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SOCIAL MEDIA AND CSR – SYSTEMATIC LITERATURE REVIEW

Abstract

Currently, social media are increasingly used by enterprises to achieve various goals, including those related to Corporate Social Responsibility (CSR). The article analyzes the occurrence of social media and CSR issues in peer-reviewed scientific publications. The following research questions were formulated: 1) Is there a research gap in the thematic area? 2) Is there a trend when it comes to publication time on a given topic? 3) Which scientific journals publish articles on social media and CSR? 4), Which countries do authors undertaking social media and CSR issues mostly come from? 5) What research interests are pursued by authors of articles related to social media and CSR issues? The basic research method was a systematic review of literature. The selection of the analyzed texts was based on EBSCO, ProQuest, JSTOR and Google Scholar databases. Bibliometric and contextual analysis have enabled the following conclusions to be drawn: 1) the issues of social media and CSR are present in peer-reviewed scientific publications, 2) a small number of publications is associated with a relatively short period of time in which publications appeared, but an upward trend can be observed, 3) the authors who undertake the analyzed issues come from various countries, mostly from the USA 5) Social media and CSR are the subject of research in numerous research areas. Following a systematic literature review, proposals for future research directions were also formulated.

Key words: social media, Corporate Social Responsibility, CSR, systematic literature review

Introduction

The concept of Corporate Social Responsibility (CSR) is of interest to both scientists and practitioners. However, despite the interest in the concept and numerous studies on it, one cannot point to a uniform way of conceptualizing it.¹ Most often,

¹ T. Green, J. Pelozo, *How Does Corporate Social Responsibility Create Value for Consumers?*, “Journal of Consumer Marketing” 2011, Vol. 28, No. 1, pp. 48–56.

CSR definitions result from various insights regarding the issue of corporate responsibility and business obligations of a company, which in turn are the result of a wider debate on the role of organizations in society.²

The concept of CSR has emerged over the past 30 years to occupy a significant role in certain aspects of organizational theory.³ Understanding of the concept has evolved from a very narrow definition, emphasizing only the issues of increasing the wealth of stakeholders,⁴ through legal, ethical and discretionary issues,⁵ taking into account the company's obligation to work for social improvement.⁶ From this viewpoint, it becomes important to ensure a return on investment for owners and shareholders, creating jobs and decent wages for employees, as well as discovering new resources or promoting technological development, innovation and creating new products and services.⁷

Further development of CSR was associated with taking into account other groups of stakeholders. In addition to the traditional groups mentioned above, the area of interest of the concept is expanding to include so-called quiet groups, such as local communities,⁸ and the goal of CSR is increasingly to generate reputation and influence stakeholder behavior.⁹

Currently, when defining CSR, it is most often emphasized that the concept refers to context-specific organizational activities and policies that take into account stakeholder expectations and a positive economic, social and environmental result.¹⁰

According to Famiyeh and Moir,¹¹ CSR practices contribute to community development and economic growth, which in turn can improve the lives of employees

² I. Maignan, O. Ferrell, *Nature of Corporate Responsibilities*, "Journal of Business Research" 2003, Vol. 56, No. 1, pp. 55–67.

³ M.R. Ness, *Corporate Social Responsibility*, "British Food Journal", 1992, Vol. 94, No. 7, pp. 38–44.

⁴ M. Friedman, *Capitalism and Freedom*, University of Chicago Press, Chicago 1962.

⁵ A.B. Carroll, *A Three-Dimensional Conceptual Model of Corporate Performance*, "Academy of Management Review" 1979, Vol. 4, No. 4, pp. 497–505.

⁶ W.C. Frederick, *From CSR1 to CSR2*, "Business & Society" 1994, Vol. 33, No. 2, pp. 150–164.

⁷ A.B. Carroll, *A Three-Dimensional Conceptual Model...*, op. cit.

⁸ J. Simmons, *Managing in the Post-Managerialist Era*, "Management Decision" 2004, Vol. 42, No. 3/4, pp. 601–611.

⁹ B.A. Neville, S.J. Bell, B. Mengüç, *Corporate Reputation, Stakeholders and the Social Performance-Financial Performance Relationship*, M.J. Polonsky (ed.), "European Journal of Marketing" 2005, Vol. 39, No. 9/10, pp. 1184–1198.

¹⁰ H. Aguinis, *Organizational Responsibility: Doing Good and Doing Well*, [in:] *APA Handbook of Industrial and Organizational Psychology*, Vol. 3: *Maintaining, Expanding, and Contracting the Organization*, American Psychological Association, Washington 2011, pp. 855–879, <http://content.apa.org/books/12171-024> (access: 28.01.20.).

¹¹ S. Famiyeh, *Corporate Social Responsibility and Firm's Performance: Empirical Evidence*, "Social Responsibility Journal" 2017, Vol. 13, No. 2, pp. 390–406; L. Moir, *What Do We Mean by Corporate Social Responsibility?*, "Corporate Governance: The International Journal of Business in Society" 2001, Vol. 1, No. 2, pp. 16–22.

and their families. Jamali,¹² on the other hand, emphasizes the role of enterprises in contributing to sustainable development, stakeholder interests and improving social conditions. The CSR concept is also considered to be a response to social pressure in relation to the requirements and expectations of stakeholders, environmental problems and social requirements.¹³

CSR practices can be divided into external, internal, and environmental responsibilities.¹⁴ Internal commitments include appropriate practices related to the health, safety and general well-being of employees in order to improve their quality of life.¹⁵ External commitments relate to business, cultural and social assistance in local communities and determining problems related to society and local community development.¹⁶ The responsibility of enterprises for the environment includes diverse business processes and practices, such as waste reduction, energy and water efficiency, recycling, monitoring and reuse of residues as well as efforts to conserve natural resources, all of which are designed to reduce the negative effects of the company.¹⁷

When analyzing CSR, it is pointed out that this concept is related to theories such as: stakeholder theory, social contracts theory and legitimacy theory.¹⁸ Stakeholder theory and CSR are separate concepts that overlap in some elements, and the main similarity between them is the inclusion of social interests in business operations.¹⁹

Gray et al.²⁰ describe society as “a series of social contracts between members of society and society itself”. In the context of CSR, an alternative possibility is not

¹² D. Jamali, *A Stakeholder Approach to Corporate Social Responsibility: A Fresh Perspective into Theory and Practice*, “Journal of Business Ethics” 2008, Vol. 82, No. 1, pp. 213–231.

