Mapping Three Decades of Relationship between Ethical Leadership & employee-CSR: A Bibliometric Analysis and Future Research Agenda

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ABSTRACT

While the domains of Ethical Leadership (EL) and employee-CSR (Corporate Social Responsibility) are well developed individually, the relationship between the two has received less attention (theme). Many firms have been deploying CSR strategies for quite some time. However, the role of employee CSR in relation to EL has not yet been studied extensively. EL has a seminal role in influencing employees' perception of organisational CSR activities, thus causing employees to perform over and beyond their everyday job responsibilities. From the extant literature, it appears that this relationship between EL and employee CSR has not been reviewed through systematic literature. Since the body of CSR literature has exploded post-2018, there is a need to lay bare the scientific structure of the theme to scholars. Therefore, on the theme, we undertook a bibliometric analysis of the EL-employee-CSR relationship behaviour of research papers published in the last three decades. Our significant contribution through the systematic literature review is to motivate scholars to take up research in this under-developed area of 1) the role of employee-CSR in organisations, 2) the role of EL in employee-CSR and 3) the self-identification of employees within an organisation.

Keywords: Ethical Leadership, Employee-CSR, Bibliometric analysis, Systematic literature review. Clusters of future research.

1   INTRODUCTION

There are two perspectives to consider when looking at CSR: internal and external. The literature on external CSR can be divided into three groups. The first group defines it as activities that benefit stakeholders outside the organisation, such as philanthropic and social initiatives (Novak, 1996; Trevino, 1999). For example, organisations may support social causes or adopt environmentally friendly practices to reduce carbon emissions around their premises (Altman, 1998; Boatright, 2000; Waddock, 2004). The second group sees external CSR as a strategic tool to gain a competitive advantage over others (Lantos, 2001; Lewis, 2003; Chen et al., 2014; Malik, 2015). The third group views CSR as a legal requirement that must be met following institutional norms. In this case, firms comply with by-laws to fulfil their responsibilities towards people and nature (Goyder, 2003).

Over the past ten years, companies have increasingly recognised the value of external corporate social responsibility (CSR) as a business strategy. This is evident in the growing number of firms disclosing their CSR practices (Filiozo et al., 2011; Frederick, 2008; Nejati et al., 2011). For instance, the Standard and Poor 500 (S&P) index, which tracks US companies, found that only 53% of firms published sustainability disclosure reports in 2012, compared to 90% in 2019 (Coppola, 2020). The reasons for this trend are clear: Companies have realised that external CSR can boost financial performance, enhance brand reputation, and attract talent while fostering a positive workplace culture (Brammer et al., 2007; Turker, 2009; Magbool et al., 2016; Nejati et al., 2017). As a result, recent CSR literature has focused primarily on firms' external strategies to fulfil their CSR obligations.

Only a few studies focus on Internal Corporate Social Responsibility (CSR), which is about how employees contribute to their own CSR initiatives. Measuring the impact of Internal CSR on the overall CSR of the organisation is crucial (Aguilera et al., 2007; Rupp, 2013; Chen, 2014). When internal employees are aware of and committed to CSR, it creates a positive culture for CSR implementation (McShane, 2012). This has increased employee engagement in CSR activities, referred to as employee-CSR in this manuscript.

Encouraging consistent employee-CSR and monitoring it is a challenging task for firms' leaders, as Gazzola et al. (2014) noted. In the realm of leadership literature, ethical leadership (EL) has been explored by a few authors as a means to improve employee-CSR. EL is characterised by demonstrating normatively appropriate behaviour through personal actions and interpersonal relationships and promoting such behaviour to followers through communication, reinforcement, and decision-making (Brown et al., 2005). When employees perceive their leaders as role models who engage in ethical conduct and adhere to organisational norms, they view it as ethical behaviour. They are motivated to engage in CSR (Nejati et al., 2019). This phenomenon is supported by the Social Identity Theory (Dutton et al., 1994), as employees tend to identify with their ethical leaders and adjust their behaviour accordingly. Adopting CSR practices by an ethical leader builds a sustainability culture within the firm that benefits the organisation and its stakeholders, such as society and the environment (Islam, 2019).

To conduct a systematic review of peer-reviewed manuscripts on the impact of Ethical Leadership (EL) on employee-CSR, it is necessary to explore their theoretical connections based on Social Identity Theory. We conducted a literature review spanning the last three decades to uncover varying perspectives on the relationship between Ethical Leadership and employee-CSR behaviours. This information will be beneficial for managers and leaders to comprehend better and implement CSR-related behaviours.

The objectives of this study are 1) to evaluate and analyse the existing literature on EL and employee-CSR through a scientific review protocol using analytical methods powered by bibliometric-R and VOSviewer software that is fit for purpose. 2) to identify future research areas for scholars and practitioners in this evolving research field (De Roeck et al., 2018). To the best of our knowledge, no Systematic Literature review and bibliometrics analysis has been done that sheds light on the relationship between the EL and employee-CSR. Following the research tradition, the current work undertaken for the last three decades research papers and has presented the following research questions (RQs):

RQ1. What are the latest research trends about "EL and employee CSR" publications?

RQ2. Provide a list of the top ten journals, articles, authors, countries based on corresponding authors, and institutions for the topic "EL and employee-CSR"?

RQ3. Provide information on the knowledge clusters (or science mapping) in the research theme "EL and employee-CSR."?

RQ4. What are the available opportunities for future "EL and employee-CSR" research?

Here is the structure of the research paper: the methodology section comes next. In section 4, we do the performance analysis. In section 5, we carry out science mapping. The final section addresses the conclusions and limitations.

2 METHODOLOGY

Two main methods for conducting systematic literature reviews are meta-analysis and bibliometric analysis. Meta-analysis is best used for extending theories or summarising multiple studies using statistical tools. On the other hand, bibliometrics focuses on summarising previous research based on factors such as authors, countries, or abstracts. This review's focus is more closely aligned with the bibliometric method, which is why it was used for the systematic literature review paper (Donthu et al., 2021a).

