Moral (Altruistic) CSR Is The Strategic CSR: A Bibliometric Analysis Study

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Abstract: The modern literature views Corporate Social Responsibility (CSR) as a concept which hinges upon the notions of Social Welfare, Stakeholder Theory and the perspective of looking at CSR which could be strategic (instrumental) or moral (altruistic). Despite several attempts to capture the concept in definition, it still eludes universal acceptance and the meaning of CSR and its interpretation varies. The context (historical, geopolitical, cultural, religious etc.) under which CSR is viewed, has a huge bearing on the interpretation of the very concept and its performance consequently affecting the returns on the CSR investment. Strategic CSR aimed at aligning CSR interventions strategically is also seen differently by stakeholders based on the context. India as a country has had a long tradition of social welfare by the businesses although not necessarily in the modern notion of CSR which was supported by spiritual underpinnings coupled with philosophies and models such as Gandhian Stewardship model. The paper views the models of business as a continuum with one end hinged on 'Business as CSR' which sees Business as an instrument of social welfare and the other end as 'CSR for Business' which sees CSR as an instrument for business and critically reviews the literature using bibliometric analysis to see how the context responds to the CSR interventions.

Index Terms: strategic corporate social responsibility, strategic CSR, CSR & stakeholders, investments, cost, assessments

1. INTRODUCTION

Any firm or business’s central activities for creating values and help the society at large is “strategic CSR”. Every firm is designed and made with broad spectrum of stakeholders and every business is generally works in a truly dynamic environment. This dynamic environment is based on actions, reactions and decisions of various involved stakeholders. Value is optimized when stakeholders convey and enforce their needs, while the firm responds to those evolving needs. The increasing focus on CSR and need to have varied innovative ideas for implementation, it has led companies to have a separate R&D division to integrate socially responsible methods and materials in production. Businesses need to do this to align their CSR strategies to changing requirements of society today. To develop strategies related to CSR, many elements need to be considered and they are, think about what business can offer to families of employees, know the business well along with varied external entities involves and society at large, unambiguous details of basics related to business, involvement of colleagues, always look for possible opportunities, it is essential to collaborate with experts and needy, manage resources well with an eye on profit too etc. to name a few. The major aim of this study is to understand the current research related to “strategic CSR and stakeholders”. These current research paper findings will be useful for industry personnel and researchers as a guide which throws light on latest publications, universities and countries involved in these research, various funding agencies who have funded such useful research, along with many other factors. This paper is organized in the following manner. The next section discusses various views of authors, followed by bibliometric study of all these papers from 2001 to 2019 by using Scopus database, then conclusive remarks and references.

Related work

(Johan Wiley et.al 2019) These authors have utilized the hypothetical structures of institutional hypothesis and various enterprises to exhibit how multifaceted contrasts in national institutional systems are identified with contrasts in the importance and the idea of Corporate Social Responsibility (CSR) along with the details about stakeholders and strategies. And, thus, how they make various motivations and avenues for organizations to take part in partner the board exercises of stakeholders and strategies related activities. All the more explicitly, the authors draw upon the structure of implicit and explicit CSRs to research whether and how partner the executives practices and projects with focus on the United States and Japan. The authors in their work have initially created and approved a Stakeholder Engagement Activities (SEAs) scale, investigate information and present the consequences of overviews gathered from 227 organizations in the United States and Japan. We find that despite the fact that the SEAs of American organizations are described by solid "unequivocal explicit CSR," interestingly, the SEAs of Japanese organizations display solid "verifiable implicit CSR." The discoveries of this investigation add to a more nuanced comprehension of the distinctions in winning CSR practices of American and Japanese organizations than noted by past specialists. From a professional’s viewpoint, the discoveries of this examination uncover that in spite of the worldwide idea of CSR, partner the board practices are both deciphered and operationalized contrasting because of contrasts in national institutional structures [1]. (Wiley Periodicals, Inc., 2018) The natural inspiration of a company’s administration for taking part in prosocial conduct is a significant determinant of a company’s Corporate Social Responsibility (CSR) set of activities. The model proposed by the authors include the major stakeholder of the company who are the self motivated managers and their teams, to face the outside competitions positively, to achieve CSR and other goals. The main task of this model and the team is to understand in details the competitor’s strategic CSR from the perspective of stability and profitability. The outcomes of these activities are motivated stakeholders due to socially optimal CSR [2]. (2017, Springer Science+Business Media B.V) According to authors, the Corporate Social Responsibility (CSR) has a direct impact on organization’s reputation and damage at varied levels. It is essential to focus using research
that how much CSR activities can help reduce such damages or reputation of the organizations. This article analyzes how a company's social activities following an item review encourage the recuperation of its reduced social authenticity. The authors and their research have tested the forecasts utilizing an example of 197 item included 168 traded on an open market companies from 1999 to 2009 and show that the speed of the CSR reaction, the recurrence of CSR exercises, and the force of CSR exercises significantly affect firm recuperation following emergency. The impacts were most articulated in examples where the size of the review was generally serious. The permeability of the review limitedly affects post-occasion recuperation. This paper discusses about the research contribution related to strategic CSR and recovery [3]. (2018, Emerald Publishing Limited.) This paper intends to analyze how future top chiefs in India build up their Corporate Social Responsibility (CSR) direction. In light of socialization hypothesis, this paper researches how individual determinants impact CSR direction by concentrating on the two fundamental drivers of CSR in India – the strategic and philanthropic imperatives. A review of 204 understudies at present joined up with a post-graduation program at an Indian Institute of Management was directed by means of an online poll. By applying a calculated relapse investigation, determinants of CSR direction are uncovered. The consequences of the examination demonstrate the impact of various variables of essential and optional socialization on a person’s CSR direction. The examination finds that ladies and more youthful people have a propensity toward a vital CSR direction. Then again, religiousness and enthusiastic security anticipate a humanitarian CSR direction. Moreover, business college training prompts a key CSR direction [4]. (2019 Westburn Publishers Ltd.) Internet based media is progressively used to inform about CSR activities undertaken. The readers, stakeholders and partners react to CSR messages with User Generated Content (UGC), flagging endorsement or dissatisfaction, about CSR activities and initiatives. With regards to the UK food retail industry, this investigation showcased that what makes UGC pretty much accepted than organization produced CSR correspondence via web-based networking media. The research also discusses the dangers of conveying CSR through online life might be more noteworthy than recently recommended. It recognizes beneficiary related conditions under which these dangers can be limited [5], [2019, Emerald Publishing Limited. ]The reason for this paper is to consider Simons' (1994) formal switches of control structure and increasingly casual procedures to analyze how associations execute and oversee corporate social responsibility (CSR) exercises through administration control systems (MCSs). A various contextual investigation was led in ten large French associations. Subjective information were gathered during within and cross-case analysis with the directors who were best educated on CSR practices and MCSs. The creators at that point performed inside case and cross-case examination. The investigation demonstrates that associations utilize diverse MCSs to oversee CSR exercises coordinated toward their notable partners – that is, workers, clients, providers and network. In particular, the creators found that social MCSs are utilized to impart CSR values, oversee hazard, assess CSR exercises, and recognize openings and dangers [6]. This paper offers a changed hypothetical methodology towards CSR, acclimated to the points of interest of South-South Corporation (SSC). This paper exhibits an endeavor to work out a hypothetical premise to a CSR approach in SSC extends by altering a broadly acknowledged CSR model of Carroll (1979, 1991) to the particular states of creating economies. With the end goal of this paper, the creators dissected CSR exercises of Chinese organizations in Angola. The outcomes lead to the end that legislatures of nations, taking an interest in SSC undertakings need a progressively dynamic methodology towards making essential CSR duties (monetary, moral, lawful) legitimately official. This will enable such global activities to be increasingly valuable for legitimately invested individuals (organizations, governments), yet additionally for the local community [7]. (2018 John Wiley & Sons, Ltd and ERP Environment) This commitment investigates how CSR may impact the reception of manageable development. Past research uncovers that CSR impacts rely upon the particular CSR practices considered; this examination likewise explores various proportions of CSR rehearses with a key point of view: key versus responsive CSR. The exact examination depends on a study completed in Luxembourg in 2008, relating to CSR rehearses in firms, joined with the Community Innovation Survey of 2012. The outcomes assembled from an example of 286 firms, acquired with a Heckman method, feature the significance of separating CSR procedures. In particular, the outcomes demonstrate that CSR exercises by and large don't prompt manageable advancement appropriation, yet vital CSR can affect its selection [8]. (2019, Emerald Publishing Limited.) The authors have given the Chinese context related to CSR perception of employees and their organizational identification, in this paper. This paper also focuses on and analyses moderating effect of employees' collectivist orientation on relationship between CSR and organizational identification. To test the hypothesis hierarchical regression analysis is used by the author. The authors said in this paper about the findings as “The findings highlight the positive relationship between employees’ CSR perception and their workplace attitudes, shedding particular light on how employees’ personal values influence their responses to CSR in Chinese organizations” [9]. The authors in this paper have focused on two types of CSR activities and they are strategic and tactical. Both these types of CSR activities are analysed from the perspectives of associated costs related to all CSR activities. The authors said in their paper that “CSR-related cost behavior pattern across business cycles and find some evidence of cost stickiness during an expansionary phase of the economy and cost anti-stickiness during a recessionary phase but only for the tactical CSR component.” [10] [11] The authors observed that many researchers have keen interest in understanding the strategic value of maintaining the transparency in CSR related communications recently. Based on legitimacy theory, this research is based on the effect of CSR communications related to scepticism, purchase intent and other intents. The study revealed that higher level of transparency reduced scepticism when a more stigmatized industry was involved. This research can be enhanced further with focus on contextualizing transparency and CSR. Specialists have turned out to be progressively keen on the key estimation of straightforwardness in CSR correspondence as of late. Nonetheless, straightforwardness look into in CSR correspondence is still rare. Specifically, little research has inspected whether the impacts of straightforwardness may rely upon relevant elements, for example, regardless of whether an association is related with a slandered industry. Grounded on authenticity hypothesis, this analysis analyzed the impact of
CSR messages on strong correspondence purpose, buy plan, and distrust. Results uncover a principle impact of straightforwardness on buy plan and a fundamental impact of slander on doubt. In particular, there was a communication, with the end goal that a more elevated amount of straightforwardness diminished wariness when a more trashed industry was included. The outcomes add to facilitate contextualizing straightforwardness and CSR look into. [12] (Springer International Publishing AG, part of Springer Nature 2019). By coordinating different administration frameworks, this investigation built up a framework for CSR exercises, key administration, everyday tasks, and practical administration and control which permits the successful usage of vital CSR. The proposed key CSR framework can help organizations fathom CSR announcing issues, including an absence of vital arranging, an absence of clearness of articulation, and effortlessness of reports. From one perspective, the proposed framework may help organizations conform to CSR detailing guidelines presented by the experts. It might be utilized by administrators to distinguish an organization’s key strategies and identify stakeholders in financial, natural, and social angles and fuse CSR exercises in everyday tasks to increase upper hand and make a long term value. [13] (2019 Inderscience Enterprises Ltd) the authors of this paper have focused their research on climate change and strategic CSR activities. This paper discusses about the board members of companies are more than willing to focus on enhanced insights into strategic CSR despite the insignificant indirect effect. The author said, “Overall, these findings embrace worldwide initiatives to promote independence and gender diversity in the boardroom while demonstrating corporate transparency in climate change business impacts.” [14] To bring strategic advantages to the firm, it is essential to focus on consumer expectations of CSR activities, said the authors in (2019, Springer Nature B.V). According to authors, CSR supply and demands are required to be studied at various levels. The findings of hybrid model proposed by the author showcased that consumers prefer some CSR elements only, some of them adversely affect the choice too. This study advances the understanding of strategic CSR management and its impact on consumer choice and helps managers include the right mix of CSR characteristics in their products to satisfy ethical consumers. [15] (2019, Springer-Verlag GmbH Austria, part of Springer Nature.) The authors have analyzed the key utilization of Corporate Social Responsibility (CSR) in defectively aggressive markets and proved that CSR levels decrease as the degree of product heterogeneity increases especially in Cournot competition and are zero in Bertrand competition. The authors have performed two experiments and showcased that CSR may increase market concentrations positively. [16] (2019 ASAC. Published by John Wiley & Sons, Ltd.) The authors in their research experimented an auxiliary’s capacity base impacts its key Corporate Social Responsibility (CSR) considering national, local and international issues and execution. Emerging economy of Taiwan is surveyed and considered for this study. The research and the survey prove that only international CSR strategies are conductive to performance. But the additional results of this study show that distinct power-base dimensions in combination with local CSR strategies proves the best. [17] Bibliometric review using Scopus databaseTo perform this bibliometric review, the Scopus database is used from 2001 to 2019. The main focus of this study is to understand the importance of the key stakeholders in executing the strategic CSR activities and how the strategies related to CSR are formed by various organizations. This study also showcases the dominating country in the various research activities related to strategic CSR and stakeholders of CSR, along with the subject areas covered so far by varied researchers, authors, funding agencies and institutions all across the globe.

**Fig 1:** Scopus published papers are analysed from 2001 to 2019, here is the graph showcasing documents published per year. The upward graph establishes growing interest in and significance of CSR and its strategic orientation.

**Fig 2:** Scopus indexed db shows these many institutes are engaged in paper publication and research on strategic CSR activities. Most of the papers published are from the universities located in the developed world and mature economies.

**Fig 3:** these subjects are predominant areas of research related to strategic CSR. The subject-wise spread of strategic CSR indicate the dominance of Business and management area in the publications.
Fig 4: shows countries registered their presence in strategic CSR research related activities. The dominant share of publications focused on strategic CSR come from the US, West European countries.

Fig 5: shows journal paper published in this area. The spread is nuanced by dominance of research articles in the publications which establishes growing interest in exploring Strategic CSR, its linkages and impact.

Fig 6: funding agencies who supported the research. The top funders for the research are foundations and funds which focus mostly on social welfare.

Fig 7: keywords analysis given by Scopus.

Fig 8: shows papers cited details from the year 2015-2019 only, excluding self-citations. It is observed that 4,268 Document results that cite selected 253 documents. The demand for CSR in the expectations of stakeholders goes up as once moves from Business as CSR to CSR for Business.

Fig 9: shows demand for CSR related varied types of business and its stakeholders.
As illustrated in the figure, as the degree of integration of CSR in the business model decreases, the demand for the CSR from the organisation increases entailing the need for more strategic orientation to the CSR operations of the company. Alternatively, lesser the degree of integration of CSR in the business model, lesser the return on CSR investment of the company. Given the Indian tradition seeped in Daan, Dharma and Karma, the altruistic orientation is contextually appreciated and reaps stakeholder support and translates into gains for the company, entailing that Moral or altruistic CSR is the real strategic CSR.

CONCLUSION
The analysis supports the view that CSR is viewed differently by different stakeholders based on the context. Indian context, as opposed to the western world, with its philosophies rooted in religion and spirituality where renunciation is seen to be a virtue tends to view Business as CSR, where the purpose of Business is Stakeholder and Social welfare rather than shareholder profitability in reverence. The characteristics of this business are moral motivation, high degree of integration of contextually relevant social, ethical and moral perspectives in the Business Model, focus on stakeholder welfare and dominance of moral perspective in CSR or business operations. Businesses where CSR is employed as a strategy to gain advantage for Business (CSR for Business) tend to perform relatively poorly in the perception of the stakeholders. The characteristics of such business are lower degree of integration of social or stakeholder concerns in the business model, focus on stakeholder prioritisation and dominance of instrumental perspective in their business / CSR operations.

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