¹³ C.K. Prahalad, G. Hamel, *Strategy as a Field of Study: Why Search for a New Paradigm?*, “Strategic Management Journal” 2007, Vol. 15, No. S2, pp. 5–16; P.L. Cochran, *The Evolution of Corporate Social Responsibility*, “Business Horizons” 2007, Vol. 50, No. 6, pp. 449–454; A. Dahlsrud, *How Corporate Social Responsibility Is Defined: An Analysis of 37 Definitions*, “Corporate Social Responsibility and Environmental Management” 2008, Vol. 15, No. 1, pp. 1–13; W.C. Frederick, *From CSR1 to CSR2*, op. cit.; R. Tench, B. Jones, *Social Media: The Wild West of CSR Communications*, “Social Responsibility Journal” 2015, Vol. 11, No. 2, pp. 290–305.

¹⁴ J. Abbas et al., *The Effects of Corporate Social Responsibility Practices and Environmental Factors through a Moderating Role of Social Media Marketing on Sustainable Performance of Business Firms*, “Sustainability” (Switzerland) 2019, Vol. 11, No. 12, p. 3434.

¹⁵ C.D. Ditlev-Simonsen, *From Corporate Social Responsibility Awareness to Action?*, “Social Responsibility Journal” 2010, Vol. 6, No. 3, pp. 452–468.

¹⁶ S. Famiyeh, *Corporate Social Responsibility...*, op. cit.

¹⁷ A.N. Tran, S. Jeppesen, *SMEs in their Own Right: The Views of Managers and Workers in Vietnamese Textiles, Garment, and Footwear Companies*, “Journal of Business Ethics” 2016, Vol. 137, No. 3, pp. 589–608; A. Vives, *Social and Environmental Responsibility in Small and Medium Enterprises in Latin America*, “Journal of Corporate Citizenship” 2006, No. 21, pp. 39–50.

¹⁸ L. Moir, *What Do We Mean by Corporate Social Responsibility?*, op. cit.; E. Colleoni, *CSR Communication Strategies for Organizational Legitimacy in Social Media*, “Corporate Communications” 2013, Vol. 18, No. 2, pp. 228–248.

¹⁹ R.E. Freeman, S. Dmytriyev, *Corporate Social Responsibility and Stakeholder Theory: Learning from Each Other*, “Symphonya. Emerging Issues in Management” 2017, No. 1, p. 7.

²⁰ R. Gray, D. Owen, C. Adams, *Accounting & Accountability: Changes and Challenges in Corporate Social and Environmental Reporting*, Prentice Hall, London–New York 1996.

that business might act in a responsible manner because it is in its commercial interest, but because it is part of how society implicitly expects business to operate.

Suchman²¹ defines legitimacy as “a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs and definitions”. Thus, legitimacy might be seen as a key reason for undertaking corporate social behavior and also then using that activity as a form of publicity or influence.²²

According to the traditional view, it is assumed that social media, which include social networks, blogs, video platforms, microblogs, websites are used by companies in their business orientation.²³ The term social media refers to the interaction between multiple stakeholders, including the same company and customers or potential customers, suppliers, retailers and others.²⁴ They can serve a variety of purposes, including those related to communication²⁵ or marketing activities,²⁶ but more often social media are used as a tool for effectively communicating an organization’s CSR activities.²⁷

Communication, as part of corporate social responsibility, faces new challenges because companies can interact with users, generate a community of brands, increase their visibility and strengthen their market position. In this context, enterprises can use social media to conduct CSR activities aimed at building: e-reputation,²⁸

²¹ M.C. Suchman, *Managing Legitimacy: Strategic and Institutional Approaches*, “Academy of Management Review” 1995, Vol. 20, No. 3, pp. 571–610.

²² R. Gray, D. Owen, C. Adams, *Accounting & Accountability...*, op. cit.

²³ V.-J. Ros-Diego, A. Castelló-Martínez, *CSR Communication through Online Social Media*, “Revista Latina de Comunicación Social” 2011, Vol. 67, http://www.revistalatinacs.org/067/art/947_UA/03_Araceli.html (access: 24.01.2020).

²⁴ M. Vernuccio, *Communicating Corporate Brands through Social Media*, “International Journal of Business Communication” 2014, Vol. 51, No. 3, pp. 211–233; C. Stohl et al., *Social Media Policies: Implications for Contemporary Notions of Corporate Social Responsibility*, “Journal of Business Ethics” 2017, Vol. 142, No. 3, pp. 413–436.

²⁵ B. Birim, *Evaluation of Corporate Social Responsibility and Social Media as Key Source of Strategic Communication*, „Procedia – Social and Behavioral Sciences” 2016, Vol. 235, October, pp. 70–75.

²⁶ K. Hur et al., *An Exploration of the Factors Influencing Social Media Continuance Usage and Information Sharing Intentions among Korean Travellers*, “Tourism Management” 2017, Vol. 63, pp. 170–178.

²⁷ S. Du, E.T. Vieira, *Striving for Legitimacy through Corporate Social Responsibility: Insights from Oil Companies*, “Journal of Business Ethics” 2012, Vol. 110, No. 4, pp. 413–427; R. Kesavan, M. Bernacchi, O.A. Mascarenhas, *Word of Mouse: CSR Communication and the Social Media*, “International Management Review” 2013, Vol. 9, No. 1, p. 58; A.H. Reilly, N. Larya, *External Communication about Sustainability: Corporate Social Responsibility Reports and Social Media Activity*, “Environmental Communication” 2018, Vol. 12, No. 5, pp. 621–637; V.-J. Ros-Diego, A. Castelló-Martínez, *CSR Communication through Online Social Media*, op. cit.; C.B. Curley, N. Abgrab Noormohamed, *Social Media Marketing Effects on Corporate Social Responsibility*, “Journal of Business & Economics Research (JBER)” 2013, Vol. 12, No. 1, p. 61.