It has been observed that the bibliometric analysis method is a reliable and transparent review process. This approach employs extensive data samples and advanced technology to consolidate and present the findings of scholarly literature related to a particular topic. Several recent studies have highlighted the effectiveness of this method (Paul et al., 2021; Goodell et al., 2021; Donthu et al., 2021e; Lim et al., 2021a). In this paper, we have employed technology to conduct a systematic literature review. We have utilised the Scopus database and applied Bibliometric-R (specifically Biblioshiny) and VOSviewer software for analysis.

In the social science field, the use of "Scientific Procedures and Rationales for Systematic Literature Reviews" (SPAR-4-SLR) (Donthu, 2021a) has been on the rise for bibliometric analysis (Figure 1). This approach is reliable,

involving three main stages: assembling, arranging, and assessing scholarly literature, which are collectively known as the 3 As (Figure 2). For this current review, the 3 As protocol was adopted (Donthu et al., 2021a). Using technology-empowered systematic literature review, bibliometrics allows for large-scale data analysis of manuscripts, providing a more representative scope of the domain than alternatives that rely on smaller databases (Lim et al., 2021b). This widens the methodologies used in EL and employee CSR research domains.

2.1. Assembling

The assembling stage will help us set the boundaries/ context of our study. It has two stages, i.e., data identification and acquisition (Figure 1). We must study the Leadership, employee, and CSR domains in the Identification stage. We are interested in Journals (as source type) acquired from Scopus and ABDC (Australian Business Deans Council) ranked A & A* journals. The reason to focus on these journals was that they are rigorously peer-reviewed instead of lower-quality journals, conference proceedings, or books. The latter categories mentioned above typically either are replication studies more driven by techniques than substance or not rigorously peer-reviewed. Scopus as a database contains good quality indexed articles with an extensive database on most themes with abstracts and author keywords. It has a collection of very exhaustive articles in Accounting, Arts and Humanities, Business Management, Computer Science, Environment Science, Economics, Econometrics, Finance, Social Sciences, and Psychology relevant to our research theme. The alternative to the Scopus database, for example, is Google Scholar, where indexing is not available (Paul et al., 2021; Goodell et al., 2021), or the Web of Science, where the depth of articles for review is not adequate (Donthu et al., 2021a). We used the Scopus database for our research work.

To ensure high-quality articles are included in the research work, the filter's second step involved using ABDC Journals with A* and A rank. This is consistent with the SPAR-4-SLR guidelines (Donthu et al., 2021a; Mukherjee et al., 2021). The identification phase establishes the parameters and configurations for this review.

During the acquisition stage, we used the "Scopus database" tool to search and index articles and collected the required information for bibliometric analysis. The first article related to the theme was published in 2007, but we included publications from 11 December 1992 to 10 December 2022 (three decades).

Our process for identifying search keywords involved two steps. Firstly, subject matter experts (SMEs) reviewed a preliminary list of macro keywords, including "CSR," "leadership," and "employee." These were entered into the Scopus database, and the first fifty search results were analysed for frequently used or synonymous keywords. Through multiple rounds of review and screening, the SMEs identified specific keywords for each domain. For CSR, these included phrases such as "Environmental CSR" and "Internal CSR practices." Keywords such as "Ethical Leadership" and "Authentic Leadership" were used for leadership. Employee-related keywords included "CSR to employees" and "Employees' engagement." Ultimately, the SMEs agreed on the search string "Corporate Social Responsibility" AND "*CSR*" AND "*leadership*" AND "*employee*," using asterisks as wildcards to capture different keyword structures. This search yielded 156 articles in the "Assembling" stage.

2.2. Arranging

In the review process, the *arranging* stage involved *organisation* and *purification*, illustrated in Figure 1. The *organisation* stage included applying categorical filters such as document type, language, subject area, and source, which were available in Scopus. The list of edited articles was sorted by source (ABDC journals A* and A) or SCOPUS indexing as part of the SPAR-4-SLR protocol (Donthu et al., 2021a).

To ensure the quality of our research, we followed a two-step *purification* process. *Firstly*, we only considered articles as our document type, excluding editorials and notes due to their lack of peer review. We limited our search to English language articles, which we are proficient in. Our focus was solely on peer-reviewed articles within the following subjects: Accounting, Arts and Humanities, Business Management, Computer Science, Environmental Science, Economics, Econometrics, Finance, Social Sciences, and Psychology. We conducted our research using the Scopus database (Donthu et al., 2021a; Paul et al., 2021). In the *second* purification stage, we only included publications featured in journals ranked as "A*" and "A" by ABDC JQL and those indexed by SCOPUS. In total, we retained 133 publications for further analysis.

2.3. Assessing

Two sub-stages were carried out during the assessment stage: *evaluation* and *reporting*. In the *evaluation* stage, 133 articles selected during the arranging stage were reviewed, and a performance analysis and science mapping of the articles were conducted. The "performance analysis" involved analysing the collective performance of

articles and arriving at the domain body of knowledge clusters. Using MS-Excel and Bibliometric-R (Biblioshiny), a comprehensive analysis of research papers from the past thirty years was conducted to identify current research trends (RQ1) and determine the top ten journals, articles, authors, and countries based on corresponding authors and institutions focused on the topic (RQ2). Fig. 2 was used for "science mapping," which involved analysing author and country co-authorship (RQ2) and keyword co-occurrence (RQ3). The "performance analysis" provided a detailed examination of article publication trends, including documenting participants' profiles in empirical research. Analysing the co-occurrence of keywords in "science mapping" helped identify clusters of knowledge and associated keywords in a particular domain. Examining the co-authorship of authors and countries generated a collaboration grid (Donthu et al., 2021). After conducting a "performance analysis" and "science mapping," topics for future research were identified through co-word analysis and alluvial charts (Donthu et al., 2021c). In the reporting stage, the review work was presented in the same format as other bibliometric authors, including network visualisations in the form of figures, bibliometric data in tables, and narratives to accompany the visuals (Donthu et al., 2021b, c, d; Goodell et al., 2021; Kumar et al., 2021a, b, c).

