

# Exploring the Evolution of Interrelations Between Corporate Social Responsibility and Human Resource Management: A Bibliometric Analysis (2020–2024)

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## Kurumsal Sosyal Sorumluluk ile İnsan Kaynakları Yönetimi Arasındaki İlişkilerin Evriminin İncelenmesi: Bibliyometrik Bir Analiz (2020–2024)

### ABSTRACT

This study examines how the fields of Corporate Social Responsibility (CSR) and Human Resource Management (HRM) have interacted and evolved between 2020 and 2024 within the context of global transformations, using bibliometric analysis. A total of 364 publications indexed in the Web of Science database were reviewed to identify major trends, productive authors, leading journals, and emerging themes. The VOSviewer tool was used for network visualization and analysis. The findings indicate that Sustainability is the most productive journal, while China, Pakistan, and the United States lead in publication output. Yusliza, M.Y. and Cooke, F.L. stand out as the most productive authors. The analysis is limited to data obtained from the Web of Science database. Conducted during a period when concepts such as COVID-19, sustainability, remote work, and ESG-driven HR practices have come to the forefront, this bibliometric analysis offers an original contribution to understanding the intersection of CSR and HRM. Moreover, the study points to new directions for future research in the field.

**Keywords:** Corporate Social Responsibility, Human Resource Management, Bibliometric Analysis

### ÖZ

Bu çalışma, Kurumsal Sosyal Sorumluluk (KSS) ve İnsan Kaynakları Yönetimi (İKY) alanlarının 2020 ile 2024 yılları arasında küresel dönüşümler bağlamında nasıl etkileşimde bulunduğunu ve nasıl evrildiğini bibliyometrik analiz yöntemiyle incelemektedir. Web of Science veritabanında indekslenen toplam 364 yayın incelenerek, başlıca eğilimler, üretken yazarlar, önde gelen dergiler ve ortaya çıkan temalar belirlenmiştir. Ağ görselleştirme ve analiz için VOSviewer aracı kullanılmıştır. Bulgular, en üretken derginin Sustainability olduğunu, en fazla yayının ise Çin, Pakistan ve Amerika Birleşik Devletleri tarafından yapıldığını göstermektedir. Yusliza, M.Y. ve Cooke, F.L. en üretken yazarlar olarak öne çıkmaktadır. Analiz, yalnızca Web of Science veritabanından elde edilen verilerle sınırlıdır. COVID-19, sürdürülebilirlik, uzaktan çalışma ve ESG odaklı İKY uygulamaları gibi kavramların öne çıktığı bir dönemde yürütülen bu bibliyometrik analiz, KSS ile İKY'nin kesişim noktasını anlamaya yönelik alana özgün bir katkı sunmaktadır. Ayrıca çalışma, alandaki gelecekteki araştırmalar için yeni yönelimlere de işaret etmektedir.

**Anahtar Kelimeler:** Kurumsal Sosyal Sorumluluk, İnsan Kaynakları Yönetimi, Bibliyometrik Analiz



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## Introduction

In today's competitive business environment, Corporate Social Responsibility (CSR) and Human Resource Management (HRM) have emerged as increasingly important topics within organizations. Both CSR and HRM play vital roles in helping companies achieve competitive advantage, gain legitimacy with their stakeholders, and ensure their long-term sustainability.

In this context, investigating the interrelationships between CSR and HRM has become a growing area of academic research. The last decade has seen a notable increase in studies exploring the intersections between these two fields (e.g., Cooke & He, 2010; DeNisi et al., 2014; Dumont et al., 2016; Gond et al., 2017; Gond et al., 2011; Morgeson et al., 2013; Shen, 2011). These studies primarily focus on the connections and interactions between various dimensions of CSR and HRM, paying particular attention to employee-centered CSR practices and the ethical dimensions of HRM (Voegtlin & Greenwood, 2016). Key topics in this research stream include green HR practices (Dumont et al., 2016; Shah et al., 2024), psychological microfoundations of CSR (Gond et al., 2017), promoting environmentally friendly employee behaviors (Saeed et al., 2019), the impact of CSR on firm performance (Mishra & Suar, 2010), and the evolving nature of HRM (Kramar, 2014).

The concepts of CSR and HRM are two broad and evolving concepts. Notably, there is no universal consensus in the literature regarding their precise definitions, and ongoing debates persist as to how each should be conceptualized. This is due in large part to their multidimensional nature and the fact that their meanings can differ across regions and cultures (Carroll, 1999; Lee, 2008; Voegtlin & Greenwood, 2016). Furthermore, CSR and HRM are often defined differently depending on the research objective or disciplinary context.