²⁸ V. Dutot, E. Lacalle Galvez, D.W. Versailles, *CSR Communications Strategies through Social Media and Influence on e-Reputation*, “Management Decision” 2016, Vol. 54, No. 2, pp. 363–389.

stakeholders' engagement,²⁹ ethical organization-public relationships,³⁰ CSR branding and firm branding.³¹ Moreover, social media may force organizations to improve their corporate social responsibility.³²

Research methodology

A systematic review of the literature is a tool for identifying the knowledge gap and allows to indicate the most common and desired directions for further research.³³ It provides the basis for the development of new knowledge, forces the development of theory in areas that have not yet been explored.³⁴ This method facilitates the identification, assessment, and interpretation of existing research in a given field while introducing the possibility of repeated testing.³⁵

Fink³⁶ provides the following definition: "A literature review is a systematic, explicit, and reproducible design for identifying, evaluating, and interpreting the existing body of recorded documents". From a methodological point of view, literature reviews can be comprehended as content analysis, where quantitative and qualitative aspects are mixed to assess structural (descriptive) as well as content criteria.³⁷

²⁹ S.M.C. Loureiro, J. Lopes, *How Corporate Social Responsibility Initiatives in Social Media Affect Awareness and Customer Engagement*, "Journal of Promotion Management" 2019, Vol. 25, No. 3, pp. 419–438; C. Fieseler, M. Fleck, *The Pursuit of Empowerment through Social Media: Structural Social Capital Dynamics in CSR-Blogging*, "Journal of Business Ethics" 2013, Vol. 118, No. 4, pp. 759–775; K. Lee, W.-Y. Oh, N. Kim, *Social Media for Socially Responsible Firms: Analysis of Fortune 500's Twitter Profiles and their CSR/CSIR Ratings*, "Journal of Business Ethics" 2013, Vol. 118, No. 4, pp. 791–806.

³⁰ M.L. Kent, M. Taylor, *From Homo Economicus to Homo Dialogicus: Rethinking Social Media Use in CSR Communication*, "Public Relations Review" 2016, Vol. 42, No. 1, pp. 60–67.

³¹ R. Kesavan, M. Bernacchi, O.A. Mascarenhas, *Word of Mouse...*, op. cit.; J. Benitez et al., *How Corporate Social Responsibility Activities Influence Employer Reputation: The Role of Social Media Capability*, "Decision Support Systems" 2013, Vol. 9, No. 1 pp. 58–66.

³² H. Pavitt, *No Place to Hide: New Technological Advances in Web 2.0 and Social Media May Force Organisations to Improve their Corporate Social Responsibility*, "Social Alternatives" 2012, Vol. 31, No. 2, p. 22; D.E. Boyd, B.M. McGarry, T.B. Clarke, *Exploring the Empowering and Paradoxical Relationship between Social Media and CSR Activism*, "Journal of Business Research" 2016, Vol. 69, No. 8, pp. 2739–2746.

³³ W. Czakon, *Metodyka systematycznego przeglądu literatury*, [in:] W. Czakon (ed.), *Podstawy metodologii badań w naukach o zarządzaniu*, Wydawnictwo Nieoczywiste, Warszawa 2016, pp. 124–139.

³⁴ J. Webster, R.T. Watson, *Analyzing the Past to Prepare the Future*, "MIS Quarterly" 2002, Vol. 26, No. 2, pp. xiii–xxiii.

³⁵ S. Seuring, M. Müller, *From a Literature Review to a Conceptual Framework for sustainable Supply Chain Management*, "Journal of Cleaner Production" 2008, Vol. 16, No. 15, pp. 1699–1710.

³⁶ A. Fink, *Conducting Research Literature Reviews: From Paper to the Internet*, Sage, Thousand Oaks 1998.

³⁷ P. Brewerton, L. Millward, *Organisational Research Methods*, Sage Publications, Inc., London 2001.

The literature review and selection procedure may include the following stages: 1) determining the purpose of the study, 2) highlighting basic literature, 3) selecting publications, 4) developing a publication database, 5) bibliometric analysis, 6) content analysis, 7) preparing a report.³⁸

A systematic review of the literature on social media and CSR refers to the following research questions:

1. Is there a research gap in the thematic area?
2. Is there a trend when it comes to publication time on a given topic?
3. Which scientific journals publish articles on social media and CSR?
4. Which countries do authors undertaking social media and CSR issues mostly come from?
5. What research interests are pursued by authors of articles related to social media and CSR issues?

The literature review was based on the following electronic databases: EBSCO, ProQuest, JSTOR and Google Scholar. In the first stage of the search, criteria for the automated search of publications in databases were defined.

Table 1. The process of creating the literature database in quantitative terms

Search criteria	EBSCO (23.01.20.)	ProQuest (23.01.20.)	JSTOR (23.01.20.)	Google Scholar (24.01.2020)
“social media” in title	947,851	195,129	523	126,000
CSR or “Corporate Social Responsibility” in title	725	90	2	59
Full text	312	72	2	24
Peer reviewed	162	18	2	3
After verification the titles	38	18	2	3
Total without duplicates	32	17	2	3
Total without duplicates	37			

Source: own study.

The following criteria for incorporating (so-called inclusion)³⁹ publications into databases have been used: 1) the search criteria include only articles published in English without specifying the time range of their publication, 2) publications are classified in the field of economics, economy, management, 3) search criteria

³⁸ W. Czakon, *Metodyka systematycznego przeglądu literatury*, op. cit.

³⁹ A. Booth, A. Sutton, D. Papaioannou, *Systematic Approaches to a Successful Literature Review, Nurse Education in Practice*, SAGE Publications, Inc. 2016, Second ed., <https://linkinghub.elsevier.com/retrieve/pii/S1471595312002351> (access: 24.01.2020).

(keywords) are included only in the title (a reflection of the key, not an accessory research category for the key terms searched), 4) to ensure an appropriate level of publication quality, the search is based only on peer-reviewed articles, 5) the search stringency only covered works available in the full version (full-text).