3   FINDINGS

3.1.   Latest research trends on "EL and employee CSR" (RQ1)

Based on Figure 3, the research trend indicates a significant increase in publications over the last five years. The literature review suggests that the field is constantly evolving. We have tracked the publication trend from 2007 to 2022, with the first article titled "Corporate Governance as a Critical Element for Driving Excellence in Corporate Social Responsibility" by Shahin A. and Zairi M. appearing in 2007, followed by "Factors Associated with a Positive Attitude Towards Change Among Employees During the Early Phase of a Downsizing Process" led by Svensen E., Neset G., and Eriksen, HR. The main takeaways from these two articles were that various internal and external factors complement local leadership's corporate governance policies to implement social and environmental CSR initiatives.

This research theme gained momentum in 2018 and has continued to grow since then. Seventy-one per cent (%) of all related articles were published in the past five years, and forty-one per cent (%) were published in the last two years (2021-2022). As of December 10th, 2022, 36 articles have already been published on this theme in the current year alone. Other management studies, including those by Paul et al. (2021) and Goodell et al. (2021), have also observed this growth trend.

3.2.   List of the top ten Journals for the topic (RQ2)

Table 1 shows the distribution of article frequency in top journals. The journal with the most publications is "Sustainability (Switzerland)" with 15 articles, followed by "Journal of Business Ethics" with 14 articles. "International Journal of Environmental Research and Public Health" had eight articles, while "Corporate Social Responsibility and Environmental Management" and "Social Responsibility Journal" each had six articles. Overall, these five journals published 49 out of the 133 articles in the list. The EL and employee CSR theme appeared in 73 journals, suggesting it is becoming widely accepted.

3.3.   Top ten Articles for the theme (RQ2)

When looking for the top ten articles on a specific topic, one must consider global and local perspectives. The global citation refers to the number of times other Scopus articles have cited a particular article (Paul et al., 2021; Kumar et al., 2021c). Table 2 provides a list of the top articles based on global citations. The article "Corporate Governance and Firm Value: The Impact of Corporate Social Responsibility" by Hoje Jo et al. (2011) has received the highest number of global citations with 652. Following closely behind is "Feeling Good by Doing Good: Employee CSR-Induced Attributions, Job Satisfaction, and the Role of Charismatic Leadership" by Vlachos et al. (2013), with 199 global citations. In third place, "To Thine Own Self Be True? Employees' Judgments of the Authenticity of Their Organization's Corporate Social Responsibility Programme" by Mcshane et al. (2012) received 156 global citations. It is worth noting that ethical leadership and employee CSR are among the top ten global citations listed in Table 2.

Out of the 133 articles, the number of times they were cited is known as local citations (Paul et al., 2021; Kumar et al., 2021c). Table 3 shows the articles with the highest local citations, indicating their popularity among readers. The article "Corporate Social Responsibility and Ethical Leadership: Investigating their Interactive Effect on Employees' Socially Responsible Behaviors" by De. Roeck et al. (2018) received the most local citations (11),

followed by "The Effects of Corporate Social Responsibility on Employees Affective Commitment: A Cross-Cultural Investigation" by Mueller L. et al. (2012), also with 11 local citations. "The Impact of Transformational Leadership on Job Performance and CSR as Mediator in SMEs" by Manzoor et al. (2019) comes next with ten citations. This highlights the importance of bibliometric reviews and local citation analysis in determining the impact of research in a particular field. This theme's total global citation count is 1811, with 87 local citations of the top 10 articles, averaging 181.1 and 8.7, respectively. This indicates the significance and relevance of the theme under investigation: ethical leadership and employee CSR.

3.4. List of top ten authors for the theme (RQ2)

Table 4 lists the top ten authors in the research theme who have published two or more articles. According to the table, Ahmad N from the Faculty of Management Studies at the University of Central Punjab in Pakistan is the most creative author, having written five articles in the domain. Nurunnabi., M of Prince Sultan University in Riyadh and Samad S of Princess Nourah Bint Abdulrahman University in Riyadh follow closely behind, with four articles each. Additionally, it is evident from Table 4 that this theme is being explored across multiple countries, including Asia, Europe, and the USA.

It is worth noting that Vlachos, PA. et al. (2013) had written two articles with significant global and local citations that have influenced the topic being studied (as seen in Tables 2 & 3). Their first article, titled "Feeling Good by Doing Good: Employee CSR-Induced Attributions, Job Satisfaction, and the Role of Charismatic Leadership," analysed the effects of Corporate Social Responsibility (CSR) initiatives on employees. The study found that employees are more likely to participate in CSR activities organised by their company when they perceive their managers as having charismatic leadership qualities. This increased participation has been linked to higher levels of job satisfaction among employees. The second article by the same authors, titled "Employee Judgments of and Behaviors Toward Corporate Social Responsibility: A Multi-Study Investigation of Direct, Cascading, and Moderating Effects," draws attention to the impact of leadership styles and management participation in CSR activities on the CSR behaviour of middle managers. This behaviour, in turn, affects the CSR behaviour of the employees.

A study conducted by Paul et al. (2021) analysed the co-authorship of researchers to determine their level of collaboration. This partnership allows for information sharing, leading to new research discoveries and a higher chance of publication in academic journals (Kumar et al., 2021c; Khanra et al., 2021). The study identified three groups of co-authors who formed alliances or networks (as shown in Figure 4). The *first* network (red colour) consists of Ahmad N (Pakistan), Samad S (Riyadh), Li Xu (China), Comite U (Italy), Badulescu D (Romania), Sial MS (Pakistan), Cherian J (United Arab Emirates), and Scholz M (Poland). The *second* network (grey colour) shows Ahmad N (Pakistan) collaborating with Mahmood A (Pakistan), Murtaza SA (Hungary), and Molnar E (Hungary). The *third*, weaker network (green colour) includes Vlachos PA (Greece), Panagopoulos NG (Greece), and Rapp AA (USA). As seen in Figure 3, the research theme is still developing, making it crucial to collaborate more among author groups to achieve long-term research advancement in breadth and depth.