Among the most widely accepted definitions of CSR is Carroll's (1979) view that CSR encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations society has of organizations at a given time (Carroll, 1979). He later formalized these elements into the "Pyramid of Corporate Social Responsibility" (Carroll, 1991). Commission of the European Communities (2006) defines CSR as "a concept through which companies integrate social and environmental concerns in their commercial operations and in their interaction with their stakeholders on a voluntary basis". In the realm of HRM, definitions vary widely as well. Drawing from organizational behavior theory, Guest (1987, 1990) conceptualized HRM as a set of policies aimed at maximizing organizational integration, employee

commitment, flexibility, and job quality. According to Armstrong and Taylor (2023), HRM can be defined as a strategic, integrated, and coherent approach to the employment, development, and well-being of the people working in organizations.

Beyond definitions, differing HRM models reveal a range of approaches in terms of scope. The Michigan model emphasizes shareholder returns, whereas the Harvard model considers multiple stakeholders—including employees, unions, management, society, and government (Beer et al., 2015)—making it more closely aligned with CSR.

Although still relatively limited, the number of studies examining the interaction and integration between CSR and HRM is increasing. A review of the literature indicates that the two areas have largely evolved as separate research streams, highlighting the need for more systematic efforts to integrate them (Jamali, El Dirani & Harwood, 2015; Morgeson et al., 2013). Notable contributions addressing this gap include research on the mediating role of green HRM in CSR–performance linkages (Úbeda-García et al., 2021), special issues on micro-level CSR theories (Morgeson et al., 2013), the impact of green HRM on CSR (Al Kerdawy, 2019), and CSR-driven HR practices (Celma et al., 2014).

Two main research streams have emerged in this area. The first investigates how HRM contributes to CSR objectives. Scholars such as Kaufman (2015) and Wright, Guest, and Paauwe (2015) argue that the historical evolution of HRM—from a purely operational role to a strategic one—has enabled it to support broader organizational goals, including CSR. Jamali, El Dirani, and Harwood (2015) emphasize the potential of integrating core HR functions (e.g., recruitment, training, performance) into CSR frameworks. This alignment is increasingly reflected in emerging standards and guidelines that bridge HRM and CSR. Here, the HR function is seen as a key enabler of CSR, both strategically and operationally, with the potential to generate synergistic value through closer integration.

The second stream focuses on how CSR influences HRM, often conceptualized as "socially responsible HRM" (Dupont et al., 2013). Research in this domain includes a case study on CSR-driven business strategy at Scandic Hotels (Bohdanowicz & Zientara, 2008), the role of CSR in talent attraction and retention (Srisuphaolarn & Assarut, 2019), and case studies from firms such as Unilever, Microsoft, and Google (Lase & Waruwu, 2025).

A more recent and evolving stream—one that this study aligns with—focuses on the bidirectional relationships between CSR and HRM as well as efforts to develop unified

models. Gond and colleagues (2011) identify three configurations through which CSR and HRM interact, each differing in its alignment with sustainability goals. While this research area is expanding rapidly, academic and industry motivations remain fragmented and lack a clear consensus.

In addition to these conceptual contributions, a few studies have employed bibliometric or systematic review methodologies to investigate CSR and HRM independently (e.g., Ouffa & Elkhamlichi, 2024; Zainuldin & Lui, 2022). However, bibliometric analyses that simultaneously address both CSR and HRM remain limited in number and scope. Notably, existing reviews are mostly outdated and do not cover recent developments in the field. For example, Voegtlin and Greenwood (2016) conducted a systematic review of the CSR–HRM literature prior to 2016, offering a descriptive and conceptual overview of the emerging intersection between the two domains. Similarly, Herrera and de las Heras-Rosas (2020) analyzed trends in scientific production on CSR and HRM up to 2020, highlighting the growing academic interest in this nexus.

Nonetheless, no bibliometric analysis to date has focused specifically on the post-2020 period—a time characterized by significant shifts in organizational practices due to the global pandemic and increasing societal expectations related to environmental, social, and governance issues. This signals a critical gap in the literature that this study seeks to address.

In recent years, the intersection between Corporate Social Responsibility (CSR) and Human Resource Management (HRM) has garnered increasing attention in both academic literature and organizational practice. Factors such as the COVID-19 pandemic, the rise of Environmental, Social, and Governance (ESG) criteria, the proliferation of remote work, and the growing emphasis on sustainable HR practices have significantly influenced this intersection. These developments have not only redefined the roles and responsibilities within HRM but have also positioned it as a pivotal driver of broader social responsibility initiatives.

While previous bibliometric analyses have contributed valuable insights into the CSR–HRM nexus, most have concentrated on the pre-2020 period. The post-2020 era has witnessed substantial transformations, highlighting the need for a comprehensive examination of the evolving dynamics between CSR and HRM. Therefore, this study aims to conduct a bibliometric analysis of publications addressing the CSR–HRM intersection between 2020 and 2024, utilizing the VOSviewer tool for network visualization and analysis. By examining 364 indexed publications from the Web of Science database, the study seeks to identify emerging

themes, influential authors, and key journals that have shaped the discourse in this field.

This analysis not only provides an updated overview of the CSR–HRM literature but also offers practical insights for scholars and practitioners aiming to align HR strategies with CSR objectives in an increasingly dynamic and complex business environment. In accordance with these objectives, the study addresses the following research questions:

RQ 1: Who are the most influential authors, journals, countries, and articles contributing to the advancement of CSR and HRM research in recent years?