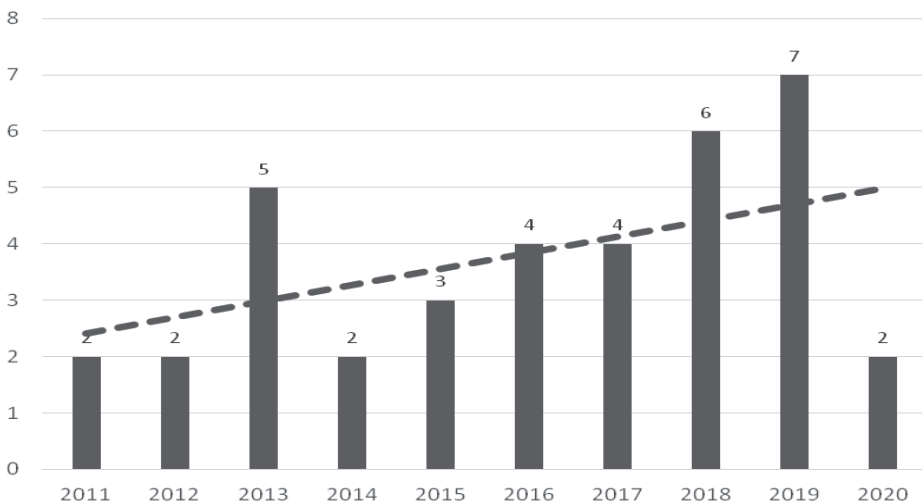
In the literature selection process, the terms “social media” and “CSR or Corporate Social Responsible” were used in the title of the articles. Next, only full-text and peer-reviewed articles are included. Finally, a database of 37 articles, published in 2007–2020, was obtained and became the subject of further analysis (see Table 1).

The small number of publications and the time of their publication (last 13 years) suggest that the studied issues are at an early stage of analysis.

Bibliometric analysis of articles by journals, year of publication and affiliation of the authors

In the first stage of the bibliometric analysis, the number of publications in individual years were identified (Figure 1).

Figure 1. Number of publications in individual years



Source: own study.

Due to the lack of definition of the time range in the selection process of publications, it can be stated that the issues of social media and CSR have been undertaken in scientific articles for a relatively short time – the first publications appeared in 2011.

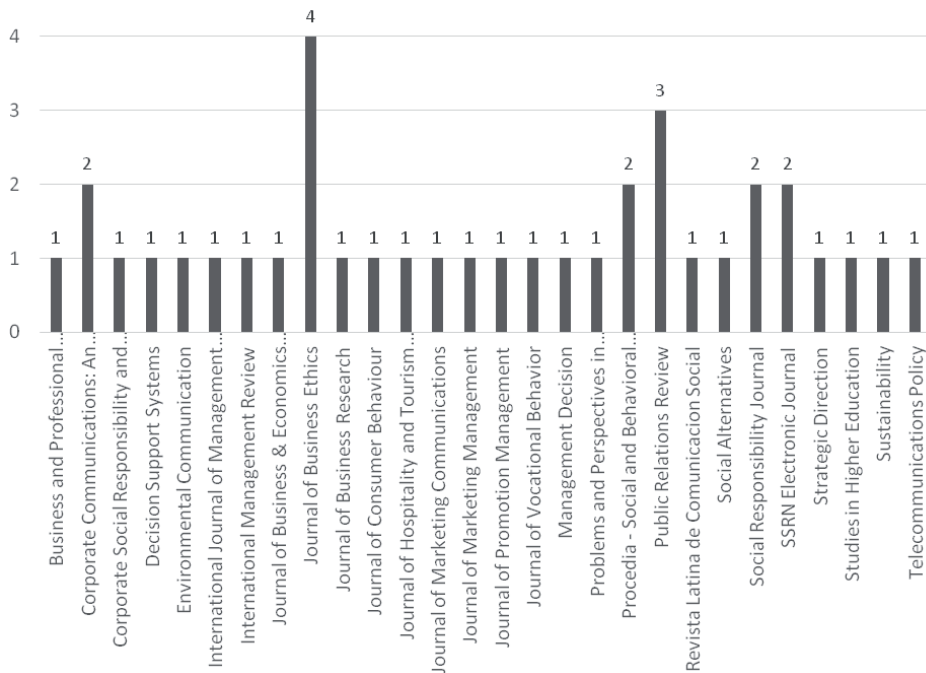
An increase in interest in the subject can be seen in 2013, in which 5 articles related to the studied issues were published, then in 2014, this number drops to 2

publications and from that moment a gradual upward trend follows, up to 2019. The year 2020 was included in the article selection process, however, because the selection was carried out at the beginning of the year, the number 2 for the number of published articles is not authoritative.

Referring to the typical distribution for the life cycle: birth, development, maturity, and decline of the studied issues, it can be stated that the issues of social media and CSR in peer-reviewed scientific publications occur at the birth stage. Although it would seem that both social media and CSR are widely analyzed in scientific articles, the inclusion of these issues together and the relatively long publication time in peer-reviewed scientific journals results in a relatively small number of publications. To find out how important it is to take up social media and CSR issues together, one should examine its occurrence in “gray literature”, which shows a much greater relevance of the topic taken in relation to scientific sources.⁴⁰

The next stage of the research was to identify the titles of journals in which the topics of social media and CSR were taken up (Figure 2).

Figure 2. Titles of journals



Source: own study.

⁴⁰ R.J. Adams, P. Smart, A.S. Huff, *Shades of Grey: Guidelines for Working with the Grey Literature in Systematic Reviews for Management and Organizational Studies*, “International Journal of Management Reviews” 2017, Vol. 19, No. 4, pp. 432–454.

The issue of social media in connection with the concept of CSR is taken up in thematically diverse journals. Most – 4 out of 37 articles were published in the *Journal of Business Ethics*, which focuses on business-related ethics, including the concept of CSR.

Next comes the *Public Relations Review* journal, in which 3 articles were published. Considering that social media is a communication tool for an organization, a journal dealing with issues in public relations, mass communication, organizational communication, marketing, management and shaping public policy is a reasonable choice for the analyzed issues.

Two articles were published in the following magazines: *Corporate Communications: An International Journal*, *Procedia – Social and Behavioral Sciences*, *Social Responsibility Journal*, *SSRN Electronic Journal*.

Corporate Communications: An International Journal raises issues arising from the awareness that organizational communication is part of the entire organization and that relationships that the organization shapes with external public opinion require careful management. In this context, social media can be a useful communication tool.