3.5. List of top ten countries based on the corresponding authors (RQ2)

Out of the 133 articles identified from the Scopus database, the majority of the authors who contributed the most to the theme were from China (22 articles), the United States of America (18 articles), and Australia (10 articles). This analysis only considers the country of origin of the corresponding authors, as co-authors may come from different countries within a single article.

This paper uses a co-authorship analysis to examine how authors from different countries collaborate (Figure 6). The analysis reveals the extent of collaboration between authors from various countries on the research theme, as shown in the network diagram (Paul et al., 2021). The review discovered two significant alliances of countries for visualisation (Figure 6). The first major alliance (red colour) is centred on the United States of America. It reflects its cross-country collaborations with Canada, France, Australia, Malaysia, Indonesia, Greece, Estonia, Qatar, Turkey, Spain, Korea, Bangladesh, United Kingdom, Denmark, Netherlands, and Ecuador. The second major alliance (purple) is centred around China, demonstrating its international collaboration with Pakistan, Iceland, South Africa, Nepal, Somalia, Iraq, Poland, Italy, Saudi Arabia, Jordan, Romania, and Hungary. It is worth mentioning that some collaboration is visible across these two networks. There is a need for authors to collaborate and work more in the inter-networks for the development of the theme. For example, collaborating with authors

from Pakistan and the United Kingdom could offer diverse contextual insights about their respective countries (Figure 6).

3.6. List of top ten institutions for the topic (RQ2)

Table 5 lists the top institutions for employee-CSR and EL based on the number of published articles (two or more). The analysis reveals that Alba Graduate Business School in Greece is the most prominent institution, publishing three articles in prestigious journals. Other institutions have published two articles each. Notably, some institutions in the Far East, such as China and South Korea, have also contributed to the research field. However, institutions from North America and Europe have not contributed much, which goes against the general trend in published literature in the management field. Therefore, there is significant potential for both developing and developed country institutions to study the theme more extensively.

3.7. Information on the Knowledge Clusters (science mapping) in EL and employee CSR (RQ3)

To summarise their articles, the authors selected specific keywords (as noted by Paul et al., 2021). In this study, VOSviewer was utilised to analyse the co-occurrence of these keywords (as depicted in Figure 7). To comprehend the knowledge clusters presented in this review, a "science mapping" method was employed to examine the relationships between the keywords within the review corpus. VOSviewer was used to identify the top five clusters of keywords (as shown in Figure 7). The review conducted a co-occurrence analysis of keywords extracted from 133 articles, resulting in a clear visualisation of keyword co-occurrences. Only keywords that appeared at least three times in the cluster were considered, following the guidelines of Kumar et al. (2021c).

Table 6 provides summary statistics on the link strength between every keyword and other keywords and the number of times each keyword appears within its respective knowledge cluster. The keyword co-occurrence analysis reveals five distinct knowledge clusters that support the employee-CSR theme and EL's intellectual structure. The following section delves deeper into these clusters.

Cluster 1: Responsible Leadership, Servant Leadership, and CSR – Eight keywords revolve around the centre of "CSR". Through cluster analysis, it is evident that the most commonly paired keywords are "CSR", "responsible (or ethical) leadership", and "servant leadership (environmental specific)". This suggests that these topics are often studied together and are vital for improving organisational CSR efforts. Additionally, "employee engagement" (or employee-CSR) is researched in countries such as China and Vietnam. In the literature by Brown et al. (2005), ethical leadership refers to the normative role of a leader, while servant leadership, coined by Greenleaf (1970), focuses on employee development (Hind et al., 2009). These leadership styles have enhanced organisational CSR and employee-CSR efforts (Russell & Stone, 2002).

Cluster 2: Transformational Leadership, sustainability, and job performance – This text discusses six keywords with a focus on the importance of "transformational leadership" for improving organisational "sustainability" and employee "job performance." In the literature, this leadership style emphasises employee growth, with a leader providing individual training and demonstrating supportive behaviour (Burns, 1978; Bass, 1985). According to the "Organizational Identity Theory," transformational leadership can positively impact organisational sustainability and employee job performance. This theory suggests that employees adopt their organisation's attributes, values, and goals in their behaviour (Dutton et al., 1994).

Cluster 3: Leadership, CSR, and Job Satisfaction – The third cluster focuses on "CSR". In this cluster, the type of leadership impacts the organisation's CSR, employee's CSR, and job satisfaction. This theme overlaps with clusters 1 and 2. Sources such as Luthans (2002) and Macik-Frey, Quick, and Cooper (2009) support this idea.

Cluster 4: Ethical Leadership, CSR, and Employee pro-environment Behaviour – The fourth cluster focuses on the importance of ethical leadership, which motivates corporate social responsibility (CSR) and encourages employees to exhibit pro-environmental behaviour beyond their designated duties. The Organizational Identity Theory is a framework that elucidates how employees integrate their organisation's attributes, values, and objectives into their conduct and performance (Dutton et al., 1994).

Cluster 5: Organizational - Identification, Citizenship, Justice, and Green Transformational Leadership– The fifth and final cluster explores the impact of "green transformational leadership" on employee organisational identification, citizenship, and justice. The theoretical lens for this cluster is supported by the "Organizational Identity Theory" (Dutton et al., 1994).

4   DISCUSSION

We analysed the occurrence of keywords, reviewed 156 articles in the literature, and assessed recommendations for future research. We conclude that the ethical leadership and employee CSR field has extensive potential for growth in different geographic areas and further development with additional themes, such as sustainability issues, ethical leadership, and employee CSR. Our analysis highlights possible areas for future themes to emerge and recommends incorporating new knowledge clusters to enhance their impact on current issues. This is particularly vital considering the sustainability challenges faced by countries and organisations, as highlighted in studies by Dimitrov (2016) and Ali et al. (2021).