RQ 2: What are the recent emerging trends and themes in the fields of CSR and HRM, and how can this analysis guide future academic research in these areas?

RQ 3: What are the current research gaps and potential future research directions within the CSR–HRM literature?

The remainder of the paper is structured as follows: Section 2 outlines the methodological approach and the review process. Section 3 presents the key findings derived from bibliometric analysis. Section 4 discusses the results and compares them with previous studies. Finally, Section 5 concludes the study, highlights emerging directions for future research, and acknowledges the study's limitations.

## Data and Methodology

For the implementation of this research work, the bibliometric analysis technique has been used. The justification for using bibliometric analysis in the study stems from recent developments in the need for scientific evaluation of published research. The productivity of academic publications in a specific research field is commonly examined through bibliometric analysis. Therefore, in this study, bibliometric analysis was used to examine the knowledge structure and development of research addressing the relationship between HRM and CSR concepts.

The search for relevant research was conducted in March 2025, with the statistical analysis focusing on the past five years—specifically, the period from 2020 to 2024. Data were extracted from the Web of Science (WOS) database using keywords such as “Corporate social responsibility” or “CSR\*” and “Human resource management\*” or “HRM\*” or “Socially responsible human resource management” or “SR–HRM”. All searches were limited to journal articles published in English between 2020 and 2024.

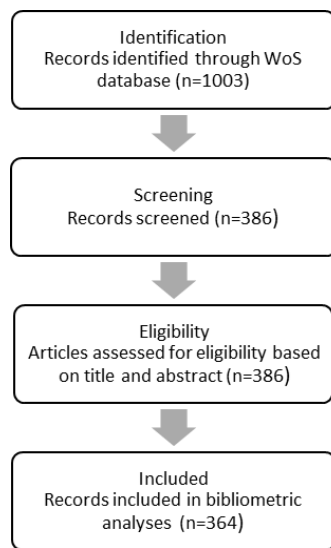
The title, article, and keywords were all used in the search. Articles were retained for further analysis based on the following inclusion criteria:

- (1) Published in peer-reviewed journals from 2020 onward;
- (2) Written in English;
- (3) Focused on the study of human resource management and corporate social responsibility;
- (4) Related to the fields of business, accounting, or management;
- (5) Indexed in the Science Citation Index Expanded (SCI-EXPANDED) or Social Sciences Citation Index (SSCI).

In this context, Figure 1 shows the methodological steps and the logical sequence followed in the study. After applying the eligibility criteria, a total of 364 articles related to the concepts of HRM and CSR were analyzed using mathematical, statistical, and mapping tools to identify the existing interrelations between these two fields.

**Figure 1.**

*PRISMA Flow Diagram.*



Publication year, journal, author and co-authors, country, and keywords included in this research were analyzed using VOSviewer and Microsoft Excel. Basic data cleaning and creation of publication trend graphs were performed using Microsoft Excel. The VOSviewer tool was used to create visual representations of author collaboration networks, keyword association maps, and country collaboration networks. It helps to identify clusters of research topics and key collaboration relationships. VOSviewer also allows us to create and visualize association networks of important terms extracted from scientific literature (Brammer et al., 2007; Meseguer-Sánchez et al., 2021).

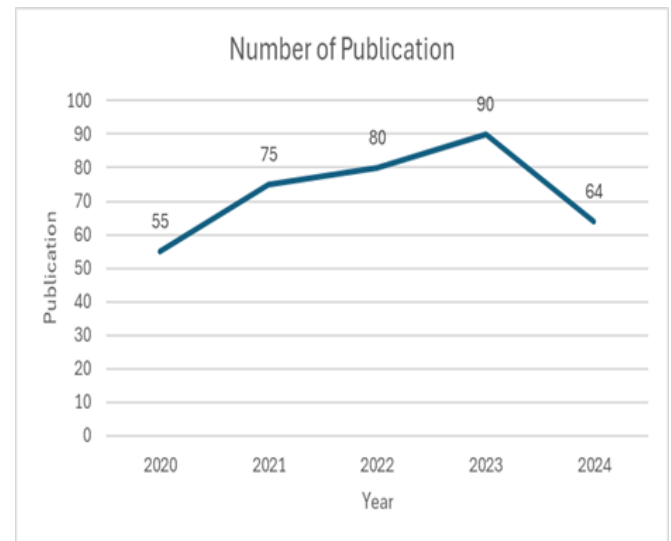
## Results

In this study, publications in the Web of Science database between 2020-2024 that addressed HRM and CSR together were examined. Figure 2 shows the number of journal articles indexed in the Web of Science database from 2020 to 2024 concerning CSR and HRM.

As shown in Figure 2, the data indicates a fluctuating trend in the number of documents over the five-year period from 2020 to 2024. There was a notable increase from 55 documents in 2020 to 75 in 2021, followed by a more moderate rise to 80 in 2022.