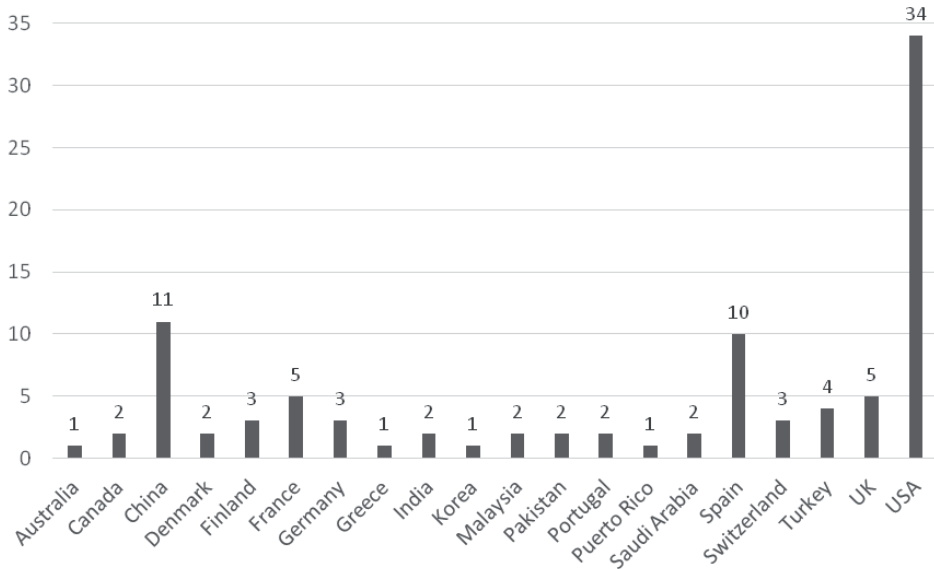
Procedia – Social and Behavioral Sciences, is a collection of conference articles on the topics of social and behavioral problems, in which the concept of CSR is part of.

The Social Responsibility Journal covers a wide range of issues in the area of social responsibility, so the analysis of the use of social media in the context of CSR is within the outlined area.

SSRN Electronic Journal is dedicated to the rapid dissemination of research around the world and consists of several specialized research networks that cover areas such as applied sciences, health sciences, humanities, life sciences, physical sciences, and social sciences, in which this area includes social media issues and CSR.

One article was published in the following magazines: *Business and Professional Communication Quarterly*, *Corporate Social Responsibility and Environmental Management*, *Decision Support Systems*, *Environmental Communication*, *International Journal of Management Research and Review*, *International Management Review*, *Journal of Business & Economics Research*, *Journal of Business Research*, *Journal of Consumer Behavior*, *Journal of Hospitality and Tourism Technology*, *Journal of Marketing Communications*, *Journal of Marketing Management*, *Journal of Promotion Management*, *Journal of Vocational Behavior*, *Management Decision*, *Problems and Perspectives in Management*, *Revista Latina de Comunicacion Social*, *Social Alternatives*, *Strategic Direction*, *Studies in Higher Education*, *Sustainability*, *Telecommunications Policy*. Each of them takes up the issues of broadly understood management, which includes the issues of social media and CSR.

Next, the authors' country of origin according to their affiliation was subjected to bibliometric analysis. In total, 96 affiliations were obtained (Figure 3).

Figure 3. Authors' country of origin according to affiliation

Source: own study.

As can be seen, the largest declared number of authors' affiliations (34) comes from the USA. Because 70% of Internet users use social media in the USA⁴¹, a relatively large number of authors' affiliations may be a signal that this issue is present in scientific discussion. Social media and CSR issues are also present in the scientific discussion of authors originating in China (11 affiliations), Spain (10 affiliations) as well as France and the UK (5 affiliations each).

Keyword Analysis

Publishing in peer-reviewed scientific journals is of great importance for the dissemination of knowledge. The bibliometric analysis carried out allows the assessment of individual features of the set, constituting important information about the significance of the studied issues.⁴²

The methodology of systematic literature review based on content analysis techniques is based on quantitative assessment, allowing verification of frequency,

⁴¹ Hootsuite and We Are Social, *Digital in 2019*, n.d., <https://wearesocial.com/global-digital-report-2019> (access: 3.02.2020).

⁴² M.O. Columb, A.-G. Lalkhen, *Systematic Reviews & Meta-Analyses*, "Current Anaesthesia & Critical Care" 2005, Vol. 16, No. 6, pp. 391–394.

i.e. an indication of the frequency of occurrence of the studied features.⁴³ The overriding goal of this exploratory stage of research is to highlight common areas and currents of research.⁴⁴

In bibliometric research, publication keywords are considered to be the basic element of the research field presented.⁴⁵ They should best describe the subject matter of the publications and refer to important concepts, ideas or scientific content in a concise manner.⁴⁶

The analysis allowed to separate research areas in which social media and CSR issues were addressed. Featured research areas, along with the keywords based on which they were extracted and the reference numbers of the magazines in which they appeared are presented in Table 2.

Table 2. Key research areas

Key research areas	Keywords	Number of Publications
Marketing 12	Advertising Brand equity Branding component Social media marketing Engagement Marketing New product development Public relations	[37] [2] [33] [3], [31] [18], [19] [37] [3] [23], [24], [35]
Digital technologies 13	Attitude towards website Boundary permeability Business value of information technology Content moderation Data mining Immediacy Information richness Internet New technology Slack resources Web 2.0 User-generated content	[27] [17] [1] [6] [28] [35] [27] [37] [23] [26] [32], [35] [11]

⁴³ W. Czakon, *Metodyka systematycznego przeglądu literatury*, "Przegląd Organizacji" 2011, Vol. 3, pp. 57–61.

⁴⁴ J.C. Furlan et al., *Methodology of Systematic Reviews and Recommendations*, "Journal of Neurotrauma" 2011, Vol. 28, No. 8, pp. 1335–1339.

⁴⁵ H.-N. Su, P.-C. Lee, *Mapping Knowledge Structure by Keyword Co-occurrence: A First Look at Journal Papers in Technology Foresight*, "Scientometrics" 2010, Vol. 85, No. 1, pp. 65–79.

