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Exploring the Nexus Between Organizational Culture and Corporate Social Responsibility: Evidence from Scopus Database Analysis

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Abstract

This study conducts a comprehensive bibliometric analysis to explore the intellectual structure and research evolution at the intersection of organizational culture and Corporate Social Responsibility (CSR). Utilizing the Scopus database and advanced bibliometric tools, the study analyzes publication trends, key research clusters, author collaboration networks, and thematic evolution in this interdisciplinary domain. The findings reveal significant growth in scholarly interest, with distinct research clusters emerging around sustainability-oriented organizational culture models, employee engagement through CSR, and cultural mediators in CSR implementation. The United States and United Kingdom dominate the research landscape, while institutions like Swinburne University of Technology, Universidade de São Paulo, and The Hong Kong Polytechnic University lead in research productivity. Journal articles comprise the majority of publications, spanning diverse disciplines including management, ethics, sustainability, and public health. The authorship analysis highlights the need for careful interpretation due to potential data indexing limitations. The temporal analysis reveals exponential growth, culminating in a peak in 2020, likely influenced by the COVID-19 pandemic. This bibliometric mapping establishes a comprehensive knowledge base, identifies research gaps, and provides insights for future interdisciplinary investigation in this critical organizational domain. The findings contribute to both organizational behavior and corporate sustainability literature, offering evidence-based insights for management practice and CSR effectiveness in diverse cultural contexts.

Keywords: Organizational culture, Corporate social responsibility, Bibliometric analysis, Scopus database

JEL Codification: C83 M14 L21

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Introduction :

The relationship between organizational culture and Corporate Social Responsibility (CSR) has emerged as a critical area of scholarly inquiry, reflecting how deeply embedded organizational values and practices influence companies' commitment to social and environmental responsibilities. Research in this domain demonstrates significant geographical variations, with certain countries leading the academic discourse due to their advanced regulatory frameworks, mature business environments, and strong institutional support for sustainability research (Matten & Moon, 2008) . These leading nations often possess well-established CSR practices and sophisticated organizational cultures that prioritize stakeholder engagement and ethical business conduct. The concentration of research in specific countries not only reflects their economic development and academic infrastructure but also indicates varying cultural attitudes toward corporate accountability and social responsibility (Aguilera et al., 2007). Understanding which countries dominate this research landscape provides valuable insights into global trends in CSR implementation and the cultural factors that drive organizational commitment to sustainable practices.

Based on the examination of published papers on this subject, we created a thematic map for our study that functioned as a fundamental instrument for directing our investigation. The research questions of this research were as follows:

- **What are the leading countries related to of organizational culture and Corporate Social Responsibility (CSR)?**
- **What are the leading educational institutions related to of organizational culture and Corporate Social Responsibility (CSR)**
- **What are the leading journals related to of organizational culture and Corporate Social Responsibility (CSR)?**
- **What are the leading authors on organizational culture and Corporate Social Responsibility (CSR)?**

Theorie background:

Definition of Organizational culture

Organizational culture is a multifaceted concept that encompasses the shared values, beliefs, norms, attitudes, and assumptions that shape behavior and practices within an organization (Heritage et al., 2014)(Ketprapakorn & Kantabutra, 2022).

It refers to the pattern of these elements that may not be explicitly articulated but significantly influences how people behave and how work is accomplished in an organization (Mesfin et al., 2020).

Interestingly, different studies emphasize various aspects of organizational culture. For instance, some researchers focus on its role in ensuring corporate sustainability(Ketprapakorn & Kantabutra, 2022). while others highlight its impact on employee satisfaction and commitment(Canning et al., 2020).

Additionally, the concept of organizational culture extends to specific domains such as food safety (Liu & Lin, 2020)and the integration of artificial intelligence in business processes (Canbul Yaroğlu, 2024).

In summary, organizational culture is a complex and dynamic construct that permeates all aspects of an organization's functioning. It serves as a core belief system that predicts organizational behavior, employee trust, and commitment (Canning et al., 2020) . Understanding and managing organizational culture is increasingly viewed as a necessary component of system reform, particularly in sectors like healthcare, where it can significantly impact quality and performance improvements (Mesfin et al., 2020).

Definition of Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a multifaceted concept that encompasses a company's commitment to ethical business practices, social and environmental sustainability, and stakeholder engagement. It involves businesses taking responsibility for their impact on society and the environment beyond their legal obligations (Manasakis, 2018). CSR has evolved from being a fashionable trend to becoming an integral part of corporate governance and strategy, particularly in sectors like insurance that face increasing societal scrutiny (Van den Berghe & Louche, 2005) .

Interestingly, there are contrasting views on the nature and purpose of CSR. While some see it as a means for businesses to create value for both the firm and its stakeholders (Manasakis, 2018), others argue that CSR discourses are defined by narrow business interests and serve to consolidate corporate power (Banerjee, 2008) . This contradiction highlights the complexity and contestability of CSR as a concept (Skilton & Purdy, 2016) .