**Figure 2.**

*Number of documents published each year between 2020 and 2024.*



The upward trend continued in 2023, reaching a peak of 90 documents. However, this growth was not sustained, as the number of documents declined sharply to 64 in 2024. The regular availability of publications every year demonstrates the continuing academic interest in the relationship between CSR and HRM. It is seen that the 2021-2023 period in particular stands out as a period in which academic interest in these themes has increased.

## Journals Publishing HRM–CSR Research

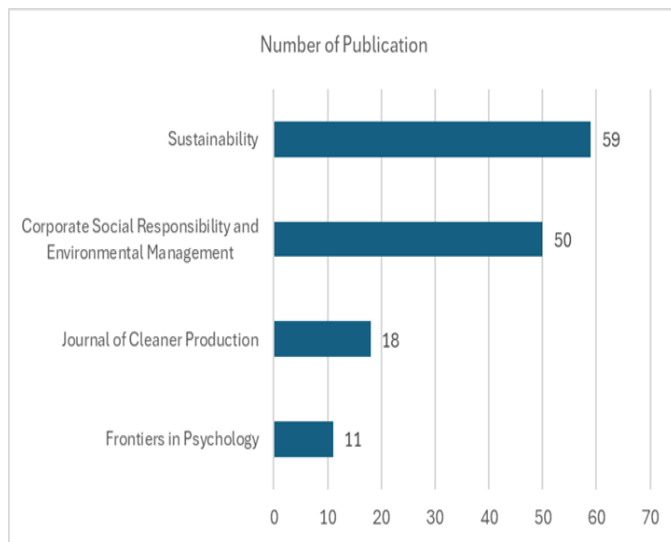
A total of 364 documents analyzed in this study were published across 113 different academic journals. Figure 3 presents the four most active journals in the HRM–CSR field by year. Among these, Sustainability emerged as the leading source of publications since 2020, consistently producing the highest number of articles. This is followed by Corporate Social Responsibility and Environmental Management, Journal of Cleaner Production, and Frontiers in Psychology. These journals have played a key role in shaping the

discourse on the integration of HRM and CSR, reflecting the multidisciplinary nature of the topic and its relevance across different organizational contexts.

Corporate Social Responsibility and Environmental Management, which published the highest number of articles in this field between 2020 and 2024, also stands out as the most frequently cited journal. It is followed by Human Resource Management Review, Human Resource Management, Leadership & Organization Development Journal, and the Journal of Business Research.

**Figure 3.**

*Journals that published 10 or more documents (2020-2024)*



Interestingly, only three of the top five journals in terms of publication volume also rank in the top five in terms of citation count. Employee Relations and International Journal of Contemporary Hospitality Management are not in the top five. While International Journal of Contemporary Hospitality Management ranks 10th among the most cited journals, Employee Relations ranks 3rd among the most published journals, and is not among the journals with 10 or more citations. This suggests that a higher number of publications does not necessarily lead to greater citation impact and highlights the importance of both quantity and academic impact when assessing journal performance.

It is also important to note that not all articles published in these journals during the study period have received citations. For instance, while Corporate Social Responsibility and Environmental Management published a total of 42 articles, only 19 of them had been cited as of the data collection date. This means that 23 articles—more than half—had not yet received any citations. Thus, although this journal ranks first in both publication count and citation volume, a significant portion of its published work remains

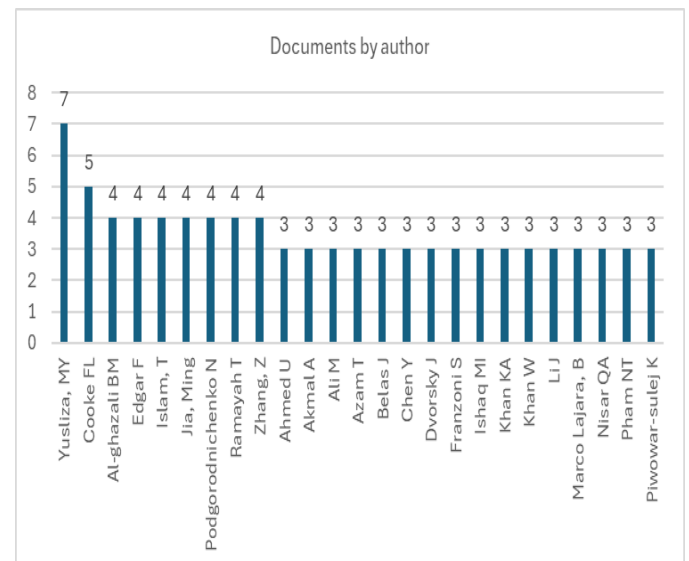
uncited, highlighting the time-lag effect or the varying academic impact of individual articles.

### Publications by Authors

The list of the top 25 authors who have published the most articles in HRM and CSR publications is an important indicator to determine the research contributions and impacts of the authors in this field. These authors generally focused on topics such as CSR and HRM and have conducted a significant number of academic studies in this field. Figure 4 shows the top 25 authors who have published the most articles in this field since 2020 and the total number of articles by the authors.

**Figure 4.**

*Top 25 authors of HRM-CSR publications.*



The most productive author is Yuzliza, with a total of 7 articles published during the period analyzed (2020-2024), followed by Cooke, F.L. with a total of five articles. In the list of the most productive authors, seven authors share the third rank, each with four publications. The remaining authors in the top 25 author list each have three publications.

### Publications by Citations

Table 1 shows the articles that have received 150 or more citations during the years covered by the study. The most quoted article was “The impact of green human resource management practices on sustainable performance in healthcare organizations: A conceptual framework” from Mousa, S.K. and Othman, M., with 316 quotes published in the Journal of Cleaner Production. In this article, the authors evaluate the level of implementation of green HRM practices in Palestinian healthcare institutions and its impact on sustainable performance.



The second most cited article was “A structural model of the impact of green intellectual capital on sustainable performance” from Yusliza, M.Y., Yong, J.Y., Tanveer, M.I., Ramayah, T., Faezah, J.N., and Muhammad, Z., with 215 quotes published in the Journal of Cleaner Production. This study, which is one of the first to focus solely on green intellectual capital, examines the relationship between green intellectual capital and sustainable performance. The study revealed that green intellectual capital contributes to organizations as an intangible resource and a competitive advantage in achieving sustainable performance.

**Table 1.**

*Articles with 150 or More Citations.*

Title	Authors	Year	Cited
The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework	Mousa, S.K.; Othman, M.	2020	316
A structural model of the impact of green intellectual capital on sustainable performance	Yusliza, M.Y.; Yong, J.Y.; Tanveer, M.I.; Ramayah, T.; Faezah, J.N.; Muhammad, Z.	2020	215
Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM	Stahl, G.K.; Brewster, C.J.; Collings, D.G.; Hajro, A.	2020	213
The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental performance	Al-Swidi, A.K.; Gelaidan, H.M.; Saleh, R.M.	2021	212
Corporate social responsibility, Green supply chain management and firm performance: The moderating role of big-data analytics capability	Wang, C.X.; Zhang, Q.P.; Zhang, W.	2020	201
Green human resource management and employees' pro-environmental behaviours: Examining the underlying mechanism	Ansari, N.Y.; Farrukh, M.; Raza, A.	2021	192
Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes	Ubeda-García, M.; Claver-Cortés, E.; Marco-Lajara, B.; Zaragoza-Sáez, P.	2021	178
Green human resource management: a comprehensive review and future research agenda	Pham, N.T.; Hoang, H.T.; Phan, Q.P.T.	2020	170
Promoting green behavior through ethical leadership: a model of green human resource management and environmental knowledge	Ahmad, S.; Islam, T.; Sadiq, M.; Kaleem, A.	2021	150

The third most cited article was “Enhancing the role of

*Dynamics in Social Sciences and Humanities*

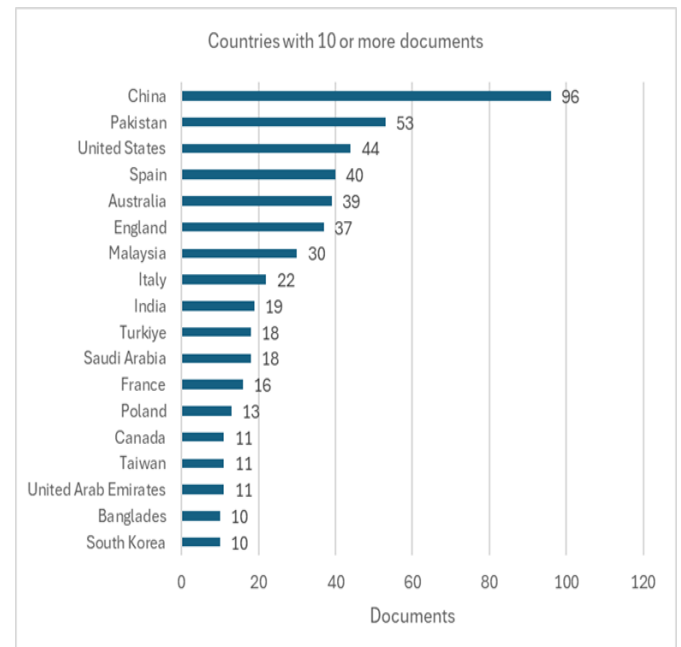
human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multi-dimensional approach to HRM” from Stahl, G.K., Brewster, C.J., Collings, D.G., and Hajro, A., with 213 quotes published in the Human Resource Management Review. In this article, the authors focus on the increasing pressure on companies to engage in corporate sustainability (CR) and CSR activities and argue that HRM can play a potentially vital role in contributing to a firm's CR/CSR efforts. In this context, they discuss ways in which HRM can play a more prominent role in the design and implementation of a firm's CR/CSR strategy, proposing a multidimensional, multistakeholder approach to sustainable HRM.

