



The Evolution of Sustainable Business Practices: A Bibliometric Study on Corporate Social Responsibility and Green Marketing

Loso Judijanto ¹, Adi Suroso ², Achmad Choerudin ³

¹ IPOSS Jakarta and losojudijantobumn@gmail.com

² Universitas PGRI Kanjuruhan Malang and adisuroso@unikama.ac.id

³ Universitas Tunas Pembangunan Surakarta and achmadchoerudin77@yahoo.co.id

Corresponding Author: losojudijantobumn@gmail.com

ARTICLE HISTORY

Received July 2024

Revised October 2024

Accepted October 2024

ABSTRACT

This bibliometric study explores the evolution and integration of Corporate Social Responsibility (CSR) and Green Marketing within sustainable business practices over the past two decades. Utilizing data from major databases such as Web of Science and Scopus, the research employs keyword co-occurrence and citation analysis to map the thematic landscape and identify research hotspots and trends. Findings highlight "corporate social responsibility" and "green marketing" as focal points, with increasing scholarly attention directed towards linking these areas to competitive business advantages and brand enhancement strategies. The study reveals a transition in focus from traditional environmental concerns to strategic business functionalities, integrating sustainability with profitability. Additionally, areas such as digital green marketing and supply chain sustainability are identified as emerging fields of interest, suggesting potential for future research. The results contribute to a deeper understanding of the trajectory and impact of CSR and Green Marketing in contemporary business practices, offering insights for academics, practitioners, and policymakers aiming to foster more sustainable enterprises.

Keywords: *Corporate Social Responsibility, Green Marketing, Bibliometric Analysis, Sustainable Business Practices.*

INTRODUCTION

The urgency of sustainable development has galvanized businesses worldwide to incorporate Corporate Social Responsibility (CSR) and Green Marketing into their core strategies. Corporate Social Responsibility (CSR) refers to a company's commitment to manage the social, environmental, and economic effects of its operations responsibly and in alignment with public expectations [1], [2]. As global environmental issues intensify, the role of CSR in sustainable business practices becomes crucial, driving companies not only to mitigate harm but also to contribute positively to societal and environmental well-being [3], [4]. Concurrently, Green Marketing, which involves developing and promoting products and services that are environmentally friendly, has seen a significant evolution. It is not only a strategy to appeal to the environmentally conscious consumer but also a comprehensive approach to reformulate a business's ethos and processes [5], [6].

The scholarly interest in both CSR and Green Marketing has surged, reflecting in the increased volume of literature over the past decades. Researchers have documented the transformation in how businesses approach these concepts, shifting from peripheral to central strategic elements [7], [8]. This shift is part of a broader trend where sustainability goes beyond mere

regulatory compliance to become a core component of strategic advantage and brand differentiation [9], [10]. The literature reveals various facets of CSR and Green Marketing, including their impact on consumer perception, corporate reputation, and financial performance.

However, despite the extensive discourse, there is a disparity in how these practices are implemented across different sectors and regions. Developed markets show a higher adoption rate of advanced sustainable practices due to stronger regulatory frameworks and greater consumer awareness [11]. In contrast, emerging markets are often in the nascent stages of adopting and integrating CSR and Green Marketing strategies into their business operations [12]. This uneven adoption raises questions about the global applicability and standardization of sustainable business practices. Additionally, the rapid evolution of technology and the increasing use of digital platforms have transformed traditional marketing strategies, including Green Marketing. Digital tools offer new avenues for promoting sustainability and engaging with stakeholders, yet they also present challenges in terms of reach, authenticity, and consumer skepticism [13]. The dynamic interplay between digital advancements and traditional sustainable practices underscores the need for continuous adaptation and innovation in CSR and Green Marketing strategies.

Despite the critical advancements in CSR and Green Marketing, there remains a significant gap in a comprehensive, systematic understanding of how these practices have evolved and influenced each other over time. Most studies focus on isolated aspects of CSR or Green Marketing without integrating the two, resulting in fragmented insights that fail to capture their synergistic potential (Elkington, 1997). Moreover, the impact of technological advancements on these strategies remains underexplored. This research seeks to address these gaps by examining the evolution of CSR and Green Marketing through a bibliometric analysis, which will provide a holistic view of the research trends, key themes, and gaps in the literature.

The purpose of this study is to do a bibliometric analysis of the available literature on Corporate Social Responsibility and Green Marketing to delineate the evolution of these domains over the past three decades. This study seeks to identify the most impactful works, principal themes, and research deficiencies in the literature. Furthermore, it aims to comprehend the relationships between CSR and Green Marketing and their integration into comprehensive sustainable business practices. This will offer significant insights for scholars, practitioners, and policymakers seeking to improve the effectiveness and breadth of sustainable business initiatives.

LITERATURE REVIEW

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) has been a prominent subject of academic inquiry since the latter half of the 20th century [14]. CSR pyramid, proposing that businesses have economic, legal, ethical, and philanthropic responsibilities, laid a foundational framework that has been extensively explored and expanded upon in subsequent research [1]. These responsibilities suggest that companies not only aim to be profitable but also operate within the law, adhere to ethical standards, and contribute to societal improvement. The evolution of CSR has been marked by a growing emphasis on integrating these responsibilities into core business strategies rather than treating them as peripheral activities [9]. Researchers have examined the impact of CSR on business performance, suggesting that effective CSR practices can enhance a company's reputation, strengthen stakeholder relationships, and even lead to competitive advantages [15]. A meta-analysis by [16] found a positive

correlation between CSR and financial performance, highlighting the potential return on investment in CSR activities. These findings support the view that socially responsible business practices can align with profit objectives, challenging the traditional notion of business as solely profit-driven.

Green Marketing

Green Marketing emerged as a distinct area of study in the late 1980s, primarily focusing on products and services designed to minimize negative impacts on the environment or to improve environmental quality [17]. This concept extends beyond mere product adjustments to include processes like sourcing, production, and logistics that are environmentally friendly. The growth of Green Marketing has been driven by increasing environmental awareness among consumers and the rising demand for sustainable products [18]. Studies in this area have frequently addressed consumer behavior, with researchers exploring how environmental concerns influence purchasing decisions. [19] found that while many consumers express a preference for green products, actual purchasing behavior often falls short of these professed values, a phenomenon known as the "green gap." This discrepancy has been attributed to factors such as lack of awareness, higher prices of green products, and skepticism about corporate green claims.

Integration of CSR and Green Marketing

The integration of CSR and Green Marketing has become increasingly relevant as companies seek to align their environmental initiatives with broader social responsibilities. This synergy is often reflected in strategies where green marketing efforts are part of a comprehensive CSR strategy that also addresses economic and social issues [20]. Such integration not only enhances corporate reputation but also contributes to a stronger and more consistent brand image [21]. Scholars like [7] argue that the convergence of CSR and Green Marketing can lead to innovative business models that offer sustainable solutions while also creating value for both the company and its stakeholders. Research by [22] supports this view, demonstrating that companies that effectively integrate their environmental and social initiatives tend to perform better in terms of both market and accounting-based performance measures.

Technological Advancements and Digital Green Marketing

The advent of digital technologies has transformed traditional marketing practices, including Green Marketing. Digital platforms offer new ways to engage with consumers, disseminate information, and promote sustainability initiatives effectively [13]. The role of social media in enhancing transparency and stakeholder engagement is particularly noteworthy, as it allows for direct interaction and facilitates the spread of information regarding a company's CSR and green initiatives [23]. However, digital marketing also brings challenges, including the risk of greenwashing, where companies may mislead consumers regarding the environmental benefits of their products or practices. Such practices can undermine trust and damage reputations, emphasizing the need for authenticity and accountability in digital Green Marketing strategies [24].

METHODS

This bibliometric study analyzes the evolution of Corporate Social Responsibility (CSR) and Green Marketing literature over the past three decades using data extracted from Google Scholar database. The initial search was conducted using keywords such as "Corporate Social Responsibility," "CSR," "Green Marketing," and "sustainable business practices," refined by applying filters for publication dates from 2003 to 2024. Data cleaning involved removing duplicates and screening for relevance based on abstracts and keywords. VOSviewer software was utilized to conduct a co-occurrence analysis of keywords to identify major themes and trends within the datasets. Additionally, citation analysis was performed to ascertain the most influential authors, articles, and journals in this field.

RESULTS AND DISCUSSION

Bibliometric Analysis

Table 1. Bibliometric Overview

Publication Years	2003-2024
Citation Years	21 (2003-2024)
Papers	1000
Citations	12548
Cites/Year	597,52
Cites/Paper	125,48
Cites/Author	6776,28
Papers/Author	56,17
Authors/Paper	2,35
h-index	43
g-index	100
hI, norm	36
hI, annual	1,71
hA-index	23
Papers with ACC >= 1,2,5,10,20:	85, 78, 54, 42, 25

Source: Publish or Perish, 2024

Table 1 presents a bibliometric overview of the literature on Corporate Social Responsibility (CSR) and Green Marketing from the years 2003 to 2024. Over these 21 years, a total of 1,000 papers were published, accruing 12,548 citations. This indicates a robust average of approximately 597.52 citations per year and 125.48 citations per paper, underscoring the significant impact and interest in this research area. The data also show a high level of collaboration and productivity among scholars, with an average of 2.35 authors per paper and each author contributing to around 56.17 papers. The h-index of 43, g-index of 100, and normalized h-index (hI, norm) of 36 further highlight the influential nature of the contributions within this field. The annualized individual h-index (hI, annual) is 1.71, suggesting steady individual contributions over time. The hA-index, another measure of author productivity and citation impact, stands at 23. Additionally, the distribution of papers based on citation count thresholds (ACC) reveals that a substantial number of papers have received significant attention, with 85 papers receiving at least one citation, 78 papers at least two, 54 at least five, 42 at least ten, and 25 at least twenty, indicating that a significant portion of the work is well-recognized and frequently cited within the academic community.

Keyword Co-Occurrence

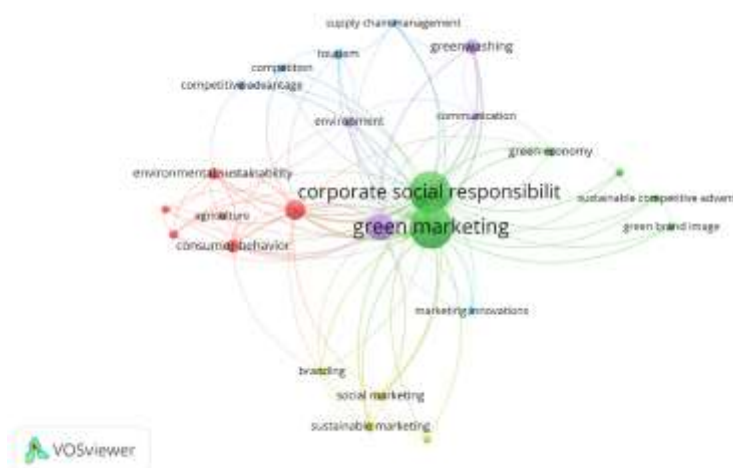


Figure 1. Network Visualization

Source: Data Analysis, 2024

This VOSviewer visualization represents a keyword co-occurrence network derived from literature on Corporate Social Responsibility (CSR) and Green Marketing. The network map clearly identifies "corporate social responsibility" and "green marketing" as the central nodes, indicating these are the most frequently occurring and interconnected keywords within the research. These central nodes act as hubs, illustrating the foundational role of CSR and Green Marketing concepts in the discourse surrounding sustainable business practices. The size of each node corresponds to the frequency of the keyword's occurrence, with larger nodes like those for CSR and Green Marketing suggesting these topics are extensively discussed in the literature.

Around these central nodes, several related keywords form clusters, each representing a specific thematic focus within the broader fields of CSR and Green Marketing. For instance, "environmental sustainability," "consumer behavior," and "agriculture" are closely linked and positioned around the CSR node, highlighting the integration of environmental concerns with consumer response and agricultural practices within CSR strategies. This cluster suggests a strong emphasis on how businesses address environmental issues through their CSR initiatives and how this influences consumer behavior, particularly in sectors like agriculture that are directly impacted by and have a direct impact on the environment.

Another significant cluster revolves around "green marketing" and includes terms like "green brand image," "sustainable competitive advantage," and "marketing innovations." This cluster underscores the strategic role of Green Marketing in enhancing brand perception and achieving competitive advantages through innovative practices. The proximity of "greenwashing" to this cluster also brings attention to the challenges and potential ethical pitfalls in Green Marketing, where companies may misleadingly promote their products as environmentally friendly.

Additionally, smaller yet impactful nodes like "supply chain management," "tourism," and "competition" are connected to both central themes, illustrating the interdisciplinary nature of CSR and Green Marketing research. These connections indicate that sustainable practices are not only about direct consumer interaction but also involve broader operational and strategic considerations such as supply chain sustainability and the competitive dynamics in tourism. The presence of these keywords suggests an acknowledgment in the literature of the need for a holistic approach to sustainability that transcends traditional business functions and sectors.

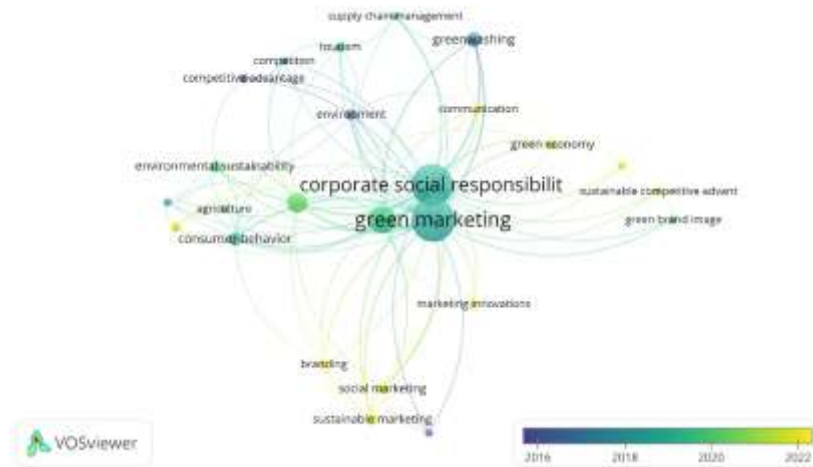


Figure 2. Overlay Visualization
 Source: Data Analysis, 2024

In this visualization, it is evident that earlier research (shown in blue) predominantly focused on foundational concepts such as "environmental sustainability," "consumer behavior," and "agriculture" which are closely tied to CSR. These themes have established a strong baseline in the literature, emphasizing the integration of environmental considerations into consumer-related business practices and the significant role of agriculture in sustainable development. The persistence of green nodes around "corporate social responsibility" and "green marketing" underscores their continued relevance and centrality in discussions of business sustainability over the years.

As we move towards the more recent years (indicated by the green and yellow hues), there is a noticeable shift towards topics such as "green economy," "sustainable competitive advantage," and "green brand image." These shifts reflect a growing emphasis on the strategic aspects of Green Marketing and the broader economic implications of sustainability initiatives within the corporate sector. The trend towards these themes suggests that the academic and business communities are increasingly recognizing the importance of aligning environmental strategies with economic benefits, such as brand enhancement and competitive positioning, indicating a maturation and evolution of the fields towards integrating sustainability with core business strategies.

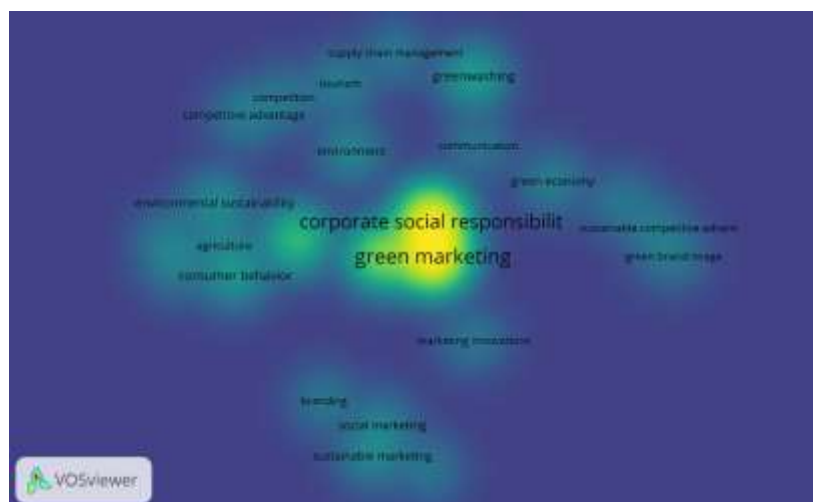


Figure 3. Heatmap Visualization
 Source: Data Analysis, 2024

The heatmap visualization from VOSviewer presented here provides an intuitive representation of the density and concentration of research within the fields of Corporate Social

Responsibility (CSR) and Green Marketing. In this heatmap, areas with higher concentrations of research activity are shown in yellow, transitioning through green to areas of lesser focus, which are indicated in blue. This visual approach highlights the most heavily researched areas and allows for an immediate grasp of thematic 'hotspots' within the broader research landscape.

From the visualization, it is clear that the central themes of "corporate social responsibility" and "green marketing" are the most intensely studied areas, as indicated by their bright yellow coloring. These topics act as focal points around which other related themes such as "environmental sustainability," "consumer behavior," and "sustainable marketing" cluster. Interestingly, topics like "green brand image" and "sustainable competitive advantage" also show a relatively high density, suggesting significant scholarly interest and a critical link to practical business applications. In contrast, areas such as "supply chain management" and "tourism" appear in cooler colors, implying these are less saturated research areas within the field, potentially indicating gaps or emerging areas for future exploration.

Citation Analysis

Table 2. Top Cited Documents

Citation	Author	Title
1359	[25]	Choosing the Right Green Marketing Strategy
1049	[26]	“Green Marketing”: An Analysis of Definitions, Strategy Steps, and Tools through a Systematic Review of the Literature
1019	[22]	Green Marketing Strategies: An Examination of Stakeholders and the Opportunities They Present
704	[5]	Transformative Green Marketing: Impediments and Opportunities
579	[27]	Green Marketing Orientation: Conceptualization, Scale Development, and Validation
568	[28]	Social Responsibility in Environmental Marketing Planning
429	[29]	Green Marketing Functions in Building Corporate Image in the Retail Setting
426	[30]	The Interplay of Strategic and Internal Green Marketing Orientation on Competitive Advantage
386	[31]	Customer Loyalty: Exploring its Antecedents from a Green Marketing Perspective
338	[32]	Longitudinal Study of Green Marketing Strategies that Influence Millennials

Source: Publish or Perish, 2024

CONCLUSION

This bibliometric analysis of Corporate Social Responsibility (CSR) and Green Marketing literature over the past two decades has highlighted the central role these concepts play in shaping sustainable business practices. The study revealed a dense network of research focusing significantly on integrating environmental and social concerns into core business strategies, with CSR and Green Marketing at the nexus. Recent trends show an evolving focus towards linking these practices with competitive business advantages, such as enhancing green brand image and leveraging sustainable marketing innovations. The visual mappings from VOSviewer have provided clear indications of both well-established and emerging areas of interest within the field, suggesting that while the foundations are robust, there are evolving opportunities for new research, particularly in areas like supply chain management and the integration of CSR with digital technologies. Overall, the study underscores the importance of continued exploration and innovation in CSR and Green Marketing as critical elements for advancing sustainable business practices globally.

REFERENCES

[1] A. B. Carroll, “Corporate social responsibility,” *Organ Dyn*, vol. 44, no. 2, pp. 87–96, 2015.

- [2] T. P. Nugrahanti and A. S. Jahja, "Audit judgment performance: The effect of performance incentives, obedience pressures and ethical perceptions," *Journal of Environmental Accounting and Management*, vol. 6, no. 3, pp. 225–234, 2018.
- [3] P. Kotler and N. Lee, "Best of breed: When it comes to gaining a market edge while supporting a social cause, 'corporate social marketing' leads the pack," *Soc Mar Q*, vol. 11, no. 3–4, pp. 91–103, 2005.
- [4] H. Ashari, T. P. Nugrahanti, and B. J. Santoso, "The role of microfinance institutions during the COVID-19 pandemic," *Global Business and Economics Review*, vol. 30, no. 2, pp. 210–233, 2024.
- [5] M. J. Polonsky, "Transformative green marketing: Impediments and opportunities," *J Bus Res*, vol. 64, no. 12, pp. 1311–1319, 2011.
- [6] H. Ashari and T. P. Nugrahanti, "Household economy challenges in fulfilling life needs during the Covid-19 pandemic," *Global Business and Economics Review*, vol. 25, no. 1, pp. 21–39, 2021.
- [7] S. Schaltegger and R. Burritt, "Corporate sustainability," 2005, *Edward Elgar Hamburg, Germany*.
- [8] I. Agustina, H. Khuan, B. Aditi, S. A. Sitorus, and T. P. Nugrahanti, "Renewable energy mix enhancement: the power of foreign investment and green policies," *International Journal of Energy Economics and Policy*, vol. 13, no. 6, pp. 370–380, 2023.
- [9] M. Porter and M. Kramer, "Estrategia y sociedad," *Harv Bus Rev*, vol. 84, no. 12, pp. 42–56, 2006.
- [10] T. P. Nugrahanti and A. S. Pratiwi, "The Remote Auditing and Information Technology," *Journal of Accounting and Business Education*, vol. 8, no. 1, pp. 15–39, 2023.
- [11] S. C. Beckmann, "Consumers and corporate social responsibility: Matching the unmatchable?," *Australasian Marketing Journal (AMJ)*, vol. 15, no. 1, pp. 27–36, 2007.
- [12] D. Jamali and R. Mirshak, "Corporate social responsibility (CSR): Theory and practice in a developing country context," *Journal of business ethics*, vol. 72, pp. 243–262, 2007.
- [13] Y.-C. Chen, M. Hung, and Y. Wang, "The effect of mandatory CSR disclosure on firm profitability and social externalities: Evidence from China," *Journal of accounting and economics*, vol. 65, no. 1, pp. 169–190, 2018.
- [14] M. Carroll, S. Lindsey, and M. Chaparro, "Integrating engagement inducing interventions into traditional, virtual and embedded learning environments," in *Adaptive Instructional Systems: First International Conference, AIS 2019, Held as Part of the 21st HCI International Conference, HCII 2019, Orlando, FL, USA, July 26–31, 2019, Proceedings 21*, Springer, 2019, pp. 263–281.
- [15] C. B. Bhattacharya and S. Sen, "Doing better at doing good: When, why, and how consumers respond to corporate social initiatives," *California management review*, vol. 47, no. 1, pp. 9–24, 2004.
- [16] M. Orlitzky, F. L. Schmidt, and S. L. Rynes, "Corporate social and financial performance: A meta-analysis," *Organization studies*, vol. 24, no. 3, pp. 403–441, 2003.
- [17] M. J. Polonsky, "An introduction to green marketing," *Global Environment: Problems and Policies*, vol. 2, no. 1, pp. 1–10, 2008.
- [18] K. Peattie and A. Crane, "Green marketing: legend, myth, farce or prophesy?," *Qualitative market research: an international journal*, vol. 8, no. 4, pp. 357–370, 2005.
- [19] W. Young, K. Hwang, S. McDonald, and C. J. Oates, "Sustainable consumption: green consumer behaviour when purchasing products," *Sustainable development*, vol. 18, no. 1, pp. 20–31, 2010.
- [20] A. Menon and A. Menon, "Enviropreneurial marketing strategy: The emergence of corporate environmentalism as market strategy," *Journal of marketing*, vol. 61, no. 1, pp. 51–67, 1997.

- [21] S. Du, C. B. Bhattacharya, and S. Sen, "Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication," *International journal of management reviews*, vol. 12, no. 1, pp. 8–19, 2010.
- [22] J. J. Cronin, J. S. Smith, M. R. Gleim, E. Ramirez, and J. D. Martinez, "Green marketing strategies: an examination of stakeholders and the opportunities they present," *Journal of the Academy of Marketing Science*, vol. 39, pp. 158–174, 2011.
- [23] A. M. Kaplan and M. Haenlein, "Users of the world, unite! The challenges and opportunities of Social Media," *Business horizons*, vol. 53, no. 1, pp. 59–68, 2010.
- [24] W. S. Laufer, "Social accountability and corporate greenwashing," *Journal of business ethics*, vol. 43, pp. 253–261, 2003.
- [25] J. M. Ginsberg and P. N. Bloom, "Choosing the right green marketing strategy," *MIT Sloan management review*, vol. 46, no. 1, pp. 79–84, 2004.
- [26] R. M. Dangelico and D. Vocalelli, "'Green Marketing': An analysis of definitions, strategy steps, and tools through a systematic review of the literature," *Journal of Cleaner production*, vol. 165, pp. 1263–1279, 2017.
- [27] K.-K. Papadas, G. J. Avlonitis, and M. Carrigan, "Green marketing orientation: Conceptualization, scale development and validation," *Journal of Business Research*, vol. 80, pp. 236–246, 2017.
- [28] J. Kärnä, E. Hansen, and H. Juslin, "Social responsibility in environmental marketing planning," *European journal of marketing*, vol. 37, no. 5/6, pp. 848–871, 2003.
- [29] E. Ko, Y. K. Hwang, and E. Y. Kim, "Green marketing' functions in building corporate image in the retail setting," *Journal of Business Research*, vol. 66, no. 10, pp. 1709–1715, 2013.
- [30] K.-K. Papadas, G. J. Avlonitis, M. Carrigan, and L. Piha, "The interplay of strategic and internal green marketing orientation on competitive advantage," *Journal of Business Research*, vol. 104, pp. 632–643, 2019.
- [31] P. Martinez, "Customer loyalty: Exploring its antecedents from a green marketing perspective," *International Journal of Contemporary Hospitality Management*, vol. 27, no. 5, pp. 896–917, 2015.
- [32] K. T. Smith and T. R. Brower, "Longitudinal study of green marketing strategies that influence Millennials," *Journal of Strategic Marketing*, vol. 20, no. 6, pp. 535–551, 2012.