4.1.   From the Knowledge Clusters

An analysis was conducted using VOSviewer to study patterns over time (Figure 8). The study focused on two groups: the first covers the period before 2017 (represented by blue and dark green colours), while the second covers the period from 2017 to 2022 (represented by light green and yellow colours). This division of periods aimed to gain insight into the direction of research on the themes of EL and employee-CSR and identify potential areas for future research.

The first phase of studies *(pre-2017)-* in the period the impact of Corporate Governance (CG) on promoting CSR practices within organisations was the research focus. Our research shows that Corporate Governance played a significant role in managing CSR and enhancing sustainability commitments, especially after the financial crisis 2008. Many academic studies during that time focused on the relationship between corporate governance, CSR, leadership, and employee engagement, which all contributed to improving organisational performance (Hoje Jo et al., 2011). The research also explored ethical leadership, employee identification with the organisation, and employee engagement.

In the Pre-2017 literature, research on corporate social responsibility (CSR) has highlighted a new theme: the role of employees in promoting CSR within their organisation. This includes building a positive image, fostering commitment, earning loyalty, and boosting morale. This marks a departure from earlier studies (around 2008) that focused on external factors such as corporate governance and the natural and social environment. Instead, current research emphasises the importance of organisations seeking employee input to drive their CSR agenda beyond reducing carbon emissions and other physical factors.

Another theme from the analysis is the role of ethical or charismatic leaders in shaping employees' positive perceptions of the organisation's CSR initiatives. This, in turn, affects employee job satisfaction and improves organisational performance (Vlachos et al., 2013). Finally, the third theme relates to the impact of employees' affective commitment or self-identification with the organisation on the relationship between CSR and job satisfaction, attitude, and work performance (Mueller et al., 2012).

In the second phase of the study *(post-2017)*, the ever-increasing climate challenges faced by organisations and societies have brought about consequences that are being felt globally. This pressure has led organisations to focus on sustainability initiatives to address the voices of governments and social groups. The theme of environmental degradation is becoming louder and more prevalent, as reflected in the literature (Dimitrov, 2016; Ali et al., 2021). Organisations have responded positively by integrating long-term economic, social, and environmental commitments into their policies and spending (Dahlsrud, 2006; Du S. et al., 2015). In the second phase of studies (post-2017), the focus has shifted to the contributions of employees to corporate social responsibility (CSR) and how leadership can drive ethical behaviours that lead to overall organisational environmental commitments being met.

In summary, between the pre & post-2017 periods, research shows that when employers participate in CSR and environmental activities, it motivates employees to engage in social and green activities. This leads to a positive feedback system and future sustainable behaviours. Encouraging a more sustainable way of life among employees can promote positive social and environmental change (De Roeck et al., 2018). This is the first research gap that researchers can study ways to improve "Employees (micro) contributions in CSR."

Ethical leadership is crucial for improving employees' perception of CSR activities and motivating them to engage in social and environmental initiatives. To ensure CSR success, monitoring and measuring specific behaviours is necessary. However, more research is needed to measure employees' perception of CSR using qualitative and quantitative methods and is opening a second research gap, "Role of ethical leadership in employee-CSR."

The third research gap is to study employees who identify with their organisation's CSR and are more likely to take action for social or environmental causes beyond their job responsibilities. This identification drives employees to be more responsive to societal and environmental concerns. The third research gap is improving the "Identification of employees with organisations."

In order to reconfirm research gaps between 2017-22, the authors utilised the Alluvial Chart method (Figure 9) and conducted triangulation. Literature shows that the focus of CSR and environmental activities has shifted from leaders to employees due to international pressures, government policies, and mandatory corporate commitments. As a result, there has been an increase in transformational leadership-themed research, which requires employees to constantly exceed their daily work objectives and achieve higher goals than usual (Qian et al., 2019). While transformational leadership was first introduced by Burns (1978), it has become more prevalent in recent literature regarding employee CSR. This shift could be attributed to CSR ownership moving from leaders to employees, resulting in employees being expected to go beyond their everyday job responsibilities (Alshihabat et al., 2020).

4.2.   Future research opportunities for "EL and Employee CSR" (RQ4)

The future research areas identified for researchers are "Employees (micro) contributions in CSR," "Role of transformational leadership on employee-CSR, "Role of ethical leadership on employee-CSR," and what may improve "Identification of employees with organisations" (Table 7).

In the First future research subtheme, "*Employees (micro) contributions in CSR*," the possible sub-themes for research are "What objective measures does an organisation deploy to measure employee perception of the CSR Programmes?" "What drives employees' authenticity assessments towards CSR' (McShane et al., 2012; Vlachos et al., 2013).

The second subtheme, "*Role of transformational (ethical) leadership*", shall be "what training to impart to in-house leaders/ managers in the transformative leadership" or "how to prepare employees towards future CSR leadership roles to carry on CSR and environmental responsibilities" "how to improve CSR performance of employees both social and natural environment over and beyond their work" (Manzoor et al., 2019) or "how to improve employee perception about ethical leadership that drives pro-environmental organisations citizenship and employees green behaviour" (Islam et al., 2019).

The third subtheme, "*Identification of employees with an organisation,*" "How servant leadership may help employees to identify themselves with the organisation?" (Changar et al., 2021) or "How managers may improve the image of CSR activities with employees via the internal memos, intranet, thematic events, etc so that employees participate (identify) with the social or environmental activities beyond organisational boundaries?".

Finally, in addition to these three areas, it is noted that ethical leadership and employee CSR are evolving, and many researchers may discover new areas.

5   CONCLUSIONS

This study conducted a systematic literature review using bibliometric analysis of research papers on "Ethical Leadership and Employee CSR" published in the last three decades. The data was collected from Scopus, an online manuscript inventory, and analysed using software such as Bibliometric-R and VOSviewer. The study successfully achieved its research objectives and answered research questions. The review highlighted the latest trends in research (RQ1) and identified the top ten journals, articles, authors, and countries based on the corresponding author's publication and their scholarly networks across different countries and institutional affiliations (RQ2). These findings provide valuable insights for academicians and organisation managers/leaders to develop plans and strategies in this field.