### Publications by Country/Territory

In this study, the geographical distribution of publications on HRM and CSR has also been examined. The geographical distribution of the publications provides insight into which countries and regions are more actively conducting research in this field. This analysis helps us understand global trends in CSR research and identify the countries that are leading in this area. All publications included in the study, covering the specified years, originate from 73 different countries. Countries with 10 or more documents are shown in Figure 5.

**Figure 5.**

*Publications according to country/territory.*



During this five-year period, China made the most significant contribution with 96 publications, accounting for 24.87% of the total. It is followed by Pakistan with 53 publications (13.73%) and the United States with 44

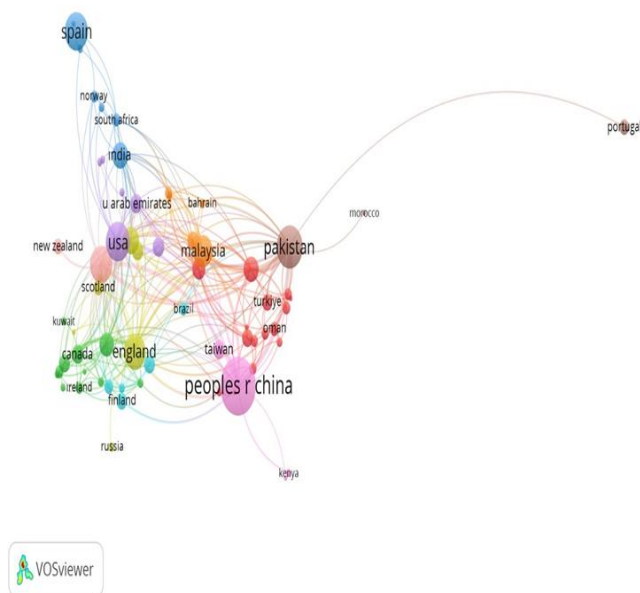
publications (11.4%).

Spain ranks fourth with 40 publications, reflecting its consistent interest in the intersection of HRM and CSR. It is followed by Australia with 39 publications and England with 37 publications. These figures indicate a broad international interest in the intersection of HRM and CSR. The dominance of these countries in publication output underscores the global relevance of HRM-CSR research and reflects a strong concentration of scholarly activity in both emerging and developed economies.

One of the indicators of scientific collaboration between countries is the presence of international co-authorship links. As shown in Figure 6, the prominent countries in the network illustrating these links include China, Australia, the USA, England, and Spain.

**Figure 6.**

*Co-Author Cross-Country Connections*



Despite its high publication volume, China exhibits a more regionally focused collaboration model within the network. Its collaborations are primarily concentrated with Australia, while the intensity of its connections with other countries remains relatively low. In general, countries with lower publication outputs are included in the network mainly through their collaborations with larger, more prolific nations.

### Analysis of Publications by Keywords

"Corporate Social Responsibility" is the most frequently occurring keyword, appearing 106 times between 2020 and

2024. Closely related terms such as "CSR" and "Corporate Social Responsibility (CSR)" further reinforce this focus. "Sustainability" and "Green Human Resource Management" also appear frequently, along with their variations like "green HRM" and "GHRM", indicating a strong trend towards environmentally aligned HR practices.

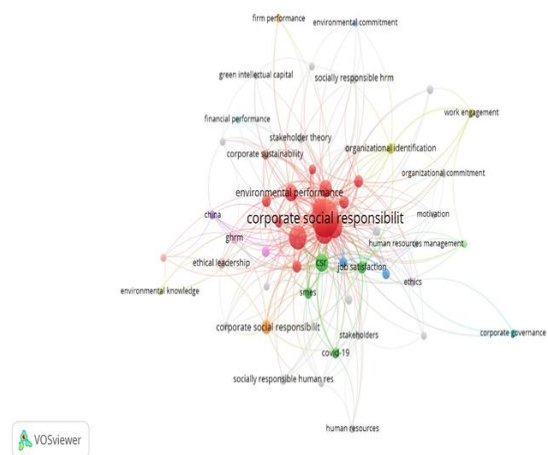
The inclusion of keywords such as "Sustainable Performance" (13), "Sustainable HRM" (11), and "Environmental Management" (11) points to an increased scholarly interest in integrating sustainability into both strategic and operational HR functions. Meanwhile, the presence of "Job Satisfaction" (11) and "Pro-environmental Behavior" (11) reflects a growing emphasis on employee attitudes and behaviors as part of sustainable organizational outcomes.

Lastly, the mention of "SMEs" (10) suggests that these discussions are not limited to large corporations but are increasingly relevant to small and medium-sized enterprises as well. Overall, the keyword distribution demonstrates that the HRM-CSR interface is evolving in a multidimensional way, combining environmental, social, and organizational performance themes.

The relationship between keywords that occur at least 5 times is shown in Figure 7. This grouping is based on the co-occurrence method used by the VOSviewer application, which analyzes the simultaneity of keywords in the articles within the sample.