⁴⁶ Y. Ding, G.G. Chowdhury, S. Foo, *Bibliometric Cartography of Information Retrieval Research by Using Co-word Analysis*, "Information Processing & Management" 2001, Vol. 37, No. 6, pp. 817–842; E.K. Kevork, A.P. Vrechopoulos, *CRM Literature: Conceptual and Functional Insights by Keyword Analysis*, "Marketing Intelligence & Planning" 2009, Vol. 27, No. 1, pp. 48–85.

Key research areas	Keywords	Number of Publications
CSR 48	Attitudes about CSR Corporate social responsibility Corporate social responsibility activities CSIR CSR activism CSR attributions CSR disclosure Environmental effect Ethics education External CSR Internal CSR Irresponsibility Organizational environment Social responsibility Social sustainability Structural social capital Sustainability Sustainable performance	[9] [2], [3], [5], [6], [7], [8], [10], [11], [13], [14], [15], [16], [17], [18], [19], [20], [21], [22], [23], [24], [25], [26], [27], [28], [29], [30], [31], [33], [35], [36], [37] [1] [29] [21] [11] [36] [3] [9] [15] [15] [25] [13] [30] [13] [32] [14] [3]
Industry 3	Banking Industry Media companies Publishing	[5] [36] [35]
Communication 21	CEO communication Communication Communication rights Communication strategies Corporate communications CSR communication Dialogic processes Dialogue Employee communication External communication Online communication Strategic communication	[26] [7], [13], [19], [25], [30], [37] [17] [22], [30] [24] [2], [8], [16], [18] [17] [23] [17] [14] [32] [20]
Stakeholders 17	Consumer outcome Consumers Corporate citizenship Customer engagement Customer value performance Employee communication Employer reputation Global citizenship Homo dialogicus Homo economicus Organization-public relationship Social CEO Stakeholder management Stakeholders Relationship management	[18] [11] [6] [7] [3] [17] [1] [35] [23] [23] [15] [15] [5], [28] [2], [19] [24]

Key research areas	Keywords	Number of Publications
Value 8	Firm value Business value of information technology Profit Managerial implication Cultural diversity Cross-cultural learning interest Co-creation Hospitality	[28] [1] [35] [33] [13] [13] [7] [19]
Reputation 8	Corporate reputation E-Reputation Employer reputation Firm reputation Organizational attractiveness Organizational legitimacy Personality Reputation	[8] [22] [1] [28] [10] [30] [10] [35]
Social media 34	Facebook Social media Social media capability/ies Social media policies Social network analysis Social networking sites Twitter	[6] [2], [5], [6], [7], [8], [11], [13], [14], [15], [16], [19], [20], [21], [22], [24], [25], [26], [28], [29], [30], [31], [32], [33], [35] [1], [9] [17] [32] [10] [6], [18], [24], [29]

Source: own study.

91 keywords were analyzed, grouped into 9 thematic areas: 1) Marketing, 2) Digital technologies, 3) CSR, 4) Industry, 5) Communication, 6) Stakeholders, 7) Value, 8) Reputation, 9) Social media.

A significant part of keywords refers directly to social media and CSR understood as research areas, which results from the natural need to explain the basic variables included in the titles of the analyzed publications (34 and 48 publications respectively). The substantive basis of this state is probably the fact that social media can be a useful tool for implementing the concept of CSR.⁴⁷ The specificity of using social media as a CSR communication tool is raised most often in the analyzed publications (21 publications). Scholars recommend social media as a CSR communication tool as it creates a communication environment where interactive and dialogic aspects inherently reside.⁴⁸ This fa-

⁴⁷ E.R. George, *Corporate Social Responsibility and Social Media Corporations: Incorporating Human Rights Through Rankings, Self-Regulation and Shareholder Resolutions*, "SSRN Electronic Journal" 2018, pp. 521–539.

⁴⁸ M. Cho, L.D. Furey, T. Mohr, *Communicating Corporate Social Responsibility on Social Media: Strategies, Stakeholders, and Public Engagement on Corporate Facebook*, "Business and Professional Communication Quarterly" 2017, Vol. 80, No. 1, pp. 52–69; K. Dunn, D. Harness, *Communicating*

facilitates consumer involvement, increasing engagement with the CSR communication.⁴⁹

It seems equally important to link the studied issues with stakeholder theory (17 publications). It is assumed that CSR activities should be based not only on defining the stakeholders themselves, but also on their expectations and ways of communicating with them. This is in order to support the implementation and improvement of the CSR strategy adopted, assuming that the development of each organization is determined by taking into account the expectations of stakeholders.⁵⁰ In this context, social media can provide a platform that will enable the implementation of the above activities.⁵¹

Social media are based on digital technologies, which have been identified as another thematic area (13 publications). Social media are interactive computer-mediated technologies that facilitate the creation or sharing of information, ideas, career interests and other forms of expression via virtual communities and networks,⁵² that can be used for business purposes, including for the implementation of CSR activities.⁵³

Marketing (12 publications) is another thematic area to which the analyzed social media and CSR issues are related. In recent years, social media marketing has become an integral part of marketing activities of enterprises in many industries.⁵⁴ Enterprises use social media to communicate and interact with customers,⁵⁵ suppliers, sellers and other stakeholders, achieving marketing goals.⁵⁶ Social media are an unparalleled

Corporate Social Responsibility in a Social World: The Effects of Company-Generated and User-Generated Social Media Content on CSR Attributions and Scepticism, "Journal of Marketing Management" 2018, Vol. 34, No. 17–18, pp. 1503–1529.

⁴⁹ M.L. Kent, M. Taylor, *From Homo Economicus to Homo Dialogicus...*, op. cit.; A. Toppinen, V. Hänninen, K. Lähtinen, *ISO 26000 in the Assessment of CSR Communication Quality: CEO Letters and Social Media in the Global Pulp and Paper Industry*, "Social Responsibility Journal" 2015, Vol. 11, No. 4, pp. 702–715.

⁵⁰ R.E. Freeman, *Strategic Management: A Stakeholder Approach*, Pitman, Boston 1984.