Through bibliometric keyword analysis, this review has identified five knowledge clusters. The first cluster includes Ethical Leadership (EL), servant leadership, organisational CSR and employee engagement. The second cluster includes Transformational Leadership, Sustainability, and job performance. The third cluster includes Leadership, CSR, and Job Satisfaction. The fourth cluster includes EL, CSR, and employee pro-environment behaviour. The fifth cluster includes Organizational - Identification, Citizenship, and Justice (RQ3). Clusters can provide valuable insights into employee-CSR impact areas and critical insights. There are also eight new research sub-themes to explore (Table 7), such as measuring micro contributions to CSR by employees, examining the role of ethical leadership in positive CSR perception, and exploring employee identification with their organisations.

This review is essential for studying ethical leadership and employee corporate social responsibility. Future research should expand on this work and investigate the research gaps identified further. This review has

limitations. It only looked at articles in Scopus-indexed journals with an "A" or "A*" rating. Future researchers should expand their search to find new insights outside this scope. Researchers use co-occurrence analysis to identify knowledge clusters, but this method only gives a general overview of the research theme. It is essential to consider other review methods, like meta-analysis literature reviews, to provide specific recommendations for future research and consolidate theories and constructs.

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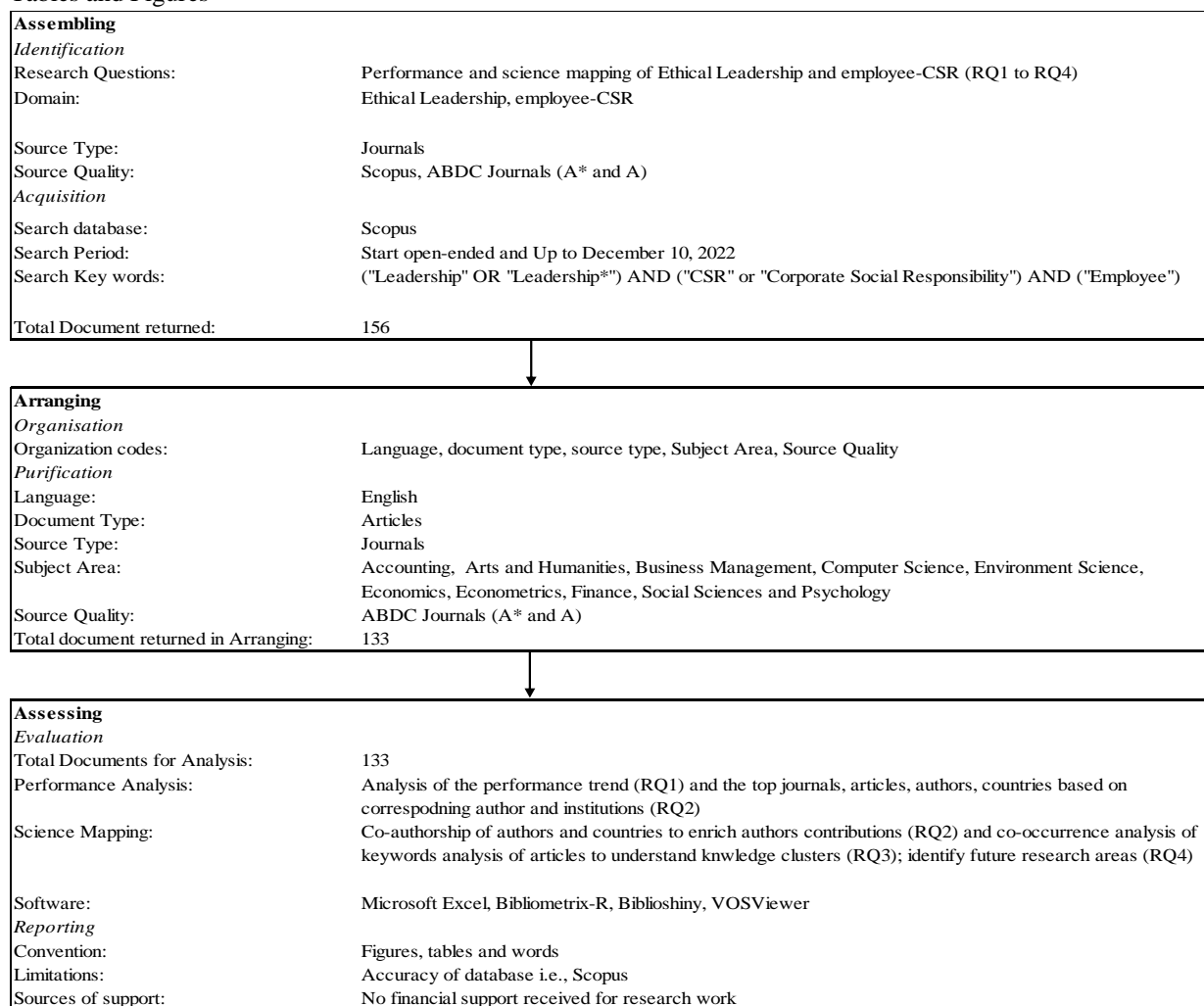
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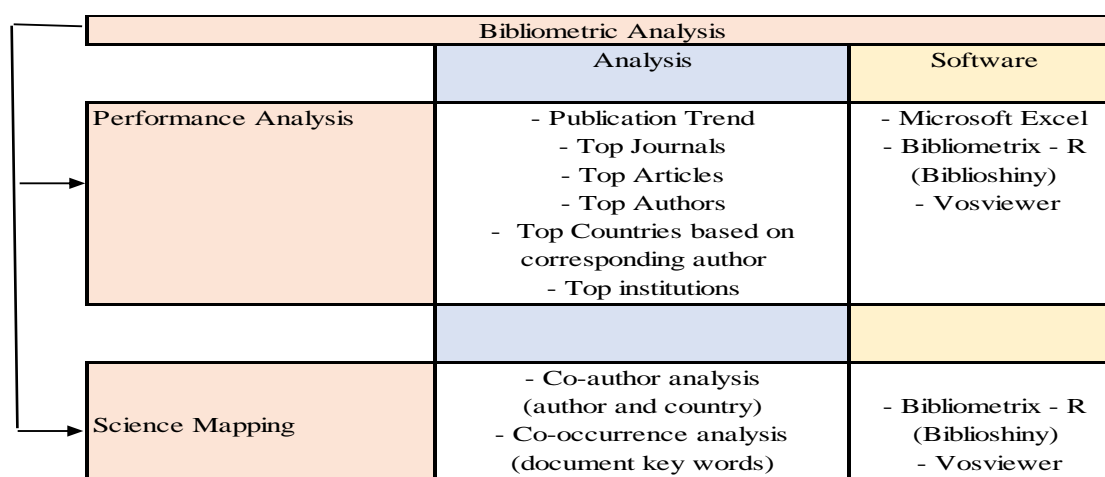
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APPENDIX