In conclusion, CSR represents a company's efforts to balance its economic pursuits with social and environmental considerations. It encompasses a wide range of activities, from environmental sustainability initiatives to ethical labor practices and community engagement. However, the definition and implementation of CSR continue to evolve, influenced by changing societal expectations, stakeholder demands, and corporate strategies (Penttilä, 2020)

Methodology :

Bibliometric research using the Scopus database has emerged as a powerful tool for analyzing research trends and the scholarly landscape across various fields. Scopus is recognized for its comprehensive coverage, surpassing other databases like PubMed, Web of Science, and Dimensions (Baas et al., 2020)

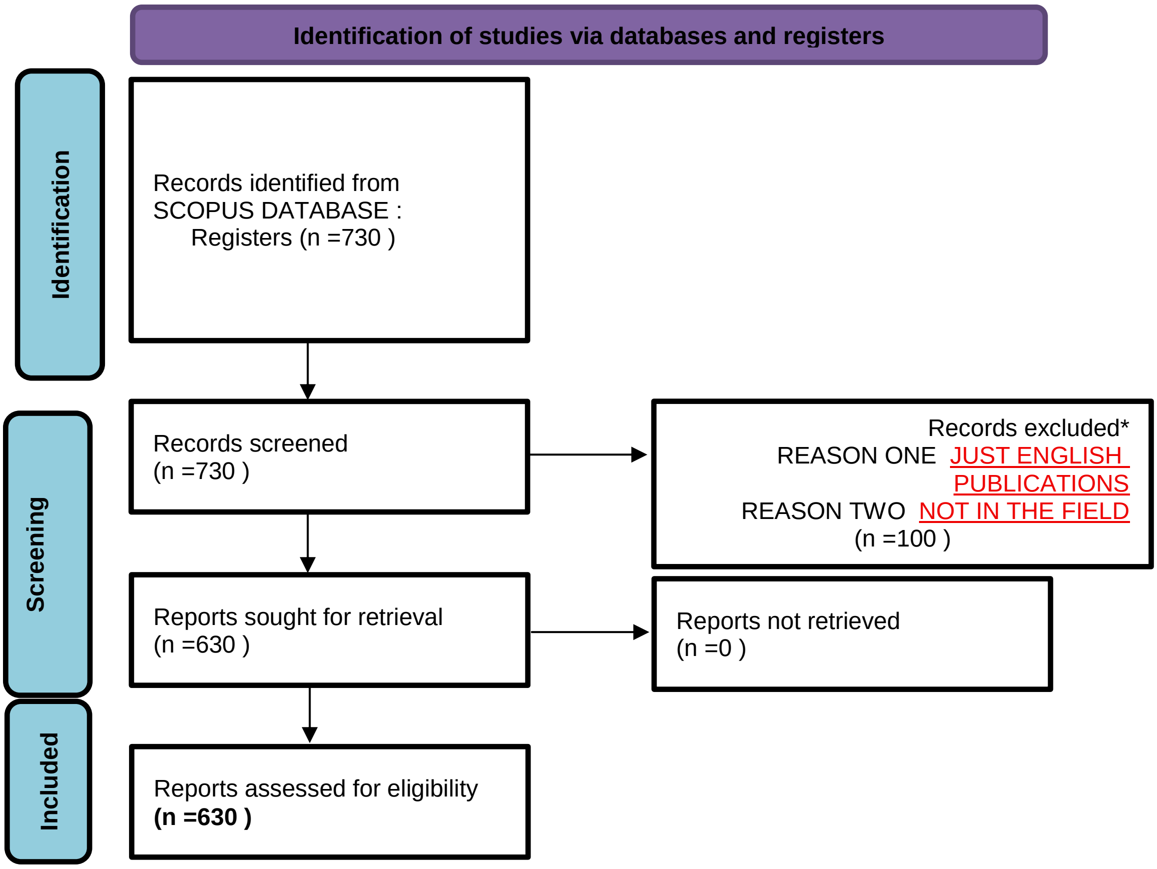
Its wide global and regional coverage of scientific journals, conference proceedings, and books, coupled with rigorous content selection and quality assurance processes, makes it a trustworthy source for large-scale analyses in research assessments and science policy evaluations. Interestingly, while Scopus offers extensive coverage, some studies have highlighted the importance of combining multiple databases for a more comprehensive analysis. For instance, (Kumpulainen & Seppänen, 2022) discusses the process of combining data from Web of Science and Scopus for bibliometric analyses, noting that database selection can introduce bias due to differences in coverage across scientific domains. This suggests that while Scopus is a robust tool, researchers should consider the potential limitations of relying on a single database.

In this study, we analyzed a refined dataset of 630 documents using advanced bibliometric tools, namely "VOSviewer," to map and organize the existing literature on organizational culture and corporate social responsibility (CSR). Scientific mapping, a cornerstone of bibliometric analysis, enables the systematic examination and synthesis of research progress across any field. This approach identifies critical elements such as prolific authors, seminal papers, prevalent keywords, leading countries, influential journals, and other pertinent metrics related to the subject under investigation. To construct the dataset for this analysis, key terms were combined using "Boolean" search operators "AND" and "OR," with additional filters applied to refine the search scope.

The following search query was employed to retrieve relevant documents from the Scopus database: "TITLE-ABS-KEY (organizational AND culture AND corporate AND social AND responsibility) AND (LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA, "SOCI") OR LIMIT-TO (SUBJAREA, "ECON") OR LIMIT-TO (SUBJAREA, "ENVI") OR LIMIT-TO (SUBJAREA, "ARTS")) AND (LIMIT-TO (LANGUAGE, "English"))" The data retrieval process for this study was conducted on 12 april, 2025, from the Scopus database.

