

## RESEARCH ARTICLE

# Stakeholder engagement, Csr development and Sdgs compliance: A systematic review from 2015 to 2021

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## Abstract

The conceptualization of the stakeholders of the companies for the fulfillment of the objectives of sustainable development is controversial, even more so, if it is approached from the perspective of corporate social responsibility and the psychology of the employees and their behavior. The existing literature and knowledge on the relationship among the stakeholder approach, corporate social responsibility and the achievement of the SDGs remain unstructured and fragmented. The objective of the manuscript is to identify and systematize scientific research on the stakeholder approach with respect to corporate social responsibility, in order to achieve business sustainability, in response to sustainable development goals and from the perspective of the well-being of workers. Our main contribution to the literature review is to focus on all these issues together, and not in isolation. A systematic literature search is conducted following Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA). The approaches, issues and methodologies that predominate in the academic field in the last 5 years (2015–2021) were analyzed. Based on this review, we define a research agenda that synthesizes key trends and promising lines of research for further advancement of theoretical and empirical knowledge on the relationship among stakeholders, corporate social responsibility, and human resource management.

## KEYWORDS

corporate social responsibility, stakeholders, sustainable development goals

## 1 | INTRODUCTION

Covid-19 has represented a significant challenge for companies, which, for the most part, have had to adapt due to the changing conditions generated by the pandemic in a short period of time (Kraus et al., 2020). It is essential that companies define strategies that allow them to adapt to changing realities and that provide them with sustainable differentiation from other competitors (Orviz Martínez et al., 2021; Ullah et al., 2021).

The success of companies depends on the implementation of corporate social responsibility (CSR) activities in their business models, which guarantee better financial performance (Khediri, 2021; Lee et al., 2018).

CSR plays a fundamental role, which has evolved and encompassed an increasingly broader panorama (Morejón & Lorenzo, 2020), it requires not only changes in strategies, but also changes in structures and thoughts applied in the company and guided by a growth guideline and continuous feedback with the environment.

The contemporary company, to achieve the objectives in a general way, must advocate for the quality of the relationship with its stakeholders, since this represents a key factor that harms, or benefits, the success of the company (Baric, 2017). Workers are the most relevant stakeholders of the company, therefore, special attention must be paid, since they are determining agents in the implementation of the strategy and it is they who

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perceive, or not, the existence of CSR practices that companies design and their impact (Correa, 2007). The study by Saz-Gil et al. (2020) shows the existence of a close interaction between the internal social responsibility of the company and the learning capacities of the workers. So we ask ourselves: Is it possible to improve the health of workers and a healthy and committed behavior on their part, if the deficiencies or weaknesses given in CSR decrease? This question leads us directly to link CSR with the Sustainable Development Goals (SDGs), in particular with SDGs 3, 8 and 16.

However, previous research on stakeholders and corporate social responsibility (Achahuanco & Fuentes, 2019; Gamarra, 2018), coincides with the fact that business strategies are not usually related to the SDGs as necessary. Therefore, it is worth asking: To what extent does corporate social responsibility contribute to greater fulfillment of the sustainable development objectives?

Taking into account that, as a consequence of covid 19, many of the actions to comply with the SDGs have been affected or have not been developed on the scheduled dates, it is interesting to deepen into the matter.

There is still a long way to go, and it is urgent to arouse political will and develop concrete and realistic projects that build bridges between theory and practice (Gorrochategui et al., 2017).

Our proposal carries out a review of the literature on the relationship between the stakeholder approach, corporate social responsibility, and the achievement of sustainable development goals from the workers' perspective. To do this, we face a double perspective: (1) on the one hand, how the existence of the stakeholder approach in the company allows it to orient itself to a commitment to corporate social responsibility and progress in achieving the SDGs (2) on the other hand, how in this context and from the perspective of the workers the progress of the company towards sustainability is increased. The conceptualization of the stakeholders of the companies for the fulfillment of the objectives of sustainable development is controversial, even more so, if it is approached from the perspective of corporate social responsibility and from the psychology of the employees and their behavior. The existing literature and knowledge on the relationship among the stakeholder approach, corporate social responsibility and the achievement of the SDGs remain unstructured and fragmented. The objective of the manuscript is to identify and systematize scientific research on the stakeholder approach with respect to corporate social responsibility, in order to achieve business sustainability, in response to sustainable development goals and from the perspective of the well-being of workers. Our main contribution to the literature review is to focus on all these issues together, and not in isolation. We add new evidence to a current field of research on the stakeholder approach, corporate social responsibility and sustainability from the perspective of worker well-being. Finally, our study offers future lines of research on how they are developing and how they could be improved.