Tables and Figures

Assembling	
Identification	
Research Questions:	Performance and science mapping of Ethical Leadership and employee-CSR (RQ1 to RQ4)
Domain:	Ethical Leadership, employee-CSR
Source Type:	Journals
Source Quality:	Scopus, ABDC Journals (A* and A)
Acquisition	
Search database:	Scopus
Search Period:	Start open-ended and Up to December 10, 2022
Search Key words:	("Leadership" OR "Leadership*") AND ("CSR" or "Corporate Social Responsibility") AND ("Employee")
Total Document returned:	156

Arranging	
Organisation	
Organization codes:	Language, document type, source type, Subject Area, Source Quality
Purification	
Language:	English
Document Type:	Articles
Source Type:	Journals
Subject Area:	Accounting, Arts and Humanities, Business Management, Computer Science, Environment Science, Economics, Econometrics, Finance, Social Sciences and Psychology
Source Quality:	ABDC Journals (A* and A)
Total document returned in Arranging:	133

| **Assessing**	
Evaluation	
Total Documents for Analysis:	133
Performance Analysis:	Analysis of the performance trend (RQ1) and the top journals, articles, authors, countries based on correspodning author and institutions (RQ2)
Science Mapping:	Co-authorship of authors and countries to enrich authors contributions (RQ2) and co-occurrence analysis of keywords analysis of articles to understand knwledge clusters (RQ3); identify future research areas (RQ4)
Software:	Microsoft Excel, Bibliometrix-R, Biblioshiny, VOSViewer
Reporting	
Convention:	Figures, tables and words
Limitations:	Accuracy of database i.e., Scopus
Sources of support:	No financial support received for research work

Figure 1 Protocol to review the literature uses the SPAR-4 SLR method

Source of Data – Scopus, Period of data available – 2007 to 10th December 2022, Total Publications reviewed 156 & analysed 133

Bibliometric Analysis		
	Analysis	Software
Performance Analysis	- Publication Trend - Top Journals - Top Articles - Top Authors - Top Countries based on corresponding author - Top institutions	- Microsoft Excel - Bibliometrix - R (Biblioshiny) - Vosviewer
Science Mapping	- Co-author analysis (author and country) - Co-occurrence analysis (document key words)	- Bibliometrix - R (Biblioshiny) - Vosviewer

Figure 2 Bibliometric Analysis techniques for systematic Literature Review

Source of Data – Scopus, Period of data available – 2007 to 10th December 2022, Total Publications – 133
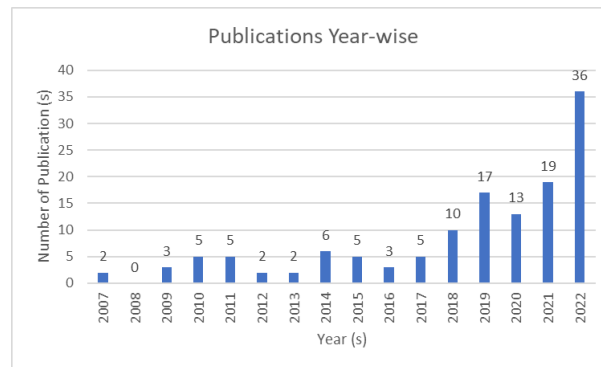
Figure 3 Latest research trends

Source of Data – Scopus, Period of data available – 2007 to 10th December 2022, Total Publications – 133

