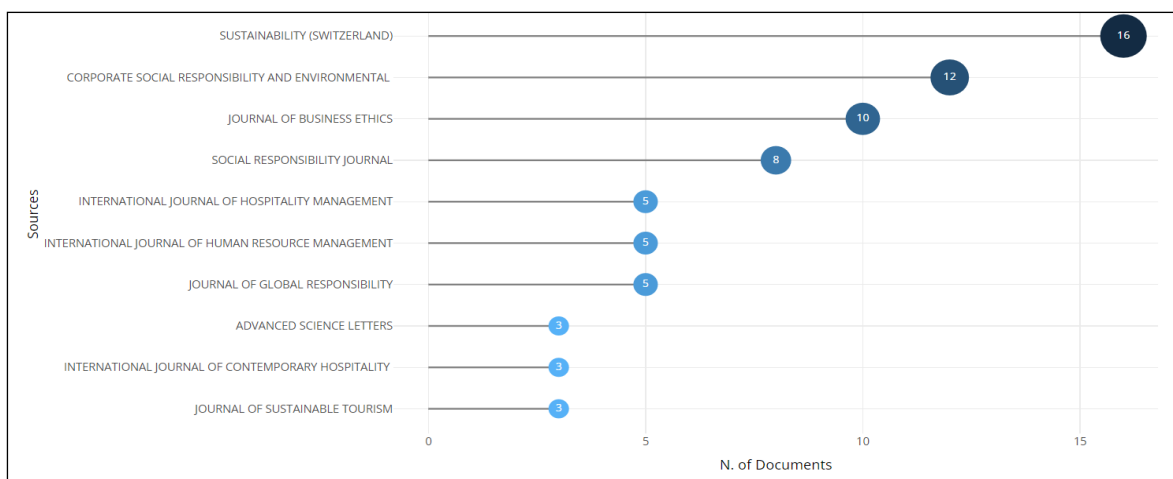


Figure 5: Top 10 relevant sources

Source: Generated Using Bibliometrix R Package

#### 4.4 Most Relevant Affiliations

Figure 6 illustrates key institutions involved in the research activities of corporate social responsibility and employee satisfaction. Appalachian State University stands out as the leading institution with 7 publications. Iqra University, The Hong Kong Polytechnic University, University of Belgrade each contributing six publications. Significant contributions to this field of study have also emerged from International Hellenic University, Princess Sumaya University for Technology, Sejong University, The Islamia University of Bahawalpur. The term affiliation production refers to the analysis of the frequency and quality of academic publications over a specified timeframe. Figure 7 illustrates the visual representation of the trends in affiliations publication over time.

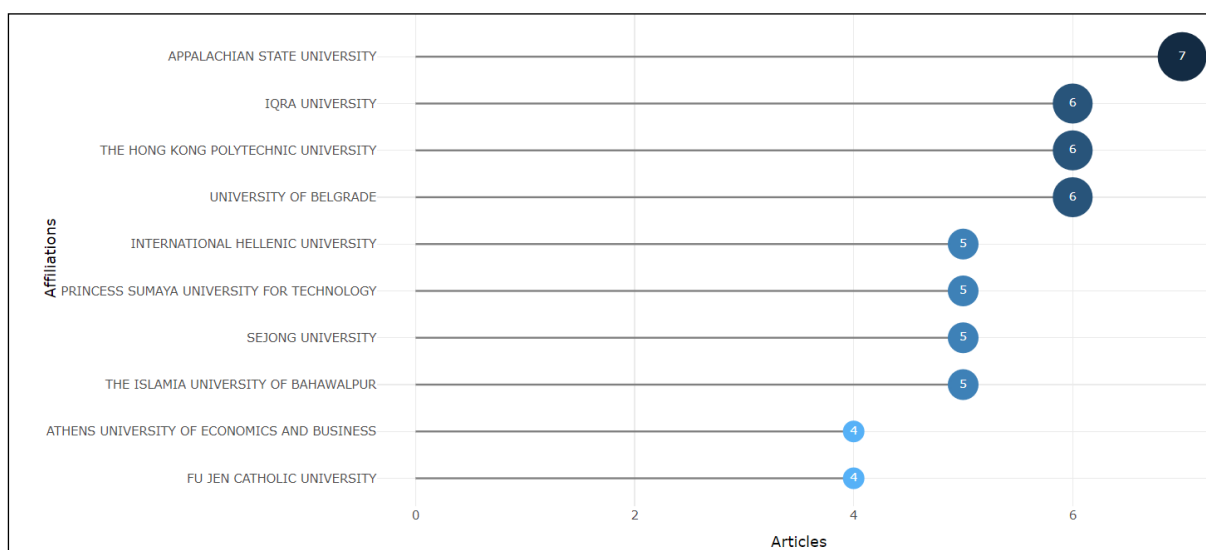


Figure 6: Most Relevant Affiliations

Source: Generated Using Bibliometrix R Package

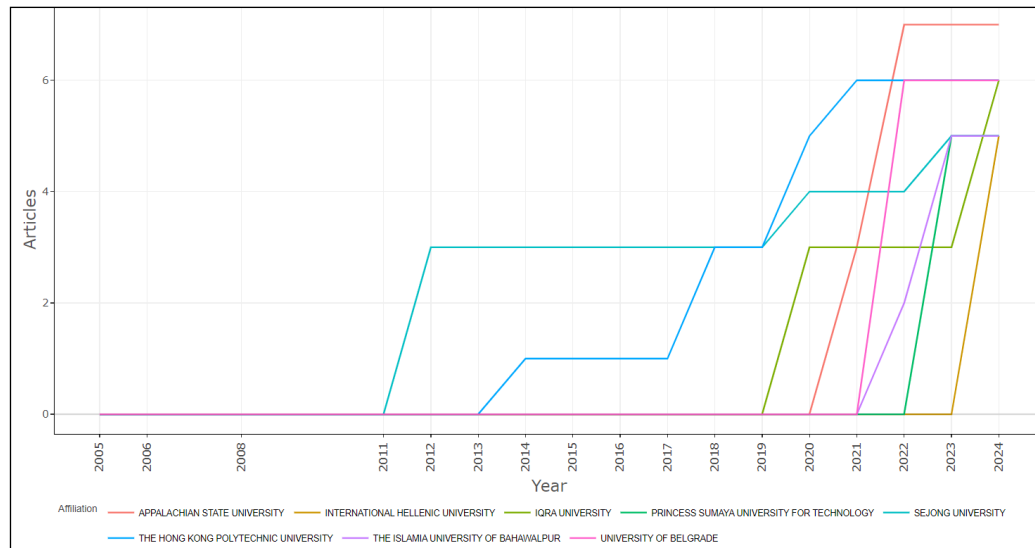


Figure 7: Affiliations Production over time

Source: Generated Using Bibliometrix R Package

#### 4.5 Trend Topics

The increasing popularity of the subject was assessed by examining the keywords selected from the authors from the dataset. The analysis was conducted with specific parameters focusing on the years from 2000 to 2024. The minimum occurrence of each word is 5 times and 5 words were selected per year. The word label size was set to 5. The keywords identified by the author are generally relevant to the content of their work and offer sufficient information to highlight the key elements of a specific field. This analysis enhances the understanding of the key themes related to the occurrence of keywords in the literature concerning corporate social responsibility and employee satisfaction over the years. Figure 8 represents a hierarchical structure of the author's keywords highlighting the annual discussion on various dimensions of corporate social responsibility and employee satisfaction as examined by researchers. These themes are linked in several ways. For example, in 2020, “Corporate social responsibility” and “Job Satisfaction” were identified as the most frequently discussed topics from 2023 onwards. “Performance” followed by “Social identity theory” emerged as a significant area of focus within the context of corporate social responsibility and employee satisfaction.

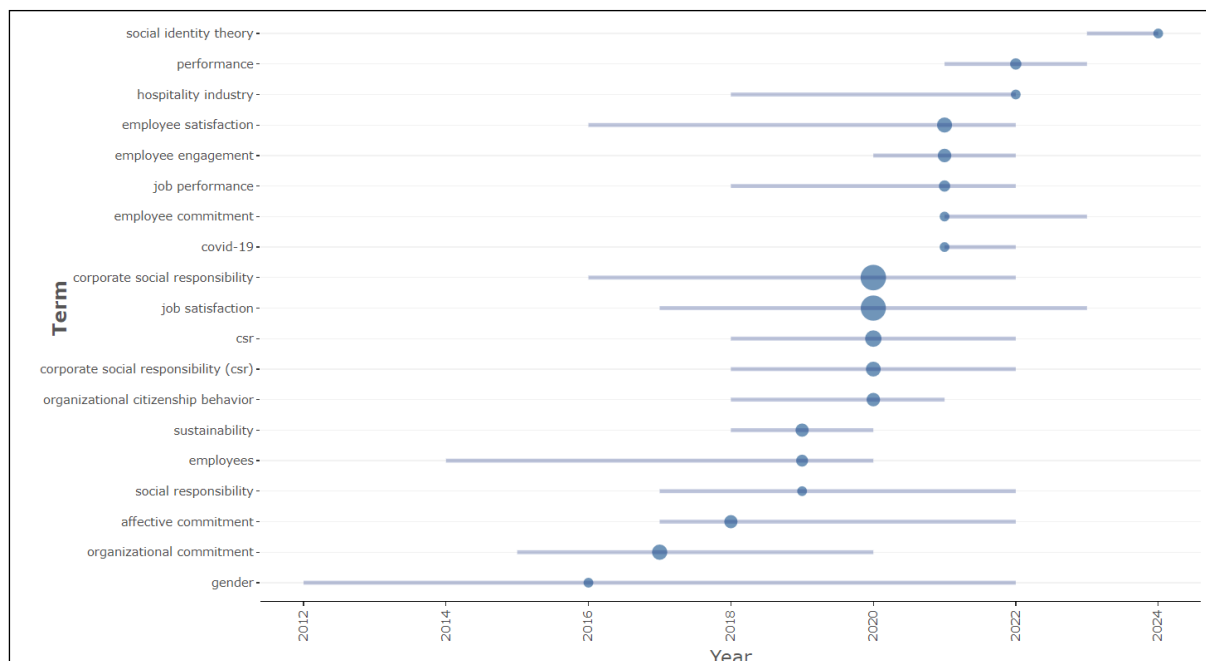


Figure 8: Trend Topics

Source: Generated Using Bibliometrix R Package



#### 4.8 Three field plot author, keyword, and source

A Sankey diagram often referred to as three field plot serves as a visualization method to illustrate the moment of data. In this representation, different entities are depicted as rectangles or texts. while the connection between them are indicated by arrows or arcs. The width of these arrows or arcs is proportional to the magnitude of the flow. The illustration in Figure 9 examines the association between keywords as shown on the left, authors positioned at the center, and sources displayed to the right within the context of corporate social responsibility and employee satisfaction literature. The study aimed to identify the keywords that are most often found in literature by different authors and published in different journals. The analysis of keywords, authors, and sources led to the emergence of several significant phrases including “employee engagement”, “job satisfaction” corporate social responsibility”, “organizational commitment”, and “CSR”.It has been observed that authors including Lee S, Khan Ka, and Kim H consistently use these keywords and publish their findings in sources like Corporate Social Responsibility and Environmental Management, Sustainability (Switzerland), International Journal of Hospitality Management, International Journal of Contemporary Hospitality Management, Sustainability(Switzerland), International Journal of Hospitality Management, International Journal of Contemporary Hospitality Management.

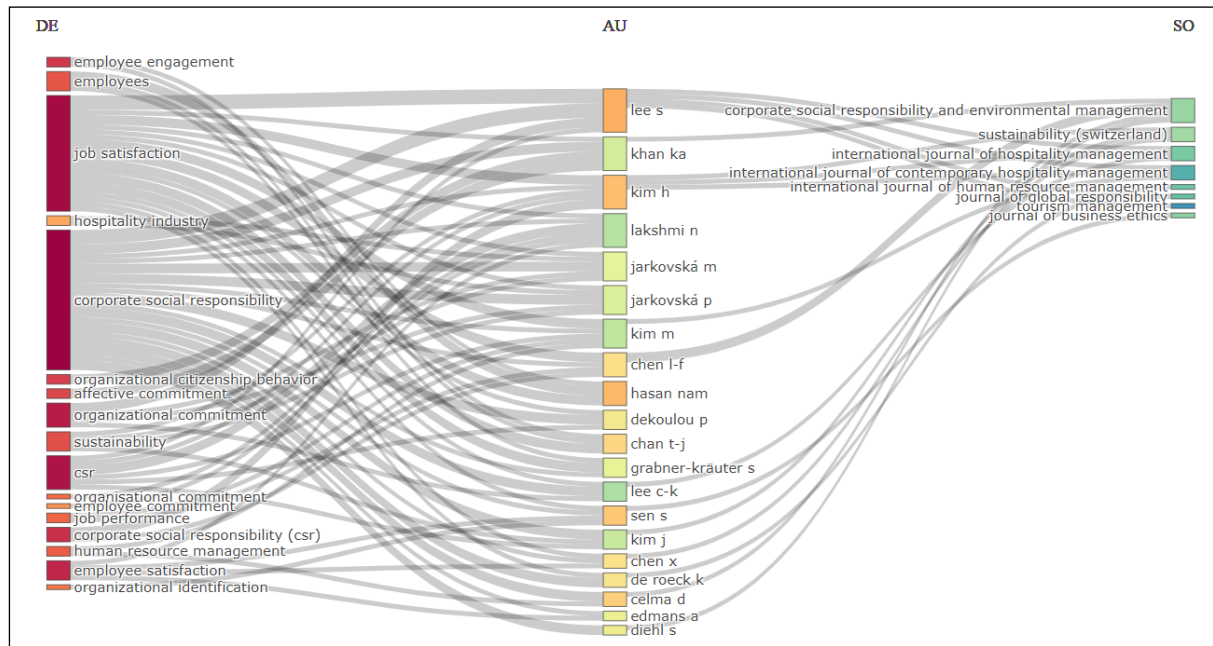
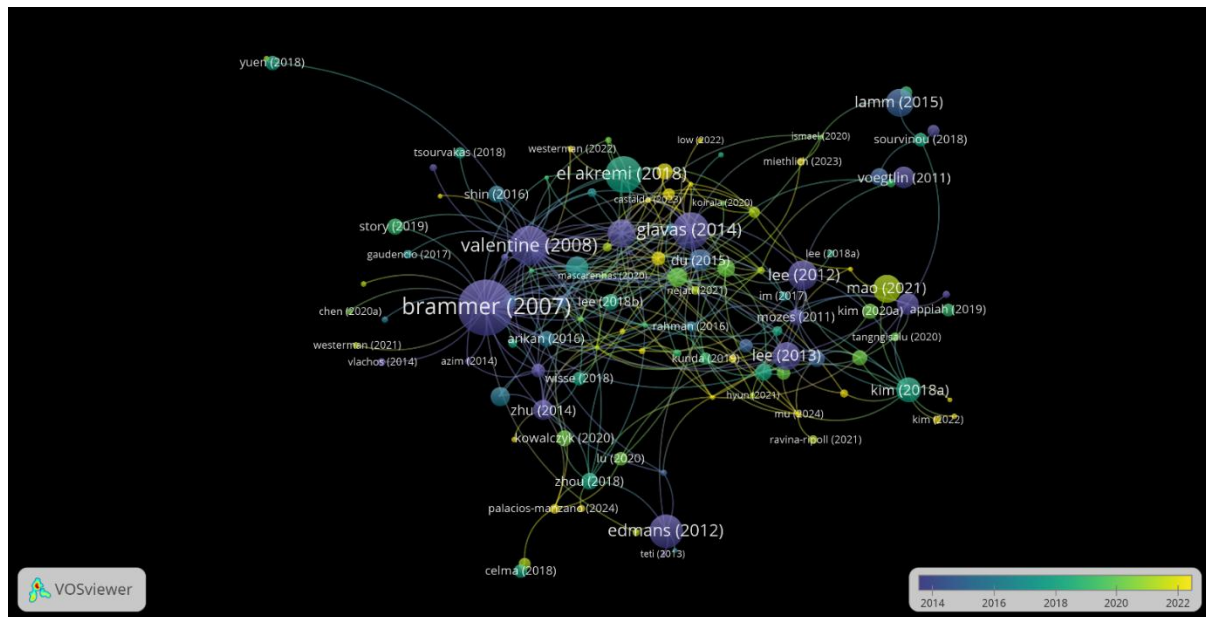


Figure 9: Three field plots

Source: Generated Using Bibliometrix R Package

#### 4.9 Document Citation Analysis

Figure 10 illustrates the overlay visualization of citation analysis generated by Vosviewer. A threshold of 5 citations was established for document inclusion. Out of 222 documents, 154 met the threshold. The citation link for these 154 documents were analysed leading to the selection of those with the highest link counts. The article “The Contribution of Corporate Social Responsibility to Organizational Commitment” authored by S Brammer, A Millington, and B Rayton in 2007 has achieved the highest citation count totalling to 864. Table 2 represents the ten most cited articles in the field of corporate social responsibility and employee satisfaction. These articles were published from 2004 to 2024 and have gained significant attention from the academic community.



**Figure 10: Overlay Visualization of cited documents**

Source: Generated Using Vosviewer

**Table 2: Top 10 cited articles**

Title	Authors	Years	Number Of Citations
The contribution of corporate social responsibility to organizational commitment	S Brammer, A Millington, B Rayton	2007	864
Ethics programs, perceived corporate social responsibility and job satisfaction	S Valentine, G Fleischman	2008	433
How Do Employees Perceive Corporate Responsibility? Development and Validation of a Multidimensional Corporate Stakeholder Responsibility Scale	A El Akremi, JP Gond, V Swaen, K De Roeck, J Igalens	2015	389
The Effects of Perceived Corporate Social Responsibility on Employee Attitudes	Ante Glavas and K Kelley	2015	388
The link between job satisfaction and firm value, with implications for corporate social responsibility	A Edmans	2012	326
Feeling good by doing good: Employee CSR-induced attributions, job satisfaction, and the role of charismatic leadership	PA Vlachos, NG Panagopoulos, AA Rapp	2013	250
The impact of CSR on relationship quality and relationship outcomes: A perspective of service employees	YK Lee, KH Lee, D Li	2012	243
Understanding employees' responses to corporate social responsibility: mediating roles of overall justice and organisational identification	K De Roeck, G Marique, F Stinglhamber, V Swaen	2014	224
Do environmental management systems help improve corporate sustainable development? Evidence from manufacturing companies in Pakistan	M Ikram, P Zhou, SAA Shah, GQ Liu	2019	221
The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies	Choong-Ki Lee, Hak-Jun Song, Hye-Mi Lee a, Seoki Lee, Bo Jason Bernhard	2013	220

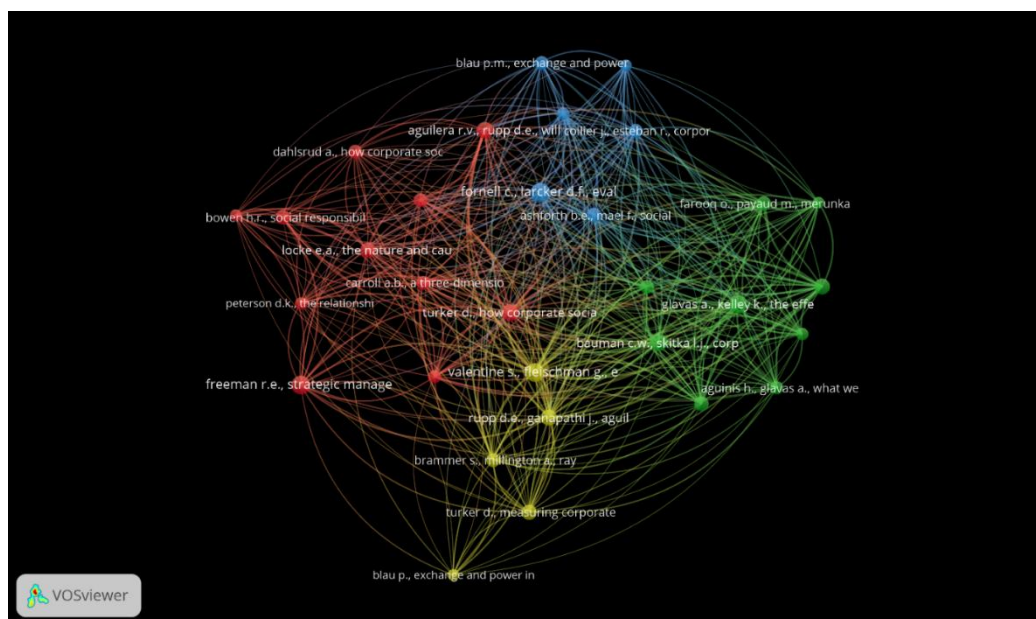
Source: Author's Own Compilation

#### 4.10 Co-citation analysis of cited reference

The co-citation analysis was performed to investigate the relationships between cited references. A threshold of at least 10 cited references was set leading to the identification of 31 references out of 14764 references generated. As illustrated in Figure 11 the article titled [Ethics Programs, perceived corporate social responsibility and job satisfaction](#) authored by



Valentine and Fleischman (2008) received the highest Total link strength of 136. Followed by the article how corporate social responsibility influences organisational commitment authored by D Turker in 2009 with a link strength of 132.

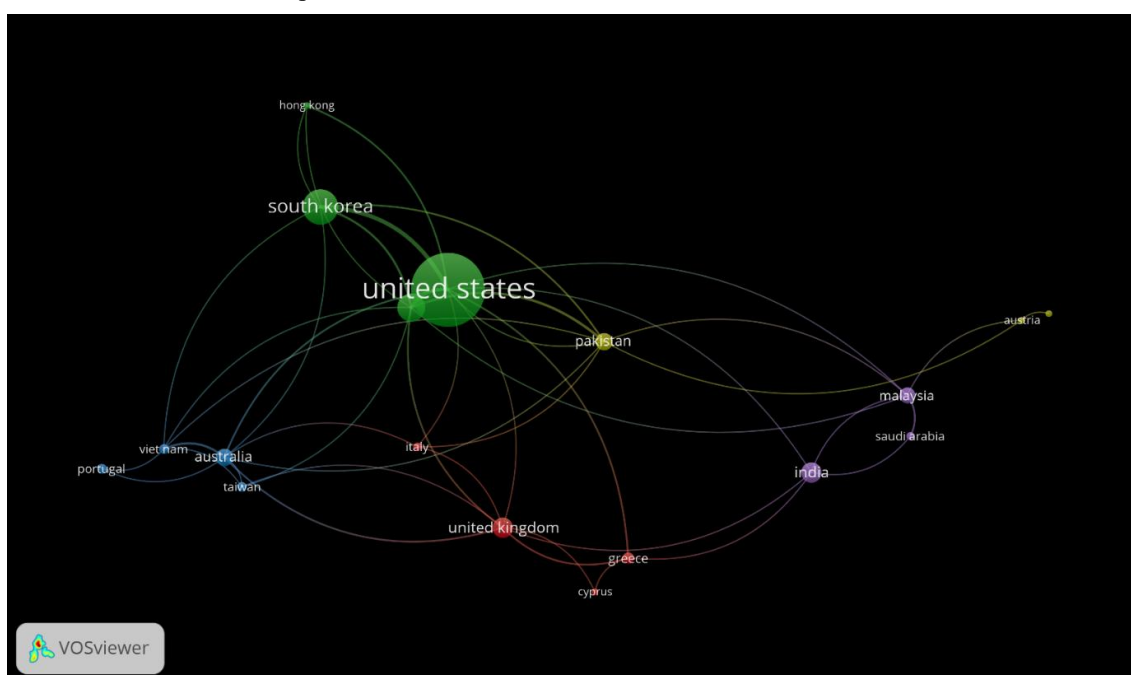


**Figure 11: Network Visualization of Co-citation Analysis**

Source: Generated Using Vosviewer

#### 4.11 Country Co-authorship Analysis

The study of the country co-authorship involves analysing the influence and collaboration between nations within a particular area of study. In the context of corporate social responsibility and employee satisfaction, Figure 12 represents a network visualization that represents countries' co-authorship. The size of the node represents the countries with the highest impact while the connections illustrate the collaborative relationship between institutions across different nations. The thickness and distance between nodes reflect the level of cooperation among the nations. The map also highlights the diversity of the research domain through a range of colors. In terms of publication output the United States (50), China (19), and South Korea (24). Furthermore, the United States (3611), and China (1315) possess the highest total link strength emphasizing their significant roles in the Co-authorship network.



**Figure 12: Network Visualization of Country Co-authorship Analysis**

Source: Generated Using Vosviewer



#### 4.12 Co-occurrence of Keywords

The Vosviewer software was employed to visually depict keywords co-occurrence clusters in corporate social responsibility and employee satisfaction. A total of 97 keywords were selected each appearing at least 3 times from a total of 917 keywords. The findings of the analysis are illustrated in Figure 13. In this Figure, the size of the node and the font are proportional to the weight value of each keyword reflecting its frequency of occurrence. The larger the font and the nodes indicate more frequently occurring keywords. The lines connecting the nodes illustrate the co-occurrence of keywords while the thickness of the line represents their strength of association. A thicker line denotes a higher frequency of co-occurrence. According to the analysis total of 9 clusters were formed. The first cluster includes 18 items, the second cluster comprises of 16 items, the third cluster contains 16 items, the fourth cluster includes 15 items, the fifth cluster comprises of 13 items, the sixth cluster contains 8 items, the seventh cluster includes 4 items, the eighth cluster comprises of 4 items, the ninth cluster include 3 items.

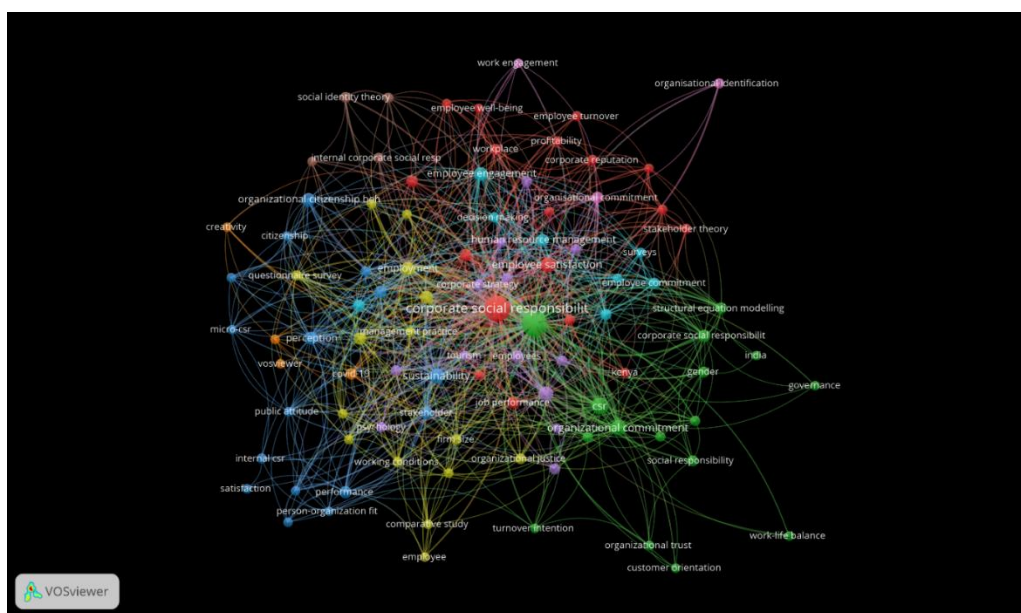


Figure 13: Network Visualization of Co-occurrence of Keywords

Source: Generated Using Vosviewer

#### 4.13 Countries Collaboration World Map

Figure 14 illustrates the global collaboration map for corporate social responsibility and employee satisfaction. In the map, the blue color signifies research cooperation among countries while the pink border represents the degree of collaboration among authors. The United States of America leads as a leader in collaborative efforts, particularly with Korea with a frequency of 10. Additionally, the USA collaborates strongly with China with a frequency of 7. China also maintains a significant collaboration with Pakistan with a frequency of 3.

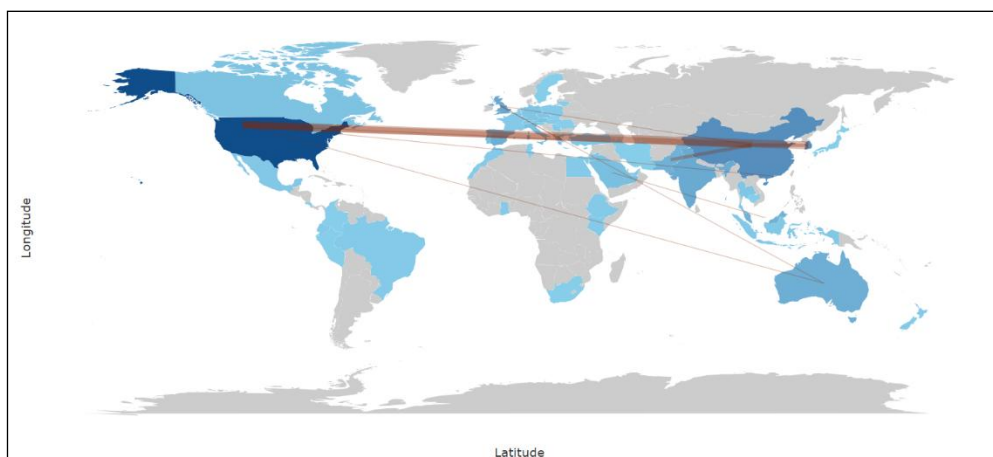


Figure 14: Country Collaboration Map

Source: Generated Using Bibliometrix R Package



## 5. IMPLICATIONS OF THE STUDY

This study presents significant theoretical implications by offering a structured synthesis of existing literature that bridges Corporate Social Responsibility and Employee Satisfaction. It strengthens stakeholder theory and social exchange theory by highlighting how ethical and responsible organizational practices influence employee perceptions, engagement, and job satisfaction. The study identifies clusters, emerging trends, and gaps, providing a roadmap for future scholars to explore under-researched themes such as internal CSR, employee well-being, and CSR communication. It contributes to the theoretical understanding of CSR not just as a corporate obligation, but as a strategic tool to foster a motivated and loyal workforce. From Practical standpoint, the findings suggest that companies implementing well-structured CSR initiatives can enhance employee morale, attract talent, and reduce turnover. The study highlights the need for HR and CSR departments to collaborate more strategically, integrating employee-centric CSR programs into organizational culture. Moreover, the analysis equips policymakers and corporate leaders with insights into high-impact CSR practices that improve employee satisfaction, thereby boosting organizational productivity. Ultimately, this study encourages firms to adopt socially responsible behaviours not merely for external reputation but as a core driver of internal human capital development.

## 6. DISCUSSION AND CONCLUSION

The relationship between Corporate social responsibility and Employee Satisfaction has gained significant attention among academicians, researchers, and Industry personnel. This growing interest is reflected in publication trends, which marks a peak in the number of related publications. Additionally, this article treats CSR and employee satisfaction as distinct fields emphasizing their interconnectedness within the field of human resource management. In this study, two hundred articles were sourced from 142 unique sources covering the period from 2004 to 2024. The field of study has seen variations in the volume of publication over the years marked by the significant phase of both growth and decline. The total number of publications was instrumental in identifying the most prolific author in this field of study. Lee S emerged as the leading contributor with 4 published articles. Sustainability (Switzerland) was the most productive journal contributing 16 articles to the field of study. Appalachian State University stands out as the leading institution with 7 publications. "Corporate social responsibility" and "Job Satisfaction" were identified as the most frequently discussed topics from 2023 onwards. The Sankey diagram was beneficial in the analysis of keywords, authors, and sources that led to the emergence of several significant phrases including "employee engagement", "job satisfaction" corporate social responsibility", "organizational commitment", and "CSR". It has been observed that authors including Lee S, Khan Ka, and Kim H consistently use these keywords and publish their findings in sources like Corporate Social Responsibility and Environmental Management, Sustainability(Switzerland), International Journal of Hospitality Management, International Journal of Contemporary Hospitality Management. The article "The Contribution of Corporate Social Responsibility to Organizational Commitment" authored by S Brammer, A Millington, and B Rayton in 2007 has achieved the highest citation count totalling to 864. The co-citation analysis was performed to investigate the relationships between cited references. the article titled Ethics Programs, perceived corporate social responsibility and job satisfaction authored by Valentine and Fleischman (2008) received the highest Total link strength of 136. In terms of publication output and Co-authorship network, the United States stands as a significant contributor. From 917 keywords 97 were selected for co-occurrence of keywords analysis resulting in the formation of 9 clusters. The United States of America leads as a leader in country collaboration particularly with Korea with a frequency of 10. The integration of these aspects within the study highlights a coherent and structured approach in achieving the research objective thereby facilitating a comprehensive insight in the area of corporate social responsibility and employee satisfaction.

## 7. LIMITATION OF THE STUDY

The field of Corporate social responsibility and Employee Satisfaction has significantly evolved over the years reflecting its growth and relevance. Despite the expansion in theoretical framework and interest among the researchers there remains considerable variability in the study outcomes. The first limitation is the present study solely focuses on the Scopus database. The future study should aim to include Web of Science and Google Scholar for more comprehensive insights. Additionally, the reliance on Scopus data may influence the findings of a study suggesting a need to include data from other databases. The future study could benefit from concentrating on meta-analysis and Systematic Reviews of the existing literature. This study provides a bibliographic evaluation which is a quantitative analysis in the field of Corporate social responsibility and Employee Satisfaction predicting upcoming trends based on this quantitative analysis.

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