## 2 | THEORETICAL FRAMEWORK

### 2.1 | Stakeholder and CSR approach to achieve the SDGs

Clarkson (1995) identifies the stakeholder, in a generic way, as the person or group that has claims, properties, rights or interests in

the organization and in its past, present or future activities. According to Donaldson and Preston (1995), the stakeholder's theory can be formulated through four hypotheses on which it is based – descriptive, instrumental or strategic, normative and managerial – and which constitute the characteristic features of the theory. The Theory of Stakeholders (Freeman, 1984), considers that organizations are composed of a set of participants, which he calls interest groups (stakeholders), and among which usually include: shareholders, workers, funders, suppliers, clients, administration, and society in general. From this perspective, the company appears as the result of the interrelation of all these groups over time (diachronic process). Various authors have established stakeholder classification criteria considering their relevance in the organization (Freeman, 1984; Mitchell et al., 1997). However, it is necessary to adopt a contingent vision when identifying and involving the various stakeholders in each organization (Rodríguez, 2006).

For companies to meet their obligations under the ethics of responsibility, stakeholders must receive relevant, timely and understandable information about their activities through corporate reports (Clayton et al., 2015). Most companies recognize legal obligations to employees, customers, suppliers, managers, and the government. The latter should remain involved in business dynamics in terms of CSR (Popkova et al., 2021) and favor its institutionalization in all companies. Studies confirm divergences between companies, some do not establish any plan to involve interested parties (Salvini et al., 2018), small companies engage more with interested parties compared to medium-sized companies (Ocampo López et al., 2016).

The social responsibility of the company is based on the commitment with the interested parties for the achievement of corporate sustainability (Tworzydło et al., 2021). Cultural and structural factors, the values of the organization, management style, empowerment and teamwork should be considered together, when adopting a CSR strategy, especially if it is aimed at developing innovative behavior (Revuelta-Taboada et al. 2021). Corporate social responsibility (CSR) has become a business trend of necessary application (Botero Pérez & Franco Acosta, 2016). CSR presents many nuances that are being incorporated into the state of the art, it analyzes the social actions of the private sector as complementary interventions to the state's work (Correa, 2007). Companies are aware of their contribution to the creation of a better society (Fernández, 2015) and of their responsibility towards the environment, employees and multiple stakeholders (Andreu Pinillos et al., 2020).

Due to the multidisciplinary origin of CSR (Aguascalientes & Medero Gómez, 2016; Correa, 2007), companies that have strategic conversations between different interested parties, have great possibilities of experiencing fewer gaps in the perceptions of their mission and values (Miles et al., 2006).

However, there is a serious risk that stakeholder actions erode CSR over time and therefore sustainability (Strand et al., 2015). Ultimately, the sustainability of management approaches such as CSR, depend on its position in society (Steurer et al., 2005), if a coherent relationship between the company and its stakeholders is achieved, it would have a positive impact on the value of the company (Ifada et al., 2021).

However, multiple United Nations reports (UN, 2015; 2018; 2019) show great challenges and inequalities between countries (Sanahuja, 2015) and make companies responsible. In this context, CSR is a necessary condition for the achievement of business sustainability, at the same time that it leads to a balanced situation, in which everyone wins (Bian et al., 2021). The 2030 Agenda and the SDGs (UN, 2015) represent a new scenario of action for companies (Sanahuja, 2015), they provide an opportunity to address systemic challenges (Fernández, 2015).

## 2.2 | Well-being of workers and healthy organizations

In correspondence with SDG 3, 8, 16, 12 (UN, 2015) and in a complex context, due to the characteristics of work and the transitory nature of contemporary employment, researchers on the psychology of sustainability and sustainable development, point out the importance of CSR in the organizational orientation towards the well-being of employees (Pérez et al., 2018).