Table1: - Top Journals

Journal	Article (s)
SUSTAINABILITY (SWITZERLAND)	15
JOURNAL OF BUSINESS ETHICS	14
INTERNATIONAL JOURNAL OF ENVIRONMENTAL RESEARCH AND PUBLIC HEALTH	8
CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL MANAGEMENT	6
SOCIAL RESPONSIBILITY JOURNAL	6
MANAGEMENT DECISION	5
LEADERSHIP AND ORGANIZATION DEVELOPMENT JOURNAL	4
FRONTIERS IN PSYCHOLOGY	3
CORPORATE GOVERNANCE (BINGLEY)	2
EMERALD EMERGING MARKETS CASE STUDIES	2
EVIDENCE-BASED HRM	2
INTERNATIONAL JOURNAL OF ORGANIZATIONAL ANALYSIS	2
JOURNAL OF CLEANER PRODUCTION	2
JOURNAL OF ORGANIZATIONAL BEHAVIOR	2
JOURNAL OF SUSTAINABLE TOURISM	2
ACADEMIC JOURNAL OF INTERDISCIPLINARY STUDIES	1
ASIA PACIFIC JOURNAL OF MARKETING AND LOGISTICS	1
ASIA PACIFIC JOURNAL OF TOURISM RESEARCH	1
ASIAN JOURNAL OF BUSINESS ETHICS	1
ASIAN JOURNAL OF SHIPPING AND LOGISTICS	1
ASTRA SALVENSIS	1
BALTIC JOURNAL OF MANAGEMENT	1
BUSINESS ETHICS, ENVIRONMENT AND RESPONSIBILITY	1
BUSINESS PROCESS MANAGEMENT JOURNAL	1
BUSINESS STRATEGY AND THE ENVIRONMENT	1
CHANGE MANAGEMENT	1
COMMUNICATION RESEARCH REPORTS	1
CORPORATE GOVERNANCE	1
DEVELOPMENT AND LEARNING IN ORGANISATIONS	1
ECONOMIC MODELLING	1
ENVIRONMENTAL SCIENCE AND POLLUTION RESEARCH	1
ETHICS AND BEHAVIOR	1
HUMAN SYSTEMS MANAGEMENT	1
INTERNATIONAL BUSINESS REVIEW	1
INTERNATIONAL JOURNAL OF BUSINESS AND MANAGEMENT SCIENCE	1
INTERNATIONAL JOURNAL OF BUSINESS RESEARCH	1
INTERNATIONAL JOURNAL OF ETHICS AND SYSTEMS	1
INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT	1
INTERNATIONAL JOURNAL OF INFORMATION MANAGEMENT	1
INTERNATIONAL JOURNAL OF INNOVATION AND TECHNOLOGY MANAGEMENT	1
INTERNATIONAL JOURNAL OF PUBLIC SECTOR MANAGEMENT	1
INTERNATIONAL JOURNAL OF QUALITY AND RELIABILITY MANAGEMENT	1
INTERNATIONAL JOURNAL OF QUALITY AND SERVICE SCIENCES	1
INTERNATIONAL JOURNAL OF TECHNOLOGY AND GLOBALISATION	1
INTERNATIONAL REVIEW ON PUBLIC AND NONPROFIT MARKETING	1
JOURNAL OF ADVANCES IN MANAGEMENT RESEARCH	1
JOURNAL OF APPLIED PSYCHOLOGY	1
JOURNAL OF ASIA BUSINESS STUDIES	1
JOURNAL OF BUSINESS AND INDUSTRIAL MARKETING	1
JOURNAL OF BUSINESS ECONOMICS AND MANAGEMENT	1
JOURNAL OF BUSINESS RESEARCH	1
JOURNAL OF HOSPITALITY AND TOURISM INSIGHTS	1
JOURNAL OF HOSPITALITY AND TOURISM MANAGEMENT	1
JOURNAL OF HUMAN RESOURCES IN HOSPITALITY AND TOURISM	1
JOURNAL OF INDIAN BUSINESS RESEARCH	1
JOURNAL OF MANAGEMENT ACCOUNTING RESEARCH	1
JOURNAL OF MANAGEMENT DEVELOPMENT	1
JOURNAL OF MANAGERIAL PSYCHOLOGY	1
JOURNAL OF MARKETING EDUCATION	1
JOURNAL OF PRODUCT AND BRAND MANAGEMENT	1
MANAGEMENT SCIENCE LETTERS	1
MARKETING INTELLIGENCE AND PLANNING	1
MATHEMATICS	1
PERSONNEL REVIEW	1
POLISH JOURNAL OF MANAGEMENT STUDIES	1
REVIEW OF MANAGERIAL SCIENCE	1
SAFETY SCIENCE	1
SCANDINAVIAN JOURNAL OF PSYCHOLOGY	1
SOCIAL BEHAVIOR AND PERSONALITY	1
SOUTH EASTERN EUROPEAN JOURNAL OF PUBLIC HEALTH	1
TECHNOLOGICAL AND ECONOMIC DEVELOPMENT OF ECONOMY	1
TRANSFORMATIONS IN BUSINESS AND ECONOMICS	1
VISION	1

Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133

Table 2: - Top 10 Articles based on Global citations

Rank	Title	Author (s)	Year	Total Citations
1	CORPORATE GOVERNANCE AND FIRM VALUE: THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY	JO H;HARJOTO MA	2011	652
2	FEELING GOOD BY DOING GOOD: EMPLOYEE CSR-INDUCED ATTRIBUTIONS, JOB SATISFACTION, AND THE ROLE OF CHARISMATIC LEADERSHIP	VLACHOS PA;PANAGOPOULOS NG;RAPP AA	2013	199
3	TO THINE OWN SELF BE TRUE? EMPLOYEES' JUDGMENTS OF THE AUTHENTICITY OF THEIR ORGANIZATION'S CORPORATE SOCIAL RESPONSIBILITY PROGRAM	MCSHANE L;CUNNINGHAM P	2012	156
4	THE EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEES' AFFECTIVE COMMITMENT: A CROSS-CULTURAL INVESTIGATION	MUELLER K;HATTRUP K;SPIESS S-O;LIN-HI N	2012	126
5	CORPORATE SOCIAL RESPONSIBILITY AND ETHICAL LEADERSHIP: INVESTIGATING THEIR INTERACTIVE EFFECT ON EMPLOYEES' SOCIALLY RESPONSIBLE BEHAVIORS	DE ROECK K;FAROOQ O	2018	123
6	THE HUMAN RESOURCES CONTRIBUTION TO RESPONSIBLE LEADERSHIP: AN EXPLORATION OF THE CSR-HR INTERFACE	GOND J-P;IGALENS J;SWAEN V;AKREMI AE	2011	122
7	EMPLOYEE JUDGMENTS OF AND BEHAVIORS TOWARD CORPORATE SOCIAL RESPONSIBILITY: A MULTI-STUDY INVESTIGATION OF DIRECT, CASCADING, AND MODERATING EFFECTS	VLACHOS PA;PANAGOPOULOS NG;RAPP AA	2014	121
8	THE INFLUENCE OF CORPORATE PSYCHOPATHS ON CORPORATE SOCIAL RESPONSIBILITY AND ORGANIZATIONAL COMMITMENT TO EMPLOYEES	BODDY CR;LADYSHEWSKY RK;GALVIN P	2010	113
9	ACTIVATING EMPLOYEE'S PRO-ENVIRONMENTAL BEHAVIORS: THE ROLE OF CSR, ORGANIZATIONAL IDENTIFICATION, AND ENVIRONMENTALLY SPECIFIC SERVANT LEADERSHIP	AFSAR B;CHEEMA S;JAVED F	2018	109
10	ACTIVATING TOURISTS' CITIZENSHIP BEHAVIOR FOR THE ENVIRONMENT: