Literature Review on Global Trends and Thematic Insights in the Stakeholder Theory, CSR and Sustainability

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Abstract – This paper aims to explore the connection between Stakeholder Theory (ST), Corporate Social Responsibility (CSR), and Sustainable Development Goals (SDGs) by reviewing 278 articles from Scopus and Web of Science (WoS) database published between 1960s to the present. From the 111 studies initially identified, 17 studies were included in the study of results, following the process of screening and exclusion. The study shows that the CSR practices differ from region to region based on cultural and structural contexts of organizations; the most frequent terms include 'stakeholder,' 'corporate social responsibility,' and 'sustainability.' The keyword analysis highlighted important keywords like economics, social impacts, supply chain management, and decision-making, which indicates that CSR implies ethical and business actions. The most productive countries were identified in WoS and Scopus databases as USA, China, Spain, UK, Germany, and the most productive journals and authors were also revealed. The analysis of co-occurrences and clustering also reveals that CSR involves stakeholder engagement, corporate reputation, and employee well-being. This research discovers that sustainable development goals can be realized by deploying complex and comprehensive CSR initiatives that engage all the stakeholders, create company-wide sustainability, and enhance the corporate image, which provides a coherent framework that can be adopted by firms to align with global development frameworks for sustainable organizational performance.

Keywords – Sustainable Development Goals, Sustainability, Corporate Social Responsibility, Stakeholder Theory, Stakeholder Engagement, Supply Chain Management, Sustainable Reporting, Firm Performance.

I. INTRODUCTION

An organization is required to implement approaches that allow it to adapt to new conditions and create a sustainable competitive edge versus other players [1]. Corporate Social Responsibility (CSR) is a crucial factor that should be incorporated into the commercial frameworks of firms to support the firms' success and improved financial rendition. CSR can be defined as the ability of an organization to act responsibly for the common good of the environment in which it operates. It means the charitable activities that a firm undertakes to support the society through volunteer services. This will benefit consumer buying behavior and create a positive perception about the brand within the society. The company has been able to establish its ability to engage in environmental conservation, philanthropic activities, and community involvement hence performing better than its rivals who consider CSR as a mere issue.

In their study suggest that there is a high level of correlation between the internal social responsibility of a company and the learning of its employees. Baumeister et al. in their study revealed that a large number of workers are overworking themselves and feeling extremely exhausted due to the financial challenges resulting from the current economic problems across the globe. It is necessary to conduct research on sustainable Internal Corporate Social Responsibility (ICSR) so that practitioners can identify areas of improvement in work satisfaction. The purpose of this is to make sure that the superior performance levels are sustained for a long time. Low rendition and high turnover rates are manifested in burnout, job dissatisfaction, stress, and a heavy workload, leading to considerable losses for firms each year. Studies, and have been done to examine sustainable ICSR practice from the viewpoints of both developed and developing nations. Examples of these studies include those conducted by Sherman et al. Various organizations, such as service and manufacturing sectors, have been studied. Nevertheless, academics have yet to come to a definitive conclusion about the exact factors that determine the long-term viability of medium-sized manufacturing enterprises [2].

The concept of shareholders, or the management of stakeholders, or adopting a shareholder approach to strategic organization, implies that managers must develop and execute procedures that meet the needs and interests of all and only the categories, which have founded interests in the firm. The primary objective in this procedure is to effectively oversee and harmonize the connections and concerns of workers, suppliers, shareholders, communities, consumers, and other entities in a manner that guarantees the sustained acceleration of the company. A shareholder strategy prioritizes the proactive organization of the corporate environment, fostering connections, and advocating for common interests. The concept of the Sustainable Development Goals (SDGs) has rapidly acquired traction due to the increasing need of achieving sustainable development on a global scale. Sustainable development encompasses the triple bottom line approach to human well-being; however, the exact definitions may differ. The majority of nations worldwide recognize the need of attaining a balance among economic progress, ecological sustainability, and social inclusion. However, the precise goals vary both internationally and within individual cultures. Currently, there is no agreement on the tradeoffs and synergies between the economic, ecosystem, and social goals. However, the collective emphasis on social, ecosystem, and economic, objectives is a defining characteristic of sustainable development and reflects a widespread agreement upon which the global community may build [3].

The objective of this study will be to examine the complex link among Stakeholder Theory (ST), CSR, and the attainment of SDGs. The study aims to identify how organizations in different regions and industries adopt CSR and how effectively CSR practices are conducted through learning about the organizational structures, cultural factors, and engaging stakeholders. The research responds to the increasing interest in how firms can adapt sustainable initiatives into their business operations to support development goals and firm performance. The remaining sections of the article have been organized in the following manner: Section II describes the theoretical model on stakeholder and CSR approach to attain SDG, as well as the well-being of workers and healthy organizations. The methodology employed to compose this research has been presented in Section III. Section IV presents a detailed account of the findings obtained in this research. Section V discusses the key concepts in this research, especially those identified in the theoretical model section. Lastly, Section VI summarizes the findings on stakeholder theory, CSR and SDG, cultural and structural influences on CSR practices, as well as the trust, employee's wellbeing, and organizational health [4].

II.   THEORETICAL MODEL

CSR and Stakeholder Approach SDGs
The concept of "stakeholder" was initiated at the Stanford Research Institute (SRI) in 1963 and has undergone significant changes since then. Freeman's 1984 book, "Strategic Management: A Stakeholder Approach", is considered a fundamental work in this field. Freeman argued that firms should take into account the apprehensions and well-being of all shareholders, rather than just prioritizing shareholders, in order to generate value for all parties and attain sustained success. This event signified the official incorporation of ST into the discipline of strategic management. In accordance with the idea, a shareholder is described as any entity, such as a person or group, that has the ability to exert influence on or is affected by mission-oriented organizations, which are organizations that aim to achieve certain goals. Freeman pioneered the first study and set standards for stakeholder analysis, which was subsequently built upon by a succession of important studies that contributed to the field of strategic management research see **Table 1**.

Table 1. Evolution of ST

Year	Authors	Title	Details
2023	Mahajan et al.	Stakeholder theory	Defined ST, a significant theory in organizational management and commercial ethics. Even though there are a number of ST reviews accessible, they are still limited to functional or specialty areas.
2017	Jones, Wicks, and Freeman	Stakeholder theory: The state of the art	Provided a comprehensive summary of the present status of ST, its use in many domains, and explored the possible impact of stakeholder management on CSR, and ethical behavior.
2013	Harrison and Wicks	Stakeholder theory, value, and firm performance	Dispelled misunderstandings about ST and highlighted its function as a conceptual structure for comprehending and resolving the concerns of many stakeholders.
2005	Steurer	Mapping stakeholder theory anew: from the 'stakeholder theory of the firm 'to three perspectives on business–society relations	Suggested a comprehensive framework that incorporates many viewpoints and approaches.

2004	Bryson	What to do when stakeholders matter: stakeholder identification and analysis techniques	Power, legitimacy, and urgency are important markers for effectively managing stakeholders.
1995	Donaldson and Preston	The stakeholder theory of the corporation: Concepts, evidence, and implications	Emphasized the ethical need to take into account stakeholders and proposed three theoretical frameworks for engaging with stakeholders.
1992	Hosseini and Brenner	The stakeholder theory of the firm: A methodology to generate value matrix weights	Proposed the implementation of ST and emphasized the need of considering the concerns and benefits of all parties involved.

The explicitly recognize and thoroughly examine the concept that Stakeholder Theory (ST) consists of three separate components: descriptive (research that presents factual statements about the actual actions of managers and companies), instrumental (research that examines the results of specific managerial behavior), and normative (research that investigates what managers or corporations ought to do. They contend that all three elements are crucial in the theory, but each has its own purpose and technique. The first two strands of stakeholder theory are expressly within the realm of the social sciences and pertain to objective issues. The last level, known as the normative dimension, is specifically concerned with moral principles and falls under the purview of ethicists [5].

In order to fulfil their ethical responsibilities, corporations must provide stakeholders with pertinent, timely, and comprehensible data about their actions via corporate reports. The majority of corporations acknowledge their legal responsibilities towards workers, customers, suppliers, management, and the government. It is important for the latter (referring to a specific group or entity) to actively participate in the business dynamics by incorporating CSR practices, as advocated by Bolton, Kim, and O'Gorman and promoting its integration into all enterprises. Research has shown that there are differences across firms in terms of their approach to including interested parties. Some organizations do not have any plans in place to connect with interested parties, as confirmed by Reich and Benbasat. On the other hand, smaller organizations tend to be more proactive in engaging with interested parties linked to medium-sized companies, as shown by Wood. The company's social responsibility is founded on its dedication to the stakeholders in order to attain corporate sustainability [6].

When implementing a CSR approach, it is significant to take into account cultural and structural elements, organizational values, management style, empowerment, and cooperation. This is particularly crucial when the goal is to foster creative behavior. CSR has emerged as an essential and prevalent corporate practice. CSR has been widely used as a comprehensive framework to enhance understanding of the interplay between business and society. A study report identified a minimum of 37 distinct definitions of CSR. Clearly, we cannot take all of them into consideration. In its early stages, CSR was often employed as a broad concept advocating for managers to carefully assess their effects on society. It was eventually believed to include the measures that managers and companies do to safeguard and enhance the well-being of society, as well as their own corporate objectives. From this perspective, there are two primary components of CSR: safeguarding and enhancing. Ensuring societal protection imposes that firms refrain from causing adverse effects like discrimination, pollution, and the production of dangerous goods. In order to improve societal well-being, it is recommended that firms should provide good contributions to society, like fostering strong community links and engaging in philanthropic activities. Another initial notion was that firms had not just legal and economic duties, but also some obligations that went beyond those duties, albeit they were not explicitly defined [7].

Nevertheless, a series of United Nations assessments highlight significant obstacles and disparities across nations, while also emphasizing the need for enterprises to assume responsibility. Within this framework, CSR is an essential prerequisite for attaining company sustainability. Simultaneously, it fosters a harmonious state of affairs that benefits all parties involved. CSR and sustainability are often considered synonymous, while others see them as entirely separate ideas. In the second situation, CSR is often seen as being centered on social concerns and the sustainability of environmental challenges. The Economist, in its 2008 special issue on CSR, essentially supported the previous approach by using the term "corporate responsibility - or sustainability or whatever" to describe firms' attempts to address business in society matters. The term "whatever" in this statement reflects the inherent imprecision and frequent interchangeability of the concepts corporate (social) responsibility, sustainability, and several others. Furthermore, there is evidence of changes in the use of different terms over time. For instance, it seems that the term sustainability is becoming more popular than CSR [8].

Well-Being of Workers and Organizational Health
According to the United Nations and considering the influence of work characteristics and the temporary nature of modern engagement. In studying the psychology of sustainable development and sustainability emphasize the significance of CSR in promoting employee well-being within organizations. CSR addresses the need for workplace practices that have an impact on productivity and employee health. Undesirable working circumstances provide a significant challenge to the corporeal

and mental health, general well-being, and efficiency of workers. Typically, the workers themselves are the ones who report unfavorable working circumstances, which might result in compromised health. The implementation of responsible work design, effective communication, and team building has a notable and beneficial impact. These factors are considered crucial for internal social responsibility and serve as the first stage in establishing external social responsibility. Study conducted by Morgeson et al. has shown that implementing socially responsible management practices among workers may enhance organizational behavior.

The presence of socially responsible workers is positively correlated with a strong feeling of work, enabling them to carry out their activities without compromising their health. Survey on employee engagement and CSR is still in its early stages, although a limited number of researches have shown a favorable correlation among CSR and employee engagement. According to good employee views of CSR have a stronger effect on employee engagement when CSR is considered important by the employee. Slack, Corlett, and Morris discovered a correlation among employee engagement and CSR. Furthermore, Canboy et al. identified a three-way relation including resource availability, project meaningfulness, and social support, which influenced employee engagement. According to Hoepner et al. the correlation between CSR and engagement may be explained by the fact that workers see more significance and alignment with their own beliefs in their job [9].

More precisely, CSR enables firms to go beyond mere verbal expressions of values, often found in written declarations, and actively embody these principles in their actions. Consequently, this transmits messages to the workers about the company's values, which aligns with studies indicating a favorable correlation between CSR and expected alignment of values for potential employees. Furthermore, CSR could be a way for people to find a more meaningful purpose in their work. The conducted a thorough examination of studies on meaningfulness and concluded that CSR can help employees find purpose by enabling them to make a positive effect on society. Moreover, found that when workers support the greater good, it improves their perception of themselves and strengthens their sense of loyalty to the organization.

According to Costa et al. there is a negative connection among work instability and both health and job happiness. The perceived CSR of a business may foster a feeling of trust among workers, which in turn can contribute to the establishment of the firm's commercial reputation. Employees have developed a sense of doubt about the competence of their leaders in effectively guiding firms. Consequently, the mere notion that an organization is engaging in CSR initiatives is not necessarily enough to establish a favorable overall impression of the company among its employees. Without trust, CSR initiatives may not be seen favorably [10]. Trust has a crucial role in mediating the link among insights of CSR and the decrease in cynical actions. Trust is the state of being willing to expose oneself to the acts of another person, with the expectation that the other person would carry out an explicit activity that is substantial to the one placing their trust. Trust is often defined as the presence of favorable expectations about trustworthiness, as well as a readiness to tolerate vulnerability, according to Colquitt and Rodell.

III. METHODOLOGY

The study is a comprehensive examination of the quantitative literature, conducted by a meta-analysis or systematic review using the PRISMA method. PRISMA 2020 is intended for use in both paired meta-analyses and other statistical synthesis methods, as well as non-synthesis systematic reviews where there is just one eligible publication found. Mixed-methods systematic reviews, which comprise both quantitative and qualitative research, can use the PRISMA 2020 features. On the other hand, it is also a good idea to consult reporting guidelines that deal with the synthesis and presentation of qualitative data. PRISMA 2020 is applicable for conducting original methodical reviews, conducting updated methodical reviews, or conducting constantly updated ("living") systematic reviews. However, when it comes to up-to-date and dynamic systematic reviews, there can be some supplementary factors that need attention [11].

The year 2015 is seen as the beginning of the meta-analysis for SDGs formally endorsed by the United Nations. This systematic review aims to identify, select, analyze, and organize the evidence from recent investigations on the attitudes of stakeholders (such as clients, vendors, governments, and employees) towards CSR and its impact on the success of organisations and the contentment of the SDGs. The search was conducted using the Wos and Scopus databases, which are well regarded collections of technical research works in the sectors of social sciences, humanities, and sciences. We present the computer application known as the VOS viewer; and this is a software application that we have created to build and visualize bibliometric maps. The tool is accessible (at www.vosviewer.com) at no cost to the bibliometric study community. This tool may be used to create visual representations of journals or authors using co-citation data, or to generate visual representations of keywords using co-occurrence information. The tool provides a viewer that enables thorough examination of bibliometric maps.

VOS viewer offers the capability to present a map in many ways, with each method highlighting a certain component of the map. The software has features for zooming, scrolling, and searching, which enable users to thoroughly examine a map. VOS viewer's viewing capabilities are particularly valuable for maps that have a substantial number of elements, such as a minimum of 100 items. The majority of computer programs used for bibliometric mapping fail to provide these maps in an acceptable manner. A bibliographic coupling study is conducted to analyze the sources, institutions, and influential writers in order to comprehend the progress of academic and scientific study. A cooccurrence analysis is suggested to be conducted in order to conceptualize the current situation and examine the primary study subjects that have been addressed so far. The aim is to identify the comparisons and alterations that exist among these topics [12].

Table 2. Search Strategy by Database

Database	Search Strategy	Time Frame	Index	Results (n)
WoS	TI = (corporate stakeholders, OR no binary, OR stakeholders) And TI = (healthy business OR CSR)	2015–2021	IC, CCR-EXPANDED, ESCI, BKCI-SSH, BKCI-S, CPCI-SSH, CPCI-S, A&HCI, SSCI, SCI-EXPANDED	152
SCOPUS	TITLE-ABS-KEY ("Corporate Stakeholders" OR "no binary" OR "Stakeholders") AND ("Healthy Business" OR ("CSR")	2015–2021	Not specified	126

The search method for this research has five components: (1) stakeholders, (2) CSR, (3) sustainability, (4) SDGs, and (5) healthy establishments, due to the intricate nature of the study. The words associated with these elements were merged in the two datasets. **Table 2** displays the search approach used for each database. After eliminating duplicate entries, three inclusion criteria were taken into account: (1) Publication period: 2015 to present; (2) Publication genre: Review articles; (3) Articles focusing on business shareholders, CSR, work well-being and healthy service, and the SDGs. About 3 exclusion standards are considered, resulting in the elimination of studies that meet at least one of them: The excluded items include: (1) articles published in a language other than English; (2) research presented in abstract format, book chapters or books, opinion pieces, and editorials [13].

IV. RESULTS

A search was conducted in the Scopus and WoS databases, resulting in the identification of 278 publications that are possibly relevant. These papers were published from 1960s up to the present day. A total of 152 papers were identified on the WoS, while 126 studies were recognized on Scopus. Three of the researches were excluded due to duplication. Initially, 275 subjects were included in the investigation, however 164 of them were subsequently eliminated after evaluating the exclusion criteria. A total of 111 articles were chosen to evaluate their suitability. After completing these processes, there were a total of 17 studies remaining for final analysis and results. The procedure is shown in **Fig 1**.
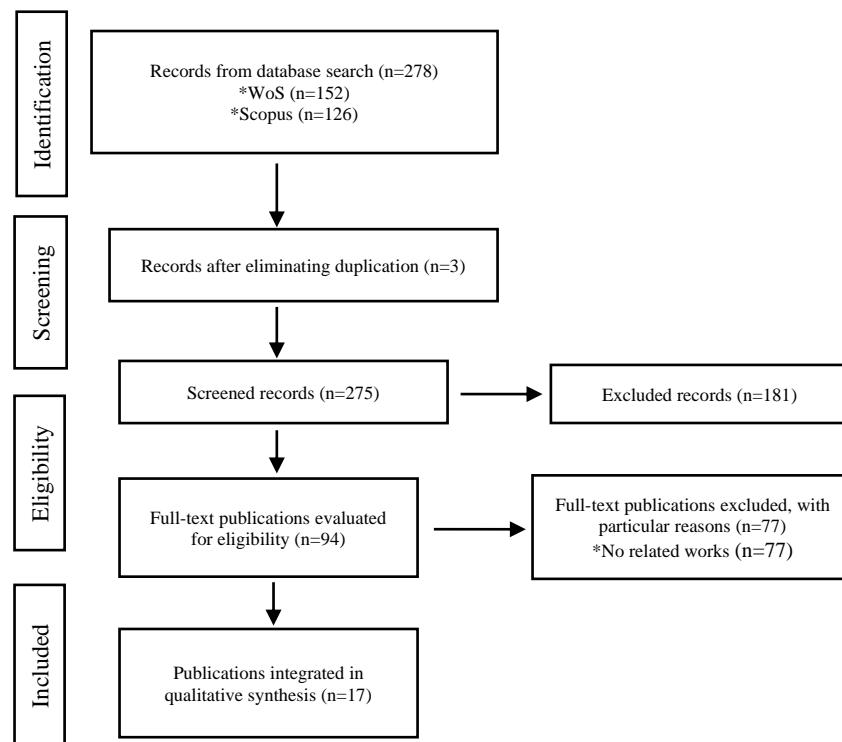

Fig 1. Flow Diagram

Regarding the most widely distributed journals on the topic, a total of 109 journals have been identified in the WoS database. However, only five of these journals have published at least five articles. Ecological Management and CSR, Journal of Cleaner Production, and Social Accountability Journal have together published 34 articles on the topic, making them the

top three periodicals in terms of publishing volume. Regarding Scopus, a total of 89 journals have been identified as having published on the topic. Out of them, only four journals have produced a minimum of four articles. Among the three, the Journal of Critical Reviews, the Journal of Cleaner Production, and Sustainability Switzerland have a notable presence with a total of 31 publications see **Fig 2**.
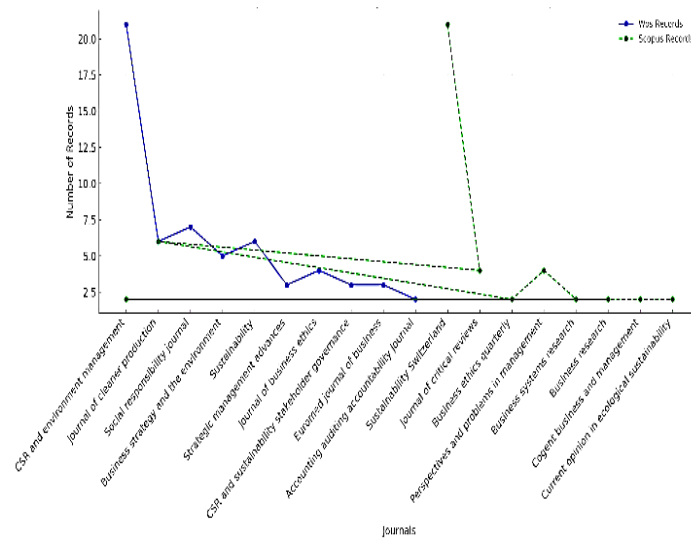

Fig 2. Comparison of Records Between WoS and Scopus

Out of the 160 writers in Scopus, only Camilleri has a minimum of three publications. The co-occurrence analysis demonstrates the constancy of the link between the primary study subjects found in the surveys conducted in the WoS and Scopus databases [14]. In all, 16 and 20 keywords that were pertinent to our research topic were found in the scientific literature databases. The existence of these keywords was measured by the numeral times they appeared in the search results and their overall significance. The importance of these words was evaluated for each researcher studied and is presented in **Fig 3**. To assess the coherence of the primary study subjects, a co-occurrence analysis was conducted using information from WoS and Scopus.
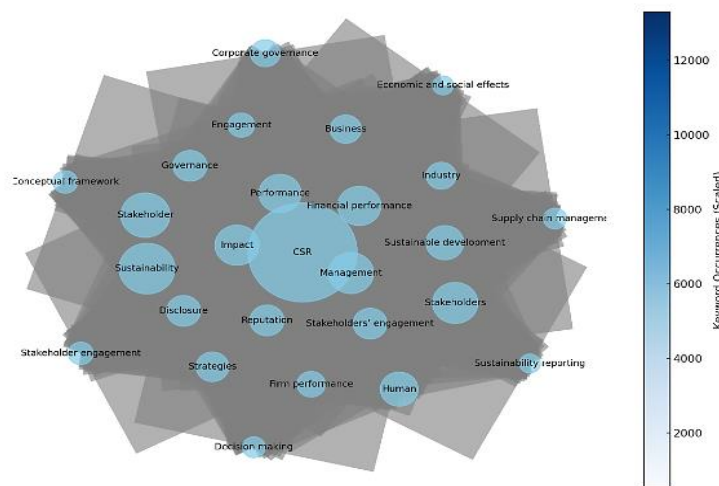

Fig 3. Co-Occurrence Analysis

Fig 3 displays co-occurrence map based on keyword densities. The density of the mass reveals the association between distinct phrases, while the color reflects their importance. The positioning of the most significant subjects is noted, with stakeholder, corporate social responsibility, and sustainability being centrally located and in close proximity to one other in Scopus. In WoS, the primary themes are CSR, performance, and sustainability. In addition, there are several closely related subjects that are extensively used in study on this subject [15].

Regarding Scopus, the topics covered include social and economic impacts, sustainable development, supply chain management (SCM), decision-making, stakeholder involvement, conceptual framework, human factors, sustainability reporting, and corporate governance. The WoS focuses on several aspects like stakeholder engagement, sustainability,

performance, impact, financial performance, disclosure, reputation, governance, Stakeholder Theory (ST), strategies, industry, firm performance, CSR, sustainable advancement, and business as stipulated in **Table 3**.

Table 3. Key Features of The Publications That Were Integrated into The Study

Authors	Topics	Method
Crane and Glozer	Determine the objective of CSR communications for both internal and external actors	Systematic reviews
Dwivedi et al.	It is demonstrated that CSR concepts have developed from unnecessary dependency stage to the key business model stage	Systematic reviews
Chi and Gursoy	It is possible to determine how customers and staff affect financial outcomes	Empirical examination
Maas and Reniers	Model to comprehend how multinational corporations behave in the areas of CSR and sustainable advancement	Critical analysis of information and bibliographies.
Basu and Palazzo	They use CSR rhetorics, concepts, and models to collect information about involved parties based on value creation	Assortment of literature analysis and literature
Rost and Ehrmann	They contend that at times of economic crisis, CSR has a favorable relationship with financial performance	Integrative bibliographic review
Stahl et al.	Although it hasn't been done before, is suggested that HRM can support corporate CSR initiatives	A multi-stakeholder and multi-dimensional approach to HRM
Johnson, Connolly, and Carter	For CSR initiatives involving interested parties, both internal (workers) and external (customers), an integrated framework is suggested	Literature review
Becker	Both social sustainability and sustainable development can only be attained via peace and effective CSR institution governance	Systematic review of literature
Gjølberg	CSR suggests that an organization operates in a way that benefits society as part of its regular operations	Conceptualization
Low and Siegel	They highlight the significance of the stakeholder's theory for achieving favorable financial outcomes for the business, which is thought to be essential for sustaining social responsibility initiatives over time.	Bibliometric analysis
Lamberti and Lettieri	It demonstrates how CSR regulations have only recently started to take shape in some areas, and those that pledge to implement them typically choose for impromptu short-term activities	Literature analysis
Cornell et al.	It is noted that the generation's effects on stakeholders have an impact on how shared values, which are closely tied to CSR, are applied in businesses	Bibliometric analysis
O'Riordan and Fairbrass	They obtain a more nuanced comprehension of shareholder engagement; the variations between shareholder engagement and the business characterize the parties' relations in terms of CSR	Analysis profunda da la literatura
Klewitz and Hansen	It demonstrates that not many businesses have long-term plans for things like working with outside stakeholders. This demonstrates how difficult it is to generate long-term corporate value	Systematic bibliographic review
Adib et al.	He makes the case that implementing stakeholder theory is essential to restructuring, arranging, and directing the discussion on how corporate social responsibility affects company performance	CSR model
Jose and Lee	They contend that analyses of CSR events posted on social media by businesses and other interested parties validate the findings of "side-by-side" discussions and the lack of overlap in CSR-related topics	Content analysis

V. DISCUSSION

Stakeholder Theory, CSR, and SDG Alignment

Using the Scopus and WoS databases, a search was done and 278 publications that may be relevant were located. 17 papers were integrated in the study. These studies highlight the crucial connection between ST, CSR, and the attainment of SDGs. ST posits that firms strive to provide numerous advantages for assorted stakeholders, including civil societies, suppliers, communities, shareholders, consumers, workers, and governments, who have the possibility to impact or be influenced by the business. This method closely adheres to CSR, which entails firms assuming accountability for their influence on society and the environment [16].

Stakeholders have a growing influence on organizational performance via the emergence of communities and external organizational aspects. In addition to the traditional stakeholders, new players have emerged and play a vital role in meeting considerable development purposes. The exploration of novel applications for corporate responsibility and ethical performance starts by considering the stakeholders' own stakeholders. Furthermore, a company's CSR policies have a crucial role in influencing the loyalty of both customers and workers, as shown by studies conducted by Surroca, Tribó, and Waddock. Managers develop strategic plans and corporate initiatives, including CSR actions, in order to meet the prospects of their primary shareholders. These expectations are based on the beliefs of managers, as identified by various researchers. Ayuso et al.have discovered that any company has the capability to prioritize meeting the prospects of shareholders, which means being focused on the needs and interests of those elaborated in or affected by the company. This strategy has the prospective to improve the overall rendition of the business. Every set of stakeholders exerts pressure on enterprises to engage in business practices that align with their specific demands.

The study indicates that the primary subjects addressed in the research are 'stakeholder,' 'corporate social responsibility,' and 'sustainability.' These phrases are crucial for comprehending how firms may contribute to Sustainable Development Goals (SDGs). Integrating stakeholder involvement into CSR procedures helps improve sustainability efforts. This is because stakeholders often consist of groups that are impacted by environmental and social concerns. Prior study has examined the impact of stakeholders on CSR policies and its resulting advantages, including financial performance and business value. Although the studies are being carried out in wealthy nations, there is a need for such research to be undertaken in developing environments, since CSR has gained popularity in these regions. The expansion of companies should be matched by the breadth of their business ideas. SDGs and CSR are now recognized as significant factors that impact the reputation of organizations on a global scale. Multiple researches have examined the impacts of CSR. Some have assessed the importance of CSR in enhancing organizational performance, while others have concentrated on the significance of CSR practices in fostering corporate governance.

In addition, the co-occurrence analysis reveals that terms associated with economics, social impacts, supply chain management, and decision-making are also statistically significant. According to Calabrese et al. CSR activities include not just ethical concerns but also the incorporation of sustainable practices into company operations and decision-making procedures. These results indicate that firms may have a crucial impact on attaining Sustainable Development Goals (SDGs) by implementing comprehensive CSR policies that include all stakeholders.

Cultural and Structural Influences on CSR Practices

The acceptance and efficacy of CSR initiatives are greatly influenced by cultural and structural variables. After eliminating non-analytical publications, the analysis of the 17 publications revealed that organizational values, management styles, and collaboration have a crucial role in executing CSR initiatives focused on innovation and sustainability. Both WoS and Scopus data indicate that China, the United Kingdom, the United States, and China are the most prolific nations in terms of research on CSR. Notably, the publication of Cleaner Production is identified as the most significant publication in this field. The diversity in CSR activities across various locations highlights the influence of cultural and structural disparities. For example, in societies that prioritize collectivism, CSR efforts may place more importance on the well-being of the society. Conversely, in societies that prioritize individualism, the emphasis may be on personal accountability and ethical conduct [17].

The effectiveness of CSR operations, particularly in assisting the community, is influenced by the skills acquired by CSR managers, which are considered internal variables. Given the novelty of the CSR profession, possessing transferable skills and knowledge from other relevant specializations, like human resource development, environmental management, community development, and corporate ethics, is very advantageous. Identifying specific abilities for CSR managers is challenging owing to the varied responsibilities and wide array of fields they are engaged in. According to the UK's experience in CSR, there are three primary skill categories that are significant. The talents included are business acumen, interpersonal abilities, and technological expertise. Business skills include the ability to develop deep understanding, effectively communicate, make informed decisions, possess commercial acumen, use information technology, foster innovation, have strategic acuity, exhibit leadership qualities, and solve complex problems. People skills include the ability to adapt and show empathy, as well as the capacity to develop people within a society, exert influence without formal authority, demonstrate integrity, possess political awareness, engage in altruistic actions, participate in volunteer work, and engage in adult learning. Technical skills include proficiency in technical knowledge, comprehension of assessment and consequences, engagement with stakeholders, knowledge of human rights, and comprehension of sustainability [18].

Moreover, the performance of CSR activities may be strongly influenced by organizational structures, such as the existence of specific CSR departments or integrated sustainability teams. The valuable substance of organizational culture

includes the incorporation of CSR principles, which may be defined as elevated and specific benchmarks for company operations. This involves adhering to societal norms of morality and assuming accountability for the well-being of society. Valor assert that ethics, values, honesty, and accountability are crucial in the contemporary organizational setting for attaining commercial success. Several factors have a substantial influence on the implementation of CSR. These include the personal values of managers, the philosophy of the organization, effective communication with stakeholders, which involves the organization's transparency, considerations of profitability, political and social demands, and ethical values, as well as organizational justice and corporate management. Organizations that have less hierarchical structures and foster collaborative cultures tend to be more effective in adopting new CSR initiatives. This is because such arrangements enhance effective communication, foster substantial innovation, and promote a more comprehensive approach to CSR [19].

Trust, Employee Well-Being, and Organizational Health
The correlation between CSR, the well-being of employees, and the overall health of a firm is well recognized and supported by evidence. Upon reviewing the 17 chosen studies, it was found that CSR strategies that prioritize decent working conditions, effective communication, and team development are crucial for both internal and external social responsibility. Prior research has shown that employee morale alone may not be sufficient to ensure long-term commitment to a certain organization. Managers must cultivate a positive structural behavior to improve employee well-being, morale, and retention. Positive organizational behavior, also known as Psychological Capital (PsyCap), is a perception that has been discussed by Luthans and Youssef-Morgan. Beltrán-Martín, Guinot-Reinders, and Rodríguez-Sánchez suggested that PsyCap should be examined as a mediator for structural outcomes such as system understanding, work engagement, and motivation, as well as sustained high-quality outcomes like participation, compliance, and risk assessment. Organizations that prioritize the well-being of their workers often experience reduced turnover rates, increased productivity, and improved employee morale Lovejoy et al.

The co-occurrence maps and cluster analyses from WoS and Scopus indicate that phrases such as 'staff wellness,' 'company reputation,' and 'stakeholder involvement' are often linked to CSR. This highlights the significance of trust and the well-being of employees in improving business reputation and reducing cynical tendencies. It is sometimes overlooked that a company's success should not be assessed just based on its profitability. A significant area of study has focused on the extent to which workers identify with the firm due to ongoing investment in CSR, including employees in CSR activities, and their sense of pride in being affiliated with the organization. Several studies distinguish between workers' perceptions of CSR activities and actual improvements in their performance and engagement. Findings from indicate that a company's engagement in CSR may inspire workers to participate in CSR activities and foster dedication. However, there is no indication to propose that CSR performance is linked with improved job performance [20].

Companies may have impact on the trust and loyalty of workers, customers, and the general public by cultivating a robust corporate culture and demonstrating a strong commitment to CSR. This can provide a firm foundation for long-term sustainability. By meeting the requirements of workers and enhancing their sense of belonging to the association, the creative atmosphere is elevated, resulting in a conducive environment for generating new ideas and addressing problems. Employees who see their firm as socially responsible are more inclined to cultivate a strong feeling of loyalty and trust towards the corporation. Consequently, this results in enhanced organizational well-being and efficiency. Furthermore, CSR initiatives that prioritize the well-being of employees may result in a staff that is more actively involved and driven, which is essential for sustaining a competitive advantage in the market. Companies that provide equitable compensation, secure working environments, and avenues for career advancement are more inclined to recruit and retain highly skilled individuals. This not only promotes the company's image as an employer of choice but also improves organizational performance.

VI. CONCLUSION

This literature review on CSR and sustainability presents insights into the current state of CSR and sustainability practices. There are substantial alterations in the trends in publications by regions, where USA, China, and Spain are on the top among WoS index while UK and Germany are among the top in Scopus [21]. Though the number of periodicals issued each year has shown some fluctuation, the supreme number of articles was published in the year 2020 and 2018, indicating growing global interest in CSR, especially in light of new sustainability issues. The findings of the thematic study combined with the co-occurrence maps confirm that the major topics of research include stakeholder engagement, sustainability, and financial performance. These thematic clusters do more than capture the core areas of focus and show the relationships and interdependencies between CSR activities, stakeholder theory, and performance indicators. Lastly, in the analysis of the journal contributions it has been established that the top-ranked journals, for example, the Journal of Cleaner Production and Sustainability, are instrumental in the dissemination of research findings and defining the CSR discourse.

CRediT Author Statement
The author reviewed the results and approved the final version of the manuscript.

Data Availability
No data was used to support this study.

Conflicts of Interests

The author(s) declare(s) that they have no conflicts of interest.

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