**Figure 7.**

*Keywords clustering based on co-occurrence.*



The color of the nodes is used to distinguish different clusters based on the number of co-occurrences, while their size varies according to the frequency of occurrences. Keywords with at least 5 occurrences were selected, resulting in a total of 54 keywords. Eight clusters of different colors were identified, each corresponding to distinct

research themes in the field. The first cluster, the red cluster, consists of 33 items. In this cluster, the environmental performance keyword ranks highest with 41 total link strengths and 21 occurrences, followed by the green HRM keyword with 39 total link strengths and 21 occurrences.

Second, the green cluster consists of 11 items. In this cluster, the green human resource management keyword is at the top with 68 total link strengths and 43 times occurrences. This is followed by an environmental management keyword with 28 total links strengths and 11 times occurrences. The third keyword is pro-environmental behavior with 19 total link strengths and 11 times occurrences. The cluster emphasizes the integration of environmental concerns into HRM practices and individual employee behaviors.

Next, the blue cluster consists of 11 items. Human resource management has 36 occurrences and a total link strength of 78, making it the most prominent item. Corporate social responsibility follows with 24 occurrences and a total link strength of 37. Sustainable development has 23 occurrences and a total link strength of 48. Job satisfaction shows 11 occurrences and a total link strength of 23. Other items such as COVID-19, SMEs, motivation, and organizational commitment have lower occurrences and total link strengths but contribute to the overall thematic structure of the cluster. Keywords such as job satisfaction, motivation, and organizational commitment show that the research focuses on how CSR practices influence employee outcomes. The presence of COVID-19 and SMEs indicates interest in how external factors and company size affect this relationship.

The yellow cluster is linked to “Sustainability”, with a total of 9 items. In this cluster, the corporate social responsibility keyword is at the top with 155 total link strengths and 106 times occurrences. This is followed by the sustainability keyword with 94 total links strengths and 48 occurrences. The third keyword is sustainable development with 48 total link strengths and 23 times occurrences. This cluster shows that the strong relationship between CSR and sustainability has continued in recent years. The strong presence of sustainability and sustainable development highlights a consistent research focus on aligning CSR practices with broader environmental and developmental goals.

In the purple, light blue, orange, and brown clusters with fewer items, emerging keywords such as corporate governance, organizational citizenship behavior, green innovation, green transformational leaders, and employee

engagement have gained attention. The presence of green innovation and green transformational leaders suggests an increasing emphasis on sustainability-driven innovation and leadership. Meanwhile, employee engagement and organizational citizenship behavior point to a growing interest in how employees actively contribute to sustainability and responsible corporate practices.

## Discussion

An examination of the results from previous bibliometric analyses reveals that the earliest scholarly contribution to the intersection of CSR and HRM was published by Anderson in 1993 in the *Journal of Business Ethics* (Herrera & de las Heras-Rosas, 2020). Notably, this journal stands out as the most prolific source of publications on this topic during the period from 1993 to 2019. In the initial stage (1993–2009), academic engagement with the subject was relatively limited, with only 24 documents published. However, a significant increase is observed in the subsequent periods: 78 publications (36.4%) appeared between 2010 and 2014, followed by 212 publications between 2015 and 2019.

This sharp upward trend continues into the most recent period. From 2020 to the present, a total of 364 documents have been published, indicating a substantial acceleration in academic interest. This rise may be attributed to the growing recognition of CSR and HRM as interdependent components of sustainable organizational strategy. Furthermore, global concerns such as sustainability, ethical governance, and employee well-being have gained prominence in both academic and corporate spheres, further reinforcing the relevance of research at the intersection of these two domains.

A prior bibliometric study conducted in 2019 revealed that scholarly output in the CSR and HRM domains had been growing steadily since 2007, culminating in a peak of over 60 publications in 2019 (Herrera and de las Heras-Rosas, 2020). The same study also identified the period between 2015 and 2019 as the phase of highest growth in research productivity. Accordingly, it can be inferred that scientific production in this field reached its apex in 2019, followed by a decline and subsequent stabilization around an annual average of 30 publications. This trend indicates a maturation of the field, transitioning from rapid growth to a more stable phase of knowledge production.

The analysis of the geographical distribution of publications on HRM and CSR, alongside international co-authorship networks, reveals important insights into global research dynamics in this field. China emerges as the leading contributor in terms of publication volume, accounting for



over 21% of the total output during the specified years. Pakistan and the United States follow closely, indicating their strong engagement in HRM and CSR research.

However, when these publication numbers are contextualized within the framework of international collaboration networks (Figure 5), a more nuanced picture emerges. Despite China's dominant publication output, its co-authorship patterns suggest a relatively regionalized collaboration strategy, primarily centered around Australia. This indicates that while China is highly productive, it may be less integrated into the broader global CSR research network compared to countries like the USA, England, or Spain, which maintain more extensive international linkages.

The findings of the current bibliometric analysis for the 2020–2024 period reveal several thematic continuities and shifts when compared to the earlier study conducted by Herrera and de las Heras-Rosas (2020). Their study highlighted the growing academic interest in the intersection of CSR and HRM, identifying key emerging themes such as Green Management, Stakeholders, Commitment, Competitive Advantage, Satisfaction, Performance, Sustainability, and Research-Methodology-Analysis.

Many of these themes remain prominent in the more recent dataset. For instance, the frequent occurrence of keywords such as Green Human Resource Management, Sustainability, Environmental Performance, and Environmental Management indicates that green and environmental concerns continue to be central to CSR–HRM research. Similarly, the presence of Job Satisfaction and Pro-environmental Behavior suggests that human-centered elements such as employee attitudes and behavioral outcomes remain relevant within the sustainability discourse.

Furthermore, the emergence of terms like Sustainable Development and Sustainable Performance in the 2020–2024 period reflects a shift toward a more integrated and performance-oriented understanding of sustainability within HRM practices. While earlier themes such as Competitive Advantage, Talent Management, Leadership, and Corporate Structure were emphasized in the 2015–2019 analysis (Herrera and de las Heras-Rosas, 2020), their reduced visibility in recent keyword trends may indicate a transition in scholarly focus from traditional management priorities to more holistic, ethical, and environmentally conscious approaches.

In general, the comparison demonstrates a consistent expansion of the CSR–HRM interface, evolving from foundational themes to more complex, interdisciplinary, and sustainability-driven research areas. This evolution

reflects broader changes in organizational priorities and global awareness of environmental and social responsibility.

### Conclusion and Recommendations

This bibliometric study provides a comprehensive overview of the evolving relationship between HRM and CSR over the period 2020–2024. The analysis of 364 documents indexed in the Web of Science database reveals a growing yet fluctuating scholarly interest in the intersection of these two fields. The peak in publication output in 2023 and subsequent decline in 2024 suggest a possible stabilization or maturation phase in research activity, aligning with earlier findings that indicated a shift from rapid expansion to more consolidated knowledge production.

Sustainability emerged as the most active publication source, followed by Corporate Social Responsibility and Environmental Management and the Journal of Cleaner Production, confirming the central role of environmental and ethical themes in the HRM–CSR discourse. The most influential journals and authors identified in the analysis point to a network of scholarships increasingly focused on green HR practices, pro-environmental behaviors, and sustainable development as critical areas of exploration. The most frequently occurring keywords further confirm the dominance of sustainability-oriented concerns within the research landscape.

Geographical analysis revealed China as the most prolific contributor, followed by Pakistan and the United States, with notable patterns of regionalized collaboration in some countries and broader international integration in others. This suggests that while publication volume remains a key indicator of scholarly engagement, global network connectivity is equally vital for advancing interdisciplinary dialogue.

The findings of this study, when compared with previous research—particularly the work of Herrera and Las Heras (2020)—show that key themes such as green management, performance, and employee satisfaction remain important. However, there has been a growing focus in recent years on environmental performance, sustainable human resource management (HRM), and pro-environmental behavior. This shift indicates a move toward more holistic and human-centered approaches to sustainability within organizational settings. The results reveal that CSR–HRM research has become increasingly complex and interdisciplinary, highlighting new areas of interest such as international collaboration, ethical leadership, and the impact of sustainable HRM practices on organizational outcomes.

This bibliometric analysis suggests that future studies should focus more on emerging but under-researched

themes such as sustainable HRM and pro-environmental behavior, particularly regarding their practical implications. Given the geographic concentration of existing literature, research conducted in underrepresented regions can help broaden the global perspective. In this context, increasing international collaboration or adopting mixed-method approaches can also provide a deeper understanding of the evolving relationship between CSR and HRM.

Finally, this study has some limitations that should be acknowledged. It is based solely on data from the Web of Science database and analyzes publications from 2020 to 2024 using the VOSviewer software. Future research could benefit from incorporating not only the Web of Science but also other bibliographic databases such as Scopus. In addition, using alternative analysis tools—such as CiteSpace or Bibliometrix, alongside VOSviewer—as well as adopting longer timeframes and mixed-method approaches, may offer a more comprehensive and in-depth understanding of CSR–HRM integration.

**Etik Komite Onayı:** Çalışmada etik kurul onayını almasını gerektirecek herhangi bir araştırma, deney vs. bulunmamaktadır.

**Hakem Değerlendirmesi:** Dış bağımsız.

**Yazar Katkıları:** Fikir: Ü.Y.; Tasarım: Ü.Y. ve K.D.; Denetleme: Ü.Y. ve K.D.; Kaynaklar: Ü.Y. ve K.D.; Veri Toplama Araçları: Ü.Y. ve K.D.; Veri Toplanması ve/veya İşlemesi: Ü.Y. ve K.D.; Analiz ve/veya Yorum: Ü.Y.; Literatür Taraması: Ü.Y. ve K.D.; Yazıyı Yazan: Ü.Y. ve K.D.; Eleştirel İnceleme: Ü.Y. ve K.D.

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