⁵¹ R. Wang et al., *Communicating Corporate Social Responsibility (CSR) on Social Media: How Do Message Source and Types of CSR Messages Influence Stakeholders' Perceptions?*, "Corporate Communications" 2018, Vol. 23, No. 3, pp. 326–341; P. Gomez Carrasco, E. Guillaumon Saorin, B. Garcia Osma, *Stakeholder and Firm Communication in Social Media: The Case of Twitter and Corporate Social Responsibility Information*, "SSRN Electronic Journal" 2019, Vol. 8180.

⁵² J.A. Obar, S. Wildman, *Social Media Definition and the Governance Challenge: An Introduction to the Special Issue*, "Telecommunications Policy" 2015, Vol. 39, No. 9, pp. 745–750; X. Zhang et al., *Improving Students' Attitudes about Corporate Social Responsibility via 'Apps': A Perspective Integrating Elaboration Likelihood Model and Social Media Capabilities*, "Studies in Higher Education" 2019, pp. 1–18.

⁵³ *Twitter and Corporate Social Responsibility*, "Strategic Direction" 2015, Vol. 31, No. 7, pp. 35–37.

⁵⁴ J. Abbas et al., *The Effects of Corporate Social Responsibility Practices...*, op. cit.

⁵⁵ R.M. Saat, M.H. Selamat, *An Examination of Consumer's Attitude towards Corporate Social Responsibility (CSR) Web Communication Using Media Richness Theory*, "Procedia – Social and Behavioral Sciences" 2014, Vol. 155, October, pp. 392–397.

⁵⁶ Y. Chen, S. Fay, Q. Wang, *The Role of Marketing in Social Media: How Online Consumer Reviews Evolve*, "Journal of Interactive Marketing" 2011, Vol. 25, No. 2, pp. 85–94.

platform for consumers to evaluate purchased products,⁵⁷ facilitate communication⁵⁸ and allow them to achieve other marketing goals, such as advertising,⁵⁹ building customer commitment,⁶⁰ new product development⁶¹ or public relations.⁶²

There are 8 publications related to each of the issues of reputation and creation of value. The connection between social media and CSR issues with these areas reflects the fact that companies are not limited to economic results, but they also have to relate to ecological or social issues. Social media put pressure on companies to meet these expectations, integrate the expectations of various stakeholders towards the company and its perception in relation to CSR.⁶³ That is why social media are an appropriate tool for creating the company's image in the context of its CSR activities and can establish a competitive advantage and have an impact on reputation.⁶⁴

The least number of keywords (only 3) were related to the area of industry. Such a scant reference to the area, to which social media and CSR issues are related, may indicate the universality of addressing these issues in scientific discourse, in the context of enterprises belonging to various sectors.

Discussion

The analysis of articles shows that the issues of social media and CSR are undertaken in various research areas. Bibliometric and contextual analysis helped formulate answers to the research questions.

⁵⁷ Ibidem; S. Chu, H. Chen, *Impact of Consumers' Corporate Social Responsibility-Related Activities in Social Media on Brand Attitude, Electronic Word-of-Mouth Intention, and Purchase Intention: A Study of Chinese Consumer Behavior*, "Journal of Consumer Behaviour" 2019, Vol. 18, No. 6, pp. 453–462.

⁵⁸ J. Yang, K. Basile, O. Letourneau, *The Impact of Social Media Platform Selection on Effectively Communicating about Corporate Social Responsibility*, "Journal of Marketing Communications" 2020, Vol. 26, No. 1, pp. 65–87.

⁵⁹ V.-J. Ros-Diego, A. Castelló-Martínez, *CSR Communication through Online Social Media*, op. cit.

⁶⁰ E. Uzunoğlu, S. Türkel, B. Yaman Akyar, *Engaging Consumers through Corporate Social Responsibility Messages on Social Media: An Experimental Study*, "Public Relations Review" 2017, Vol. 43, No. 5, pp. 989–997; L. Zizka, *The (Mis)use of Social Media to Communicate CSR in Hospitality*, "Journal of Hospitality and Tourism Technology" 2017, Vol. 8, No. 1, pp. 73–86.

⁶¹ J. Abbas et al., *The Effects of Corporate Social Responsibility Practices...*, op. cit.

⁶² H. Pavitt, *No Place to Hide...*, op. cit.

⁶³ M. Stiglbauer, A.L. Kühn, C. Häufinger, *Semantic Social Media Analytics of CSR Image: The Benefit to Know Stakeholders' Perspective*, "Problems and Perspectives in Management" 2014, Vol. 12, No. 2, pp. 34–42.

⁶⁴ V. Dutot, E. Lacalle Galvez, D.W. Versailles, *CSR Communications Strategies through Social Media...*, op. cit.; G.D. Saxton et al., *Do CSR Messages Resonate? Examining Public Reactions to Firms' CSR Efforts on Social Media*, "Journal of Business Ethics" 2019, Vol. 155, No. 2, pp. 359–377; C.D. Belinda, J.W. Westerman, S.M. Bergman, *Recruiting with Ethics in an Online Era: Integrating Corporate Social Responsibility with Social Media to Predict Organizational Attractiveness*, "Journal of Vocational Behavior" 2018, Vol. 109, October, pp. 101–117.

A relatively small number of publications on the issues of social media and CSR (37 products) may account for the existence of research gaps in this area. Another argument may be the time of their publication: 2011–2020, which shows that these issues have been of interest to researchers for a relatively short time. To confirm the existence of the research gap, an analysis should be conducted of the so-called “Gray literature”, which includes industry and business publications, which are not always subjected to the journal and publication review procedures, yet often describe topics at hand in a precise and updated manner.⁶⁵ On analyzing the trend lines (see Figure 1), an upward trend can be observed, which suggests that researchers’ interest in social media and CSR issues will increase.

Scientific journals in which articles on social media and CSR have been published have a diverse profile, which reflects the multidimensional nature of the studied issues. A significant number of the articles are published in magazines directly related to the issues raised under the CSR concept – issues of ethics, social and environmental responsibility (*Corporate Social Responsibility and Environmental Management, Journal of Business Ethics, Social Responsibility Journal, Sustainability*). Equally significant are the magazines related to broadly understood communication issues – *Business and Professional Communication Quarterly, Corporate Communications: An International Journal, Environmental Communication, Journal of Marketing Communications*. Social media and CSR issues are also discussed in journals in the area of marketing (*Journal of Marketing Management, Journal of Consumer Behavior*), and management (*International Journal of Management Research and Review, International Management Review, Journal of Promotion Management, Management Decision, Problems and Perspectives in Management*). Embedding the issues studied in various research areas may indicate its great research potential.