CSR responds to the demand for practices that affect employee health and productivity at work (Jenny et al., 2020). Unwanted working conditions are problematic for the health, well-being and productivity of employees. In general, it is the employees themselves who report undesirable working conditions, which lead to poor health (Crizzle et al., 2018). Responsible job design, good communication and team building have positive and significant effects and are interpreted as the essence of internal social responsibility and the first step to build external social responsibility (Sánchez-Hernández et al., 2020). It is observed that socially responsible management in employees can improve organizational behavior (Shao et al., 2019). As there is a positive relationship between socially responsible employees and the sense of work, which allows them to perform their tasks without harm to health (López-Fernández et al., 2018; Luu, 2021).

External factors must be taken into account, for example, the economic crisis caused by covid 19, is a stress factor that can worsen working conditions. Thus, the implications in the evaluation of psychosocial risk in turbulent times should not be ignored (Giorgi et al., 2020).

The health of workers and the performance of the organization are effective means to meet the needs of the company and improve the well-being of workers (Harvey, 2019). From the perspective of occupational health that considers contextual factors as risk factors for occupational stress (economic uncertainty, robotization, unemployment, etc.), the mediating effects of organizational orientation on the well-being of employees should be examined (Giorgi et al., 2020).

The subjective value of CSR strategies perceived by the employee in the performance of their daily work has a positive influence on both their job satisfaction and their willingness to use negotiation to overcome possible problems and maintain the long-term employment relationship (Clipa et al., 2019). While job insecurity is negatively related to health and job satisfaction (Giunchi et al., 2019). The perceived CSR of an organization can develop a sense of trust among employees

and, in turn, lead to the construction of corporate reputation (Yadav et al., 2018). Prosperity at work is a psychological state in which employees experience a sense of vitality (Abid et al., 2018). Since, although the literature has explored the positive effects of socially responsible management of employees, potential dark sides have been largely ignored, as expressed in (Shao et al., 2019).

Scientific literature shows that corporate commitment to CSR positively influences the level of sustainable performance of companies (Mallah & Jaaron, 2021). The role of employees is potentially vital when it comes to addressing the new challenges that companies face and carrying out initiatives within the framework of corporate sustainability (Revuelta-Taboada et al. 2021). The mediating role of employee engagement is evidenced in high-performance work systems, which allow the organization to retain and satisfy its employees, in addition to positively influencing sustainability indicators (Alafeshat & Tanova, 2019). Leaders who advocate for CSR, and do not resist changes, are able to get the best out of their followers, by increasing intrinsic motivation, psychological empowerment (Khusanova et al., 2019). On the contrary, the improvised leadership of the administrative has a negative impact on the work commitment and the well-being of the subordinates, by inducing the employees to have a pro-organization, unethical behavior (Gigol, 2020).

## 3 | MATERIALS AND METHODS

The research constitutes a systematic review of the literature of a quantitative type or meta-analysis (PRISMA) (Moher et al., 2009). The year 2015 has been considered as starting point for the meta-analysis as the Sustainable Development Goals (SDGs) were approved in September 2015 (United Nations, 2015). The sequence of stages to follow for the elaboration of the investigation is collected in a 4-phase flow diagram. This systematic review is carried out with the objective of finding, selecting, analyzing and systematizing the evidence presented by a series of recent investigations on the orientation followed by stakeholders (clients, vendors, governments, employees, etc.) regarding social responsibility of the companies (CSR) and its influence in the achievement of healthy companies and in the fulfillment of the SDGs. To carry out the search, the *Wos* and *Scopus* databases were used, as they are one of the most important repositories of scientific publication in the areas of sciences, social sciences, and arts and humanities. The *VOSviewer* software is used to process the results of the searches in the *Scopus* and *Wos* databases. *VOSviewer* is an open access software tool for working with bibliometric networks. The main advantage is its text mining functionality to examine and visualize keyword co-occurrence networks using graphics. A study by bibliographic coupling is carried out that allows to know the development of scientific and academic research by analyzing the sources, institutions and authors of reference. It is proposed to carry out a co-occurrence analysis to map the state of the art and study the main research topics studied to date, in order to determine similarities and differences that exist between them.

**TABLE 1** Search strategy by database.

Source: Authors' elaboration

Web of science (n = 152)
TI = (no binary OR corporate stakeholders OR stakeholders) AND TI = (corporate social responsibility OR healthy business)
Time frame: 2015–2021. Index: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH, ESCI, CCR-EXPANDED, IC.
SCOPUS (n = 126)
TITLE-ABS-KEY("no binary" OR "Corporate Stakeholders" Or "Stakeholders") AND ("Corporate Social Responsibility" Or "Healthy Business") AND (limit- to (pubyear, 2021) or limit-to (pubyear, 2020) or limit-to (pubyear, 2019) or limit-to (pubyear, 2018) or limit-to (pubyear, 2017) or limit-to (pubyear, 2016) or limit-to (pubyear, 2015)) and (limit-to [oa, "all"]) and (limit-to (doctype, "re"))

Given the complexity of the research, five components are included in the search strategy: (1) stakeholders, (2) corporate social responsibility, (3) sustainability, (4) Sustainable Development Goals, and (5) healthy organizations. The terms related to these components were combined in the two databases. Table 1 shows the search strategy by database.

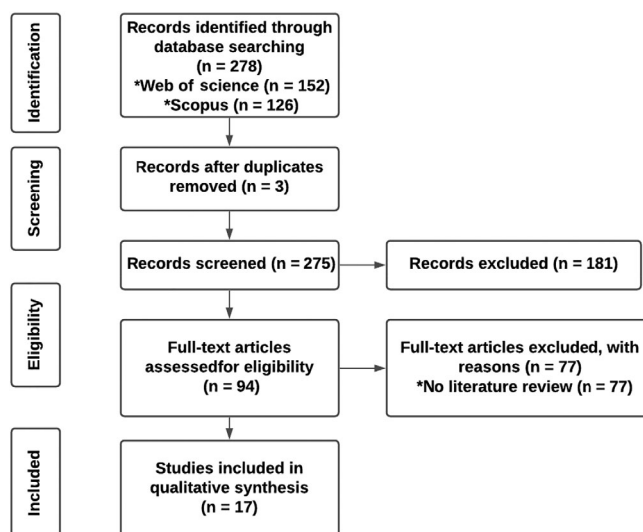
After removing duplicates, three inclusion criteria were considered: (1) date of publication: from 2015 to date; (2) type of publication: review articles; (3) articles on company stakeholders and / or corporate social responsibility and / or the SDGs and / or healthy employment or job well-being. Three exclusion criteria are also taken into account, thus eliminating studies that met at least one of them: (1) articles written in a non-English language; (2) studies in abstract form, book or book chapters, editorials, opinion pieces.

## 4 | RESULTS

In the search carried out in the Wos and Scopus databases, 278 potentially relevant articles were identified, published from 2015 to date. Specifically, 152 studies were found on the Web of Science and 126 on Scopus. Three of the studies were eliminated because they were duplicates. The first analysis was carried out on 275 and 181 of them were excluded, once the exclusion criteria had been analyzed. Ninety-four articles were selected to assess their eligibility. Seventy-seven of the 94 were excluded, because they were articles that did not constitute an analysis of the literature. These steps left 17 studies to be finally analyzed. This process is illustrated in Figure 1.

After a review of the titles and abstracts using explicit criteria, the total remained at 17. Table 2 shows the main characteristics of these articles.

Table 3 shows the analysis of the documents obtained from the search, specifically the number of publications per year in the last 7 years (from 2015 to 2021) in the Wos and Scopus databases. It is observed that in Scopus the highest number of publications took place in 2020, with 28% of the total publications, while in Wos it occurred in 2018 with 20%.

**FIGURE 1** Flow diagram.

Source: Authors' elaboration

Regarding the analysis by countries, 49 countries have been found that have published works on the research topic in the Wos and 51 countries that have done so in Scopus, of which ten countries, at least, have made five publications in the Wos and 16 countries in Scopus. In the Wos, the USA stands out, with 24 publications, followed by China with 22 and Spain with 20, while in Scopus the following countries stand out: United Kingdom with 28 publications and Germany and United States with 15 respectively (Table 4).

In relation to the journals that have disseminated the subject the most, in the case of Wos, 109 journals have been found, of which only five have made at least five publications. Among the three magazines that have published the most on the subject are *Corporate Social Responsibility and Environmental Management*, *Social Responsibility Journal* and *Journal of Cleaner Production*, with a total of 34 publications among the three. In the case of Scopus, 89 magazines have been found that have published on the subject, of which only four have made at least four publications. In this case, *Sustainability Switzerland*, *the Journal of Cleaner Production*, and *the Journal of Critical Reviews* stand out with 31 publications among the three (Table 5).

Regarding productivity by authors, Table 6 shows the ten most productive authors. In the Wos, 359 authors were identified, of which only two have at least three publications, Garcia-Sanchez being the author with the highest number of publications (5). In the case of Scopus out of a total of 160 authors, only Camilleri has at least three publications.

As for the co-occurrence analysis, this shows us the consistency of the relationship of the main research topics, in the identified investigations, from the searches carried out in the Wos and Scopus databases. Sixteen and twenty keywords were identified in the scientific literature in the databases used, which were related to our research topic, in which the occurrence was measured, in terms of the number of times of appearance in the results of the searches carried out and

**TABLE 2** Characteristics of the studies included in the meta-analysis. *Source:* Authors' elaboration

Study	Topic	Methodology
Crane & Glozer, 2016	Identify the purpose of CSR communication (internal / external actors)	Systematic review
(Akisik & Gal, 2017)	The impact of customers and employees on financial results is obtained	Empirical examination
(Baric, 2017)	It is shown that the concept of CSR has moved from the phase of "unnecessary dependency" to the phase of critical business model	Systematic analysis
(Mella & Gazzola, 2018)	Model to understand the behavior of multinational companies in the field of CSR and sustainable development	Critical review of the bibliography and critical analysis of the information
(Roman Pais Seles et al., 2018)	They argue that CSR is positively related to financial performance in periods of economic crisis	Integrative bibliographic review
(Ellerup Nielsen & Thomsen, 2018)	They inquire about interested parties based on value creation through CSR rhetoric, models and concepts	Collection of literature and content analysis
(Maon et al., 2019)	An integrating framework is proposed for CSR activities in interested parties, internal (employees) and external (clients)	literature review
(Stahl et al., 2020)	It is argued that human resource management can contribute to corporate CSR efforts, but has not been done so far	A multi-stakeholder and multi-dimensional approach to human resource management
(Sari et al., 2020)	Corporate social responsibility implies that, in the normal course of business, an organization is working in a way that improves society	Conceptualization
(Ortega-Rodríguez et al., 2020)	To achieve sustainable development and social sustainability, both peace and the governance of CSR institutions are needed	Systematic review of the literature
(Ibarnia et al., 2020)	It shows how CSR policies have barely begun to be developed in certain places, and those who commit to their application, mostly opt for spontaneous actions directed in the short term	Literature analysis
(Rodríguez-Fernández et al., 2020)	They demonstrate the importance of the Stakeholders theory to achieve good financial results in the company, which is considered the key to maintaining social responsibility policies over time. It also highlights the interest that CSR is awakening from researchers	Bibliometric analysis
(Collinge, 2020)	They achieve a more sophisticated understanding of stakeholder engagement: the shifts between stakeholder engagement and the company define the relationships between the parties in terms of CSR	Análisis profundo de la literatura
(Maestre-Matos et al., 2020)	It is observed how the generation of positive impacts on stakeholders influences the application of shared values in companies, which are closely related to CSR	Bibliometric analysis
(Adib et al., 2020)	He argues that the adoption of stakeholder theory is a key objective to reframe, organize and guide the debate on the consequences of CSR on business performance	CSR model
(Sadovska et al., 2020)	It reveals that there are few companies, which have strategies for long-term activities, such as collaboration with external stakeholders. This highlights the complexity of creating sustainable business value	Systematic bibliographic review
(Gomez-Carrasco et al., 2020)	They argue that studies of CSR events, reported by companies and interested parties on social media, confirm the results of "side-by-side" conversations and the absence of similarities on CSR issues	Content analysis



the total strength of the link, specifically, taking into account the importance of these words, in each of the researchers studied (Table 7).

In order to analyze the consistency of the main research topics, a co-occurrence analysis was carried out with metadata from *Wos* and *Scopus*. Figure 2 represents the co-occurrence maps by densities, taking into account that the density of the mass allows observing the relationship between the different terms, while the color indicates their relevance, with yellow being the most relevant and blue the least relevant. It is observed how the most prominent topics appear in the center and are close to each other: stakeholder, corporate social responsibility, and sustainability for *Scopus*, and corporate social responsibility, sustainability and performance for *Wos*. Besides, there are other themes very close to these, which are widely used in research on this topic. In the case of *Scopus*: economics and social effects, supply chain management, sustainable development, decision-making, stakeholder engagement, conceptual farmework, humans, corporate governance and sustainability reporting. In the *Wos*: sustainability, financial performance, impact, performance, stakeholder's engagement, disclourse, reputation, governance, sat-akeholder theory, strategies, industry, engagement, firm performance, stakeholders, corporate social responsibility, sustainability development and business .

In Figure 3, the clusters of the different study topics are visualized for *Wos* and *Scopus* respectively. Each graph represents the co-occurrence map by labels, taking into account that the size of the

circle will be larger, the greater the number of citations a term has. The colors identify the different thematic groups. For the *Wos* the main cluster can be seen in the central area, in red, addressing those studies on identification of models, strategies and framework about corporate social responsibility. The second cluster, colored green, shows studies on sustainability strategies and financial performance. The light blue clusters reflect the impact of stakeholder's management, corporate reputation and social media, for corporate social responsibility. Finally, the yellow tones reflect the relationship between governance, firm, owner ship and performance. In graph 3, the main cluster appears again in the central area, but in yellow, and addresses the research on stakeholders and sustainability, relating them to supply chain management. The second cluster, in red, displays research related to corporate social responsibility and sustainability reporting. The third cluster, in green, shows the relationship of sustainable development with decision-making, with the economy and social effects and the stakeholder. Finally, in the fourth cluster, light blue, the investigations that address the conceptual farmework and humans.

## 5 | FUTURE LINES OF RESEARCH

Based on the bibliographic review carried out, a research agenda is proposed and a comprehensive vision of the relationship between the different concepts that lead to business sustainability is offered.

### 5.1 | Ethical business practices

The ethical choices of companies are influenced by individual values, internal control systems and external institutions. Companies often resort to legitimation strategies to report negative incidents (Rudkin et al., 2019). In addition, a weak regulatory environment, combined with profitability losses, increases the willingness to unethical organizational behavior (Ullah et al., 2019). In particular, multinationals from emerging economies, such as those in Latin America, should reconsider their CSR policies and practices in line with those of companies from developed countries (Akhtar et al., 2020).

**TABLE 3** Publicaciones por año en la *Wos* y *Scopus* (2015–2021). Source: Authors' elaboration

Publication years	WOS		SCOPUS	
	Records	% of 152	Records	% of 126
2021	1	0.66	3	2,38
2020	27	17.76	35	27,78
2019	21	13.82	17	13,49
2018	30	19.74	28	22,22
2017	22	14.47	20	15,87
2016	28	18.42	17	13,49
2015	23	15.13	6	4,76

	WOS			Scopus		
	Countries/Regions	Records	% of 152	Countries/Regions	Records	% of 126
1	USA	24	15.79	Nited Kingdom	28	22,22
2	China	22	14.47	Germany	15	11,95
3	Spain	20	13.16	United States	15	11,95
4	Australia	16	10.53	Spain	11	8,70
5	England	12	7.89	Canada	7	5,56
6	Italy	11	7.24	China	7	5,56
7	Germany	7	4.60	Italy	7	5,56
8	South Africa	6	3.95	Portugal	7	5,56
9	Netherlands	5	3.29	Australia	6	4,72
10	Portugal	5	3.29	Finland	6	4,72

**TABLE 4** Top ten countries by productivity in *Wos* and *Scopus*. Source: Authors' elaboration

**TABLE 5** Top ten of the most productive magazines in Wos and Scopus.

Source: Authors' elaboration

	Wos	Records	% of 152
1	Corporate social responsibility and environmental management	21	13.82
2	Social responsibility journal	7	4.60
3	Journal of cleaner production	6	3.95
4	Sustainability	6	3.95
5	Business strategy and the environment	5	3.29
6	Journal of business ethics	4	2.63
7	Advances in strategic management a research annual	3	1.97
8	Euromed journal of business	3	1.97
9	Sustainability stakeholder governance and corporate social responsibility	3	1.97
10	Accounting auditing accountability journal	2	1.32
	Scopus	Records	% of 126
1	Sustainability switzerland	21	16,67
2	Journal of cleaner production	6	4,76
3	Journal of critical reviews	4	3,17
4	Problems and perspectives in management	4	3,17
5	Business ethics quarterly	2	1,59
6	Business research	2	1,59
7	Business systems research	2	1,59
8	Cogent business and management	2	1,59
9	Corporate social responsibility and environmental management	2	1,59
10	Current opinion in environmental sustainability	2	1,59

**TABLE 6** Productivity by authors. Source: Authors' elaboration

	Wos			Scopus		
	Authors	Records	% of 152	Authors	Records	% of 126
1	García-Sánchez, I. M.	5	3.289	Camilleri, M. A.	3	2381
2	Rashid, A.	3	1.974	Awuah-Offei, K.	2	1587
3	Akpan, W.	2	1.316	Du Toit, E.	2	1587
4	Alam, M.	2	1.316	Que, S.	2	1587
5	Amor-Esteban, V.	2	1.316	Wang, L.	2	1587
6	Ansong, A.	2	1.316	Yang, W.	2	1587
7	Boesso, G.	2	1.316	Abdurrahman, A. P.	1	0,794
8	Galindo-Villardón, M. P.	2	1.316	Aduda, J.	1	0,794
9	Hecimovic, A.	2	1.316	Agostini, M. R.	1	0,794
10	Hossain, M. M.	2	1.316	Ahearn, A.	1	0,794

## 5.2 | Reasons for regional differences

As our previous review has shown, there are clear regional differences in studies on company sustainability. In particular, the Latin American area is deficient in studies that address business sustainability (Crane & Glozer, 2016; Lizaraburu & Del Brio, 2016; Ocampo López et al., 2016; Sierra-García et al., 2014; Ullah & Sun, 2021) What can condition the achievement of the SDGs established in the 2030 agenda (UN, 2015), as indicated by Han and Lee (2021).

## 5.3 | Existence of a stakeholder map in organizations

The review carried out shows that some of the companies do not have plans that involve the interested parties to achieve their objectives. Therefore, it is ignored that CSR is based on the commitment of stakeholders to achieve business sustainability (Adib et al., 2020; Ibarria et al., 2020). However, it is essential that companies identify their stakeholders and their relevance (Mitchell et al., 1997) in order

Number	Keyword	Occurrences	Total link strength
<b>Scopus</b>			
1	Sustainability	35	70
2	Satakeholder	27	63
3	Sustainable development	16	64
4	Human	10	26
5	Corporate social responsibility		
6	Conceptual farmework	7	20
7	Satakeholder engagement	7	18
8	Supply chain management	6	15
9	Decision making	6	14
10	Human	6	14
11	Economic and social effects	5	10
12	Stakeholders	10	9
13	Corporate gobernance	10	6
14	Sustainability reporting	5	5
15	CSR	6	1
<b>Wos</b>			
1	Corporate social responsibility	57	241
2	CRS	47	217
3	Management	23	120
4	Sustainability	24	111
5	Financial performance	21	107
6	Impact	22	100
7	Performance	20	98
8	Stakeholders engagement	17	83
9	Disclosure	13	72
10	Reputation	13	72
11	Gobernance	13	65
12	Stakeholder theory	14	63
13	Strategies	12	58
14	Industry	10	52
15	Engagement	8	49
16	Firm performance	9	47
17	Stakeholders	13	47
18	Corporate social responsibility (CSR)	10	45
19	Sustainable development	8	45
20	Business	11	44

**TABLE 7** Co-occurrence analysis. Source: Authors' elaboration by using Wosviewer

to meet their expectations. It is necessary to deepen, through qualitative research, the existence of stakeholder maps identified by companies.

#### 5.4 | Organizational orientation towards employee well-being

It was possible to verify the recognition by scientists of the necessary organizational orientation towards the well-being of employees (Pérez et al., 2018). Being shown that CSR is significantly related to the

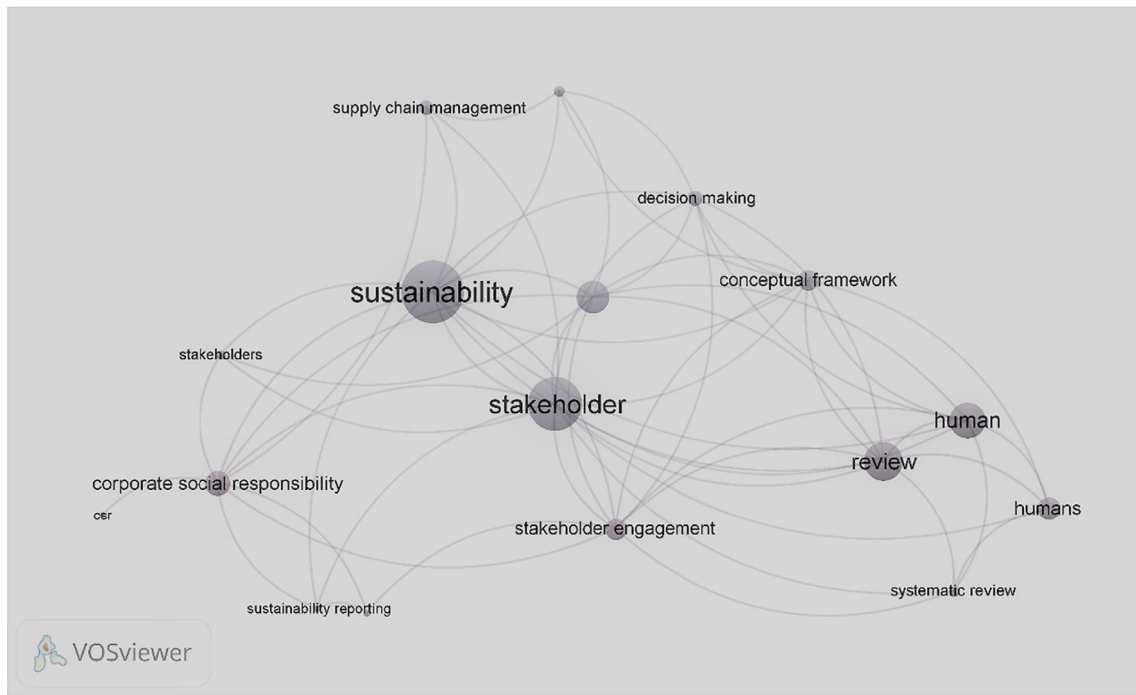
psychological empowerment of the employee. (Gigol, 2020; Khusanova et al., 2019). Due to the positive effect between the trust generated by corporate CSR policies on the job satisfaction of workers (Clipa et al., 2019). Must promote sustainable labor relations in organizations (Jenny et al., 2020). Therefore, we confirm that CSR in companies is a potential health initiative, which can reduce stress in employees and achieve greater motivation and commitment. So we urge organizations to take the risk of offering more meaningful and less stressful work that would allow employees to perform their tasks without harm to their health (López-Fernández et al., 2018) (Luu, 2021).







SCOPUS



**FIGURE 3** Co-occurrence analysis. Network visualization (5 minimum of occurrence). Source: Authors' elaboration by using Wosviewer [Colour figure can be viewed at wileyonlinelibrary.com]

production on the subject represented 27% of *Wos* and 35% of *Scopus*. In that year, the highest number of publications on the research topic was reached so far, which highlights the growing interest on the part of researchers on the subject.

Most of the investigations, both from *Wos* and *Scopus*, belong to European countries, China and the USA, showing that the greatest

weaknesses or cracks in science are found in developing countries, such as those of the Latin American continent. The geographical area where efforts should be increased in this regard.

When analyzing the main magazines with the highest number of articles, in both databases, they focus on management and sustainability, which highlights the importance of the research topic for

organizations, which should keep it very present in their strategies for research business in the medium and long term.

When conducting the co-occurrence analysis to identify the main research topics, it is observed that the investigations in both the *Wos* and *Scopus* cases are strongly interrelated, which answers the research questions of this manuscript.

In short, gaps have been found that indicate weaknesses in management, and limitations in integration from a stakeholder approach to CSR, since it has only just begun to develop CSR policies aimed at the social (Ibarnia et al., 2020). Therefore, the support of governments in terms of CSR principles and policies is essential to strengthen business management within the framework of compliance with the SDGs.

In this line of argument, the manuscript helps to elucidate the reason why CSR leads to positive results. We can affirm that the increase in talent retention and employee satisfaction is due to greater employee engagement. Engagement can be improved, among other channels, with the implementation of adequate CSR by company leaders. Consequently, the effectiveness and sustainability of companies revolve around CSR.

The main limitation of this work is related to the fact that, although two of the most important repositories of scientific publication have been used in the areas of sciences, social sciences and arts and humanities, *Wos* and *Scopus*, there are publications on the research topic, which are not found in them. In future works, the results could be taken into account by combining the data with those collected in other databases such as Google scholar.

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