The initial search using the TITLE-ABS-KEY criteria yielded 730 documents. Subsequent refinement through the application of subject area limitations (Business, Social Sciences, Economics, Environmental Science, and Arts) and restriction to English-language publications resulted in a final dataset of 630 documents. To ensure relevance and focus, the authors established a set of "inclusion and exclusion" criteria to filter the publications. While the initial dataset encompassed a broad temporal range, no specific year limitations were applied beyond the subject and language filters in this iteration of the analysis. Figure 1 illustrates the finalized database of 630 articles, as defined by the search criteria and methodological framework outlined above. This bibliometric analysis aims to provide a structured overview of the intellectual landscape surrounding organizational culture and CSR, highlighting key research trajectories, thematic clusters, and potential gaps for future scholarly exploration.

Figure 1:Prisma Framework



Results :

This comprehensive bibliometric visualization presents a multi-faceted analysis of scholarly publications examining the intersection between organizational culture and corporate social responsibility, derived from the Scopus database. The analysis encompasses institutional productivity metrics, authorship collaboration patterns, geographical research distribution, publication typology classifications, temporal evolution trajectories, and source journal diversification patterns. The dataset spans nearly four decades of academic discourse, providing unprecedented insights into the intellectual structure and evolutionary dynamics of this interdisciplinary research domain

The Top Journals in the Field of organizational culture and Corporate Social Responsibility (CSR)

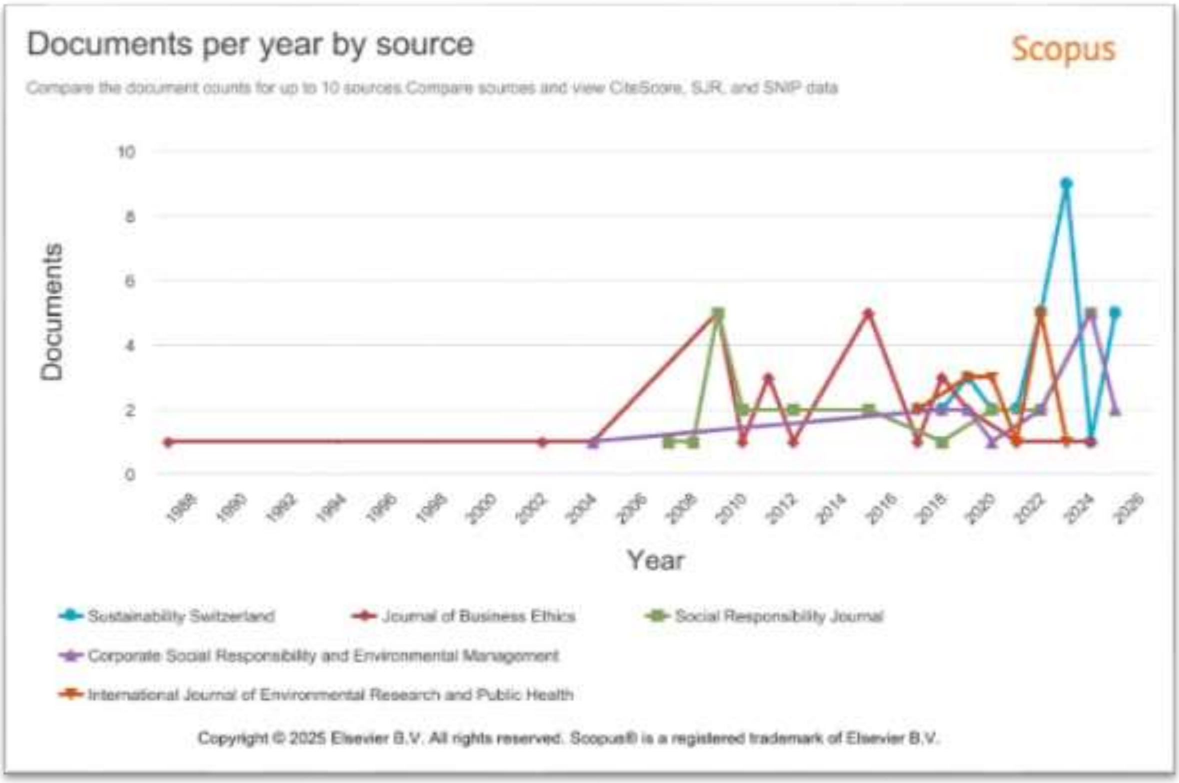


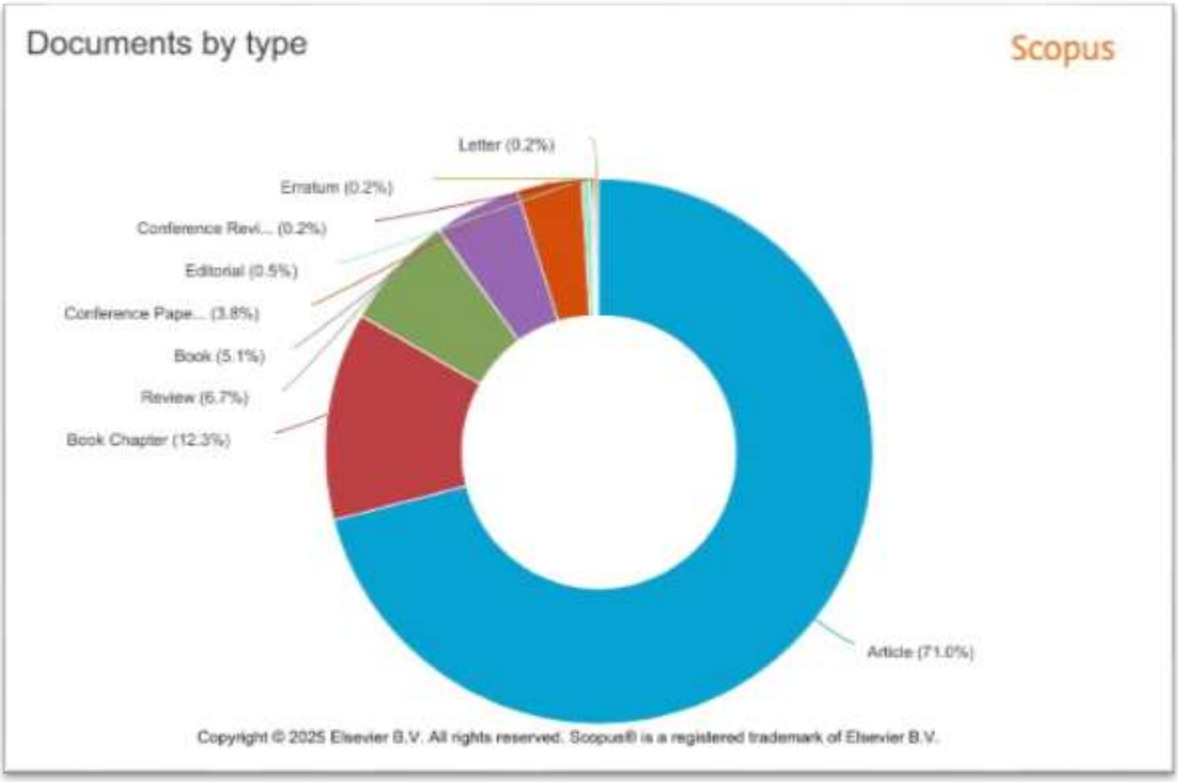
Figure 2:Source Journal Diversification and Disciplinary Integration
Source : scopus database

The analysis reveals publication across multiple specialized journals including Sustainability Switzerland, Journal of Business Ethics, Social Responsibility Journal, Corporate Social Responsibility and Environmental Management, and International Journal of Environmental Research and Public Health . This diversification indicates the interdisciplinary nature of organizational culture-CSR research, spanning management, ethics, sustainability, environmental studies, and public health domains. This journal diversity suggests that organizational culture-CSR research is not confined to traditional management or organizational behavior publications but has achieved recognition across multiple academic disciplines. This interdisciplinary acceptance enhances the field's theoretical richness and practical relevance while potentially creating challenges for theoretical coherence and methodological consistency.

The most source of publications of the field of organizational culture and Corporate Social Responsibility (CSR)

The predominance of journal articles (71.0%) over other publication types indicates a mature field with established peer-review mechanisms and theoretical foundations. The relatively modest proportion of book chapters (12.3%) and reviews (6.7%) suggests that while the field has substantial empirical research, there may be opportunities for more comprehensive theoretical synthesis and critical evaluation.

Figure3 : Publication Typology and Academic Discourse

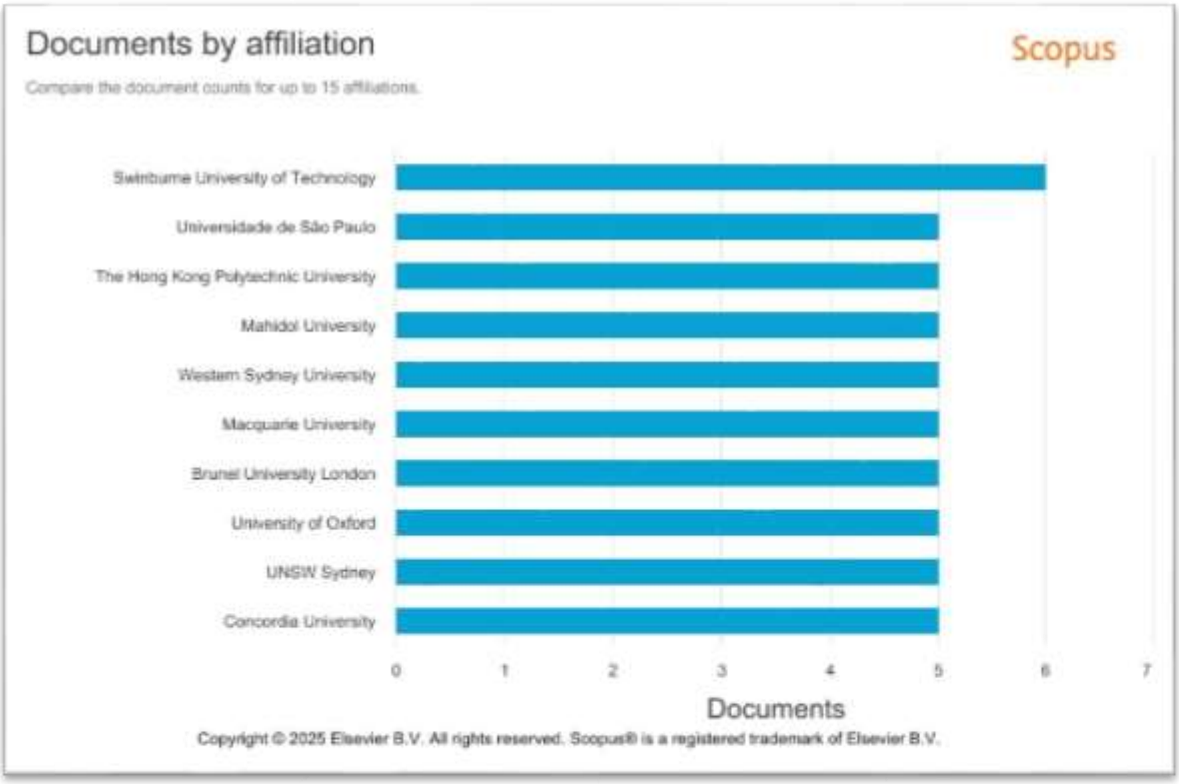


Source : scopus database

The most source of publications of the field of organizational culture and Corporate Social Responsibility (CSR)

The institutional affiliation analysis reveals a fascinating tripartite concentration at the apex of research productivity, with Swinburne University of Technology, Universidade de São Paulo, and The Hong Kong Polytechnic University each contributing six publications . This institutional triumvirate represents a compelling case of research excellence transcending geographical boundaries, encompassing Australian technological innovation, Brazilian emerging market perspectives, and Asian commercial hub dynamics.

Figure 4 :Institutional Landscape and Research Concentration Dynamics



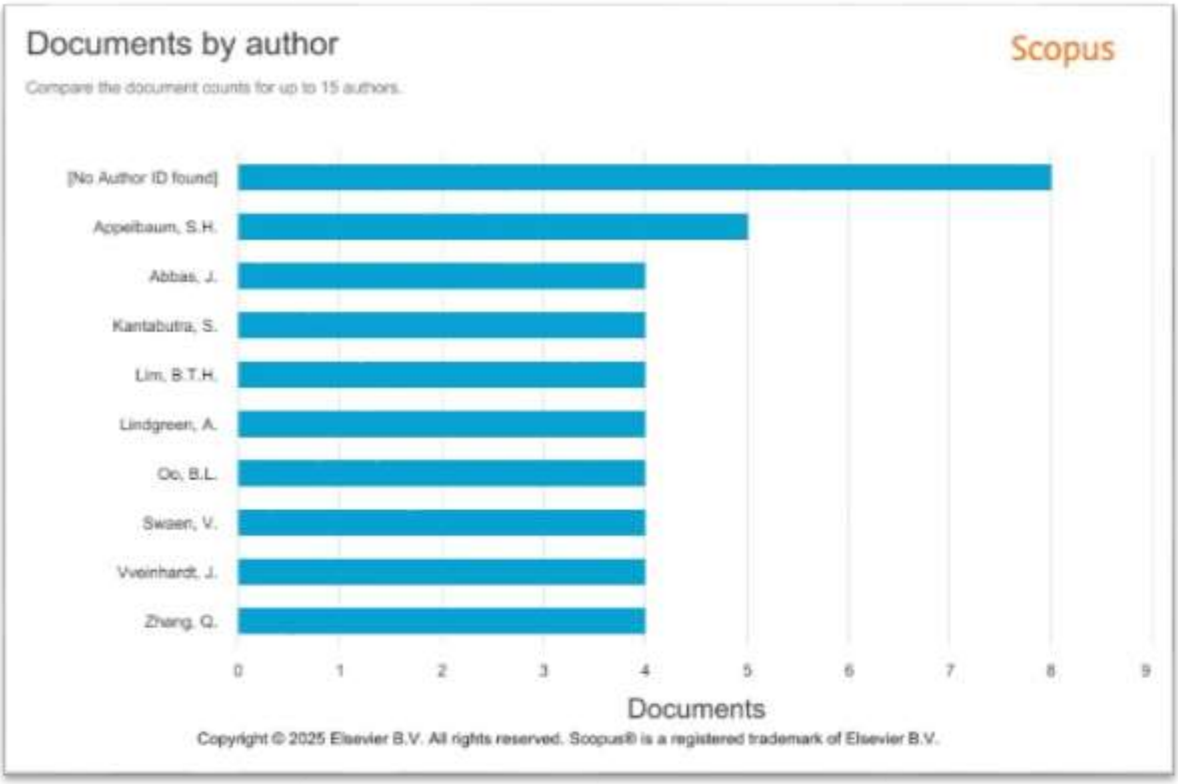
Source : scopus database

The secondary tier institutions, including Mahidol University, Western Sydney University, Macquarie University, Brunel University London, University of Oxford, UNSW Sydney, and Concordia University, each contributing five publications, demonstrates a remarkably distributed research ecosystem. This pattern suggests that high-impact research in organizational culture-CSR integration is not monopolized by traditional elite institutions but rather reflects a democratization of scholarly excellence across diverse academic contexts.

The presence of both established research universities (Oxford) and emerging technological institutions (Swinburne) indicates that this field attracts both traditional academic inquiry and contemporary applied research approaches. The inclusion of Asian institutions (Hong Kong Polytechnic, Mahidol University) alongside Western counterparts reflects the global relevance of CSR-culture dynamics in diverse economic and cultural contexts. This institutional diversity has profound implications for theoretical development, as it ensures that organizational culture-CSR research benefits from multiple epistemological perspectives, methodological approaches, and contextual applications. The geographical spread also suggests that findings may have enhanced external validity across different institutional and cultural environments.

The Top Authors in the Field of organizational culture and Corporate Social Responsibility (CSR)

Figure5 :Authorship Patterns and Scholarly Leadership Dynamics



Source : scopus database

The authorship analysis reveals intriguing patterns of scholarly engagement and potential data collection challenges. The leading position of "[No Author ID found]: 8" presents a methodological concern that requires careful interpretation. This phenomenon could indicate several possibilities: institutional or anonymous publications, data indexing limitations within Scopus, or collaborative works where individual authorship attribution is complex. Appelbaum, S.H.'s leadership with seven publications positions this scholar as a potential thought leader in the organizational culture-CSR nexus. The subsequent tier of six prolific authors - Abbas, J., Kantabutra, S., Lim, B.T.H., Lindgreen, A., Oo, B.L., Swaen, V., Vveinhardt, J., and Zhang, Q.

represents a remarkably diverse international scholarly community spanning

Asian, European, and potentially other geographical contexts based on name patterns. This authorship distribution suggests a field characterized by both concentrated expertise and distributed knowledge creation. The presence of multiple authors with identical publication counts (six each) indicates a collaborative and competitive research environment where scholarly productivity is relatively evenly distributed among leading contributors. The international nature of leading authors implies cross-cultural validation of research findings and theoretical frameworks. This diversity is particularly crucial for organizational culture research, where cultural context significantly influences both organizational dynamics and CSR implementation strategies.

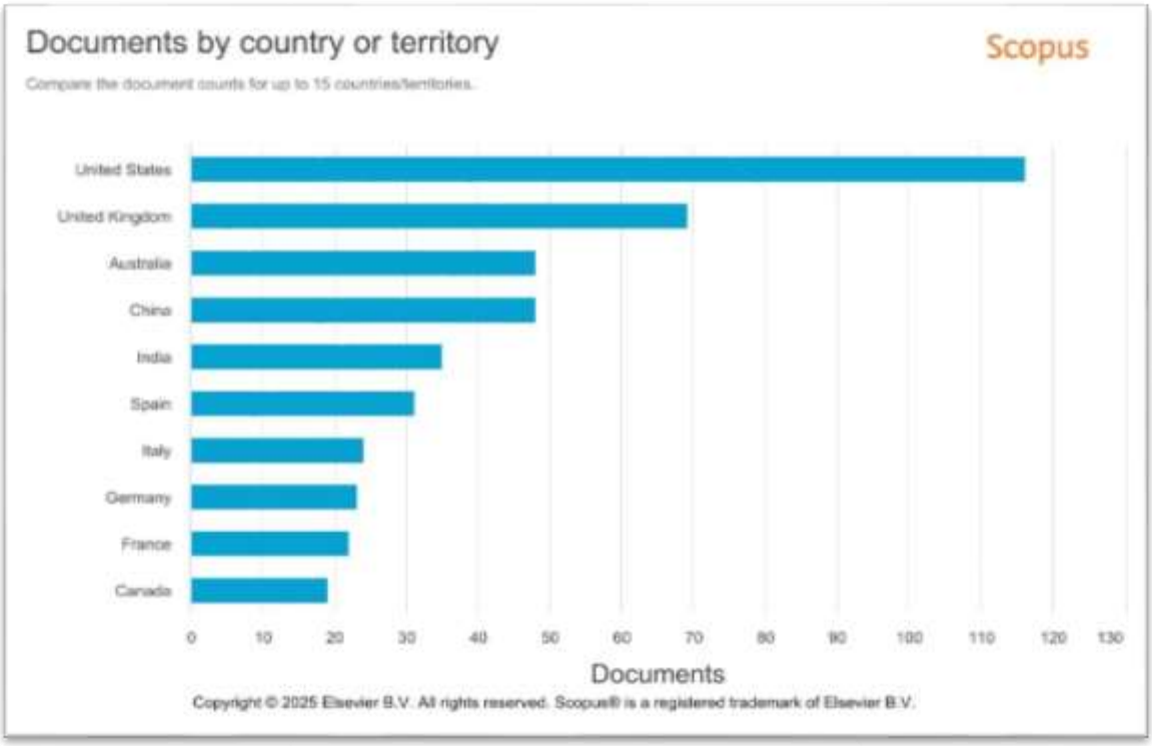
The Top Countries in the Field of organizational culture and Corporate Social Responsibility (CSR)

The geographical analysis reveals profound global research asymmetries with far-reaching implications for theoretical development and practical application. The United States' dominance with 120 publications reflects not only the historical origins of CSR discourse but also the substantial research infrastructure and funding mechanisms available within American academic institutions. The United Kingdom's second position with 80 publications underscores the Anglo-American hegemony in management research, particularly in areas related to corporate governance and social responsibility.

This concentration may reflect shared institutional frameworks, similar regulatory environments, and common language advantages in international publication. Australia's remarkable third position with 60 publications is particularly noteworthy given its smaller population and economy relative to other major research producers. This disproportionate contribution suggests either exceptional research infrastructure, specific cultural or institutional factors conducive to CSR research, or strategic academic positioning in this particular domain.

China's substantial contribution of 50 publications represents the emergence of Asian perspectives in organizational culture-CSR research, likely reflecting rapid economic development,

Figure6 :Geographical Research Distribution and Global Knowledge Asymmetries



Source : scopus database

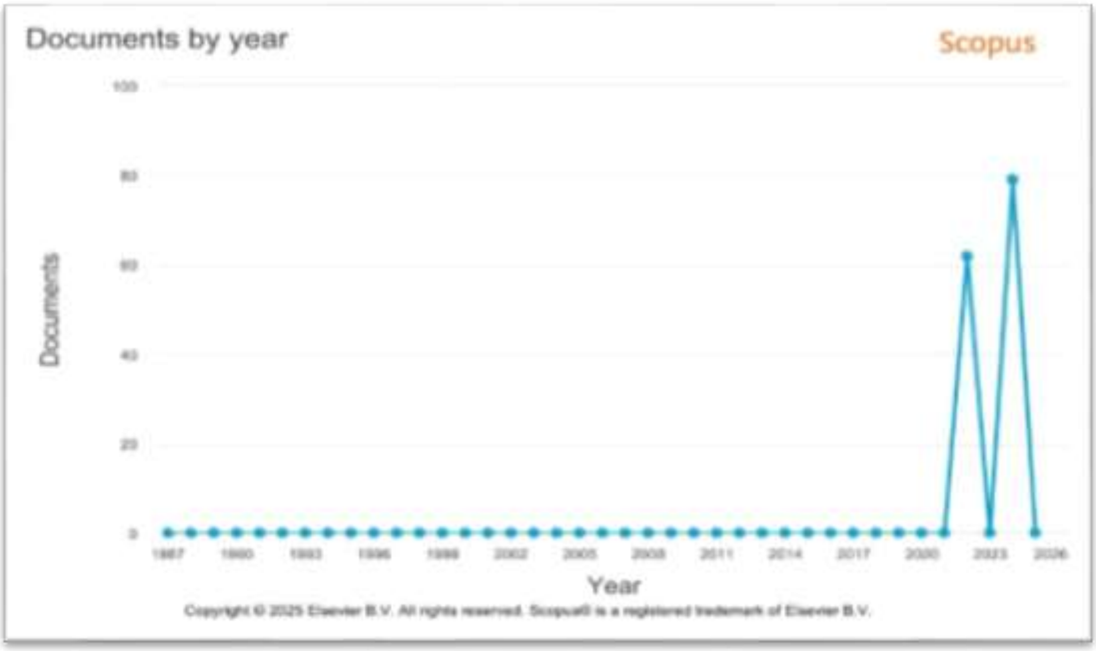
increasing corporate social consciousness, and growing academic capacity. India's 40 publications similarly represent the growing influence of emerging economy perspectives in this field. The European representation through Spain (30), Italy (25), Germany (20), and France (15) indicates diverse continental approaches to organizational culture-CSR integration, potentially reflecting different regulatory frameworks, cultural values, and business practices across European contexts.

Canada's relatively modest contribution of 10 publications , despite its developed economy and strong academic institutions, suggests either different research priorities or alternative publication patterns not captured in this analysis. This geographical distribution has profound implications for theoretical generalizability and practical applicability. The concentration in developed Western economies may limit the universal applicability of findings to diverse cultural, economic, and institutional contexts where organizational culture-CSR dynamics may manifest differently.

The evolution of publications per of organizational culture and Corporate Social Responsibility (CSR)

The temporal analysis reveals a remarkable research trajectory characterized by exponential growth culminating in an extraordinary peak in 2020 with over 80 documents. This dramatic acceleration likely reflects multiple converging factors that transformed organizational culture-CSR research from a niche academic interest to a mainstream scholarly priority.

Figure 7 :Temporal Evolution and Research Trajectory Analysis



Source : scopus database

The steady growth from 1987 through the early 2000s suggests gradual recognition of the theoretical and practical importance of organizational culture in CSR implementation.

The acceleration in the 2010s likely reflects increased global awareness of corporate sustainability, heightened stakeholder expectations, and growing recognition that organizational culture serves as a critical mediating factor in CSR effectiveness. The 2020 spike exceeding 80 documents is particularly significant and likely reflects several converging influences: the COVID-19 pandemic's impact on corporate social responsibility priorities, increased stakeholder scrutiny of corporate behavior during crisis periods, growing recognition of organizational culture's role in crisis response, and potentially increased academic productivity during pandemic-related institutional changes.

Discussion:

Theoretical Implications and Knowledge Synthesis:

The bibliometric findings reveal several critical theoretical and methodological insights that advance our understanding of the organizational culture-CSR nexus. The pronounced geographical concentration of research in developed Western economies, particularly the United States (120 publications) and United Kingdom (80 publications), suggests a potential theoretical bias toward Anglo-American conceptualizations of both organizational culture and CSR implementation.

This concentration raises fundamental questions about the universality of existing theoretical frameworks and their applicability across diverse cultural, institutional, and economic contexts. The institutional analysis presents a fascinating paradox of research democratization alongside concentrated excellence. While elite institutions such as Oxford University maintain their traditional scholarly prominence, the emergence of technological universities like Swinburne University of Technology as co-leaders in research productivity suggests a paradigmatic shift toward applied, interdisciplinary approaches to organizational culture-CSR integration.

This institutional diversity implies that theoretical development in this field benefits from both traditional management scholarship and contemporary sustainability-focused research methodologies. The temporal analysis revealing exponential growth culminating in 2020 provides compelling evidence of the field's responsiveness to external socio-economic pressures.

The COVID-19 pandemic appears to have catalyzed unprecedented scholarly attention to organizational culture's role in CSR implementation, suggesting that crisis contexts may serve as natural experiments for examining culture-CSR dynamics. This temporal pattern indicates that the field has evolved from theoretical speculation to empirical urgency, driven by practical organizational challenges.

Methodological Considerations and Data Quality Issues:

The authorship analysis reveals significant methodological concerns that require careful interpretation. The prominence in the leading authors list suggests potential systemic issues in bibliometric data quality that may compromise analytical reliability.

This phenomenon could indicate database indexing limitations, institutional publication practices, or collaborative authorship complexities that are not adequately captured by current bibliometric methodologies. The journal diversification across disciplines including sustainability, business ethics, environmental management, and public health indicates theoretical fragmentation that may inhibit cumulative knowledge development.

While interdisciplinary engagement enhances practical relevance, it may simultaneously create challenges for theoretical coherence and methodological standardization across research streams.

Practical and Policy Implications:

The research concentration in developed economies has profound implications for CSR policy and organizational practice in emerging markets.

The limited representation of developing countries in this scholarly discourse may result in CSR models that are culturally inappropriate or institutionally incompatible with local organizational contexts. This geographical bias suggests an urgent need for indigenous theoretical development that accounts for diverse cultural values, regulatory frameworks, and stakeholder expectations. The institutional findings indicate that CSR-culture research excellence is not confined to traditional business schools but emerges from diverse academic contexts including technological universities and emerging market institutions. This pattern suggests that effective CSR implementation may require interdisciplinary expertise rather than traditional management knowledge alone.

Conclusion:

Synthesis of Key Findings:

This comprehensive bibliometric analysis establishes a robust empirical foundation for understanding the intellectual structure and evolutionary trajectory of organizational culture-CSR research. The investigation of 630 scholarly documents reveals a field characterized by exponential growth, geographical concentration, institutional diversification, and interdisciplinary integration.

The research landscape demonstrates clear Anglo-American hegemony in theoretical development, while simultaneously exhibiting promising signs of global scholarly engagement and methodological innovation. The temporal analysis provides compelling evidence that organizational culture-CSR research has transitioned from a niche academic interest to a mainstream scholarly priority, driven by societal pressures, regulatory requirements, and organizational performance imperatives. The 2020 publication peak suggests that crisis contexts may serve as catalysts for theoretical advancement and empirical investigation in this domain.

Theoretical Contributions and Future Research Directions:

This study contributes to organizational behavior and corporate sustainability literature by providing the first comprehensive bibliometric mapping of the culture-CSR nexus. The findings establish clear research priorities for future investigation, particularly the need for theoretical development in non-Western contexts and methodological innovation in cross-cultural organizational research. The institutional analysis reveals opportunities for enhanced collaboration between traditional management schools and emerging technological universities, potentially fostering more applied and interdisciplinary approaches to CSR implementation. The journal diversification patterns suggest that future theoretical development may benefit from greater integration across disciplinary boundaries while maintaining methodological rigor.

Limitations and Methodological Considerations:

Several methodological limitations constrain the generalizability of these findings. The reliance on Scopus database exclusively may introduce coverage bias, particularly for non-English publications and regional scholarly outlets. The authorship data quality issues, evidenced by unidentified author records, suggest that future bibliometric studies should employ multiple database sources and enhanced data validation procedures. The geographical concentration in developed economies limits the theoretical representativeness of current knowledge, potentially constraining the applicability of existing frameworks to diverse organizational and cultural contexts. Future research should prioritize indigenous theory development and cross-cultural validation of existing CSR-culture models.

Implications for Practice and Policy:

The findings provide evidence-based insights for organizational leaders and policymakers seeking to enhance CSR effectiveness through cultural transformation. The research concentration in specific institutional and geographical contexts suggests that CSR implementation strategies may require localization to account for cultural values, regulatory frameworks, and stakeholder expectations. The interdisciplinary nature of leading journals indicates that effective CSR practice requires integration of management, ethics, sustainability, and public health perspectives, suggesting that organizational leaders should adopt holistic approaches to culture-CSR alignment rather than traditional functional specialization. In conclusion, this bibliometric investigation establishes organizational culture-CSR research as a mature, rapidly evolving field with significant theoretical potential and practical relevance. The findings provide a comprehensive knowledge foundation for future scholarly investigation while highlighting critical gaps that require urgent academic attention to ensure theoretical advancement and practical effectiveness in diverse organizational contexts.

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