Authors who take up the issues of social media and CSR come from different countries, with the USA being, by far, the leading country of affiliation of the authors. Next came China and Spain. Due to the fact that the authors’ affiliations are dominated by highly developed countries, their interest in CSR issues seems understandable. On the other hand, these are also countries that are technologically advanced, which allows for the widespread use of social media for business purposes.

“Social media and CSR” is the subject of research in various areas. On the one hand, the research stream related to CSR itself is clearly present and in this context, attempts are being made to explain the role and function of social media as a useful tool for achieving the goals postulated in the concept. On the other hand, issues related to the specifics of social media for achieving marketing goals, communication, building reputation or creating value are being taken up.

⁶⁵ L. McAuley et al., *Does the Inclusion of Grey Literature Influence Estimates of Intervention Effectiveness Reported in Meta-Analyses?*, “The Lancet” 2000, Vol. 356, No. 9237, pp. 1228–1231; R.J. Adams, P. Smart, A.S. Huff, *Shades of Grey...*, op. cit.

Due to the multidimensional nature of the research undertaken, various thematic threads raised in scientific publications in the field of social media and CSR, and the growing trend in the number of publications, it is possible to indicate interesting research directions in the future. Among them, the following may appear: 1) research on the actual motives of individual organizations related to the use of social media to achieve CSR objectives, 2) research on the number of professional services supporting the organization's activities in social media aimed at achieving CSR objectives, 3) measure the organization's maturity in the use of social media for the implementation of CSR objectives, 4) research on the risks associated with the presence of organizations in social media related to their image.

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- Zizka L., *The (Mis)use of Social Media to Communicate CSR in Hospitality*, “Journal of Hospitality and Tourism Technology” 2017, Vol. 8, No. 1, pp. 73–86.

Appendix

List of analyzed scientific publications

Reference number	Author(s)	Titles	Year
[1]	Benitez, Jose Ruiz, Laura Castillo, Ana Llorens, Javier	How corporate social responsibility activities influence employer reputation: The role of social media capability	2020
[2]	Yang, Jing Basile, Kelly Letourneau, Olivia	The impact of social media platform selection on effectively communicating about corporate social responsibility	2020
[3]	Abbas, Jaffar Mahmood, Shahid Ali, Hashim Raza, Muhammad Ali Ghaffar, Ali Aman, Jaffar Bano, Shafer Nurunnabi, Mohammad	The effects of corporate social responsibility practices and environmental factors through a moderating role of social media marketing on sustainable performance of business firms	2019
[4]	Chu, Shu-Chuan Chen, Hsuan-Ting	Impact of consumers’ corporate social responsibility-related activities in social media on brand attitude, electronic word-of-mouth intention, and purchase intention: A study of Chinese consumer behavior	2019
[5]	Gomez Carrasco, Pablo Guillamon Saorin, Encarna Garcia Osma, Beatriz	Stakeholder and Firm Communication in Social Media: The Case of Twitter and Corporate Social Responsibility Information	2019
[6]	Grygiel, Jennifer Brown, Nina	Are social media companies motivated to be good corporate citizens? Examination of the connection between corporate social responsibility and social media safety	2019
[7]	Loureiro, Sandra Maria Correia Lopes, João	How Corporate Social Responsibility Initiatives in Social Media Affect Awareness and Customer Engagement	2019

Reference number	Author(s)	Titles	Year
[8]	Saxton, Gregory D. Gomez, Lina Ngho, Zed Lin, Yi-Pin Dietrich, Sarah	Do CSR Messages Resonate? Examining Public Reactions to Firms' CSR Efforts on Social Media	2019
[9]	Zhang, Xi Zhou, Shuling Yu, Yao Cheng, Yihang de Pablos, Patricia Ordóñez Lytras, Miltiadis D.	Improving students' attitudes about corporate social responsibility via 'Apps': a perspective integrating elaboration likelihood model and social media capabilities	2019
[10]	Belinda, Casher D. Westerman, James W. Bergman, Shawn M.	Recruiting with ethics in an online era: Integrating corporate social responsibility with social media to predict organizational attractiveness	2018
[11]	Dunn, Katherine Harness, David	Communicating corporate social responsibility in a social world: the effects of company-generated and user-generated social media content on CSR attributions and scepticism	2018
[12]	George, Erika R.	Corporate Social Responsibility and Social Media Corporations: Incorporating Human Rights Through Rankings, Self-Regulation and Shareholder Resolutions	2018
[13]	Hao, Yunhong Farooq, Qamar Sun, Yuan	Development of theoretical framework and measures for the role of social media in realizing corporate social responsibility through native and non-native communication modes: Moderating effects of cross-cultural management	2018
[14]	Reilly, Anne H. Larya, Naznin	External Communication About Sustainability: Corporate Social Responsibility Reports and Social Media Activity	2018
[15]	Wang, Ruoxu Huang, Yan	Communicating corporate social responsibility (CSR) on social media	2018
[16]	Cho, Moonhee Furey, Lauren D. Mohr, Tiffany	Communicating Corporate Social Responsibility on Social Media	2017
[17]	Stohl, Cynthia Etter, Michael Banghart, Scott Woo, Da Jung	Social Media Policies: Implications for Contemporary Notions of Corporate Social Responsibility	2017
[18]	Uzunoglu, Ebru Türkel, Selin Yaman Akyar, Burcu	Engaging consumers through corporate social responsibility messages on social media: An experimental study	2017
[19]	Zizka, Laura	The (mis)use of social media to communicate CSR in hospitality	2017
[20]	Birim, Bahadır	Evaluation of Corporate Social Responsibility and Social Media as Key Source of Strategic Communication	2016

Reference number	Author(s)	Titles	Year
[21]	Boyd, D. Eric McGarry, Benjamin Michael Clarke, Theresa B.	Exploring the empowering and paradoxical relationship between social media and CSR activism	2016
[22]	Dutot, Vincent Lacalle Galvez, Eva Versailles, David W.	CSR communications strategies through social media and influence on e-reputation	2016
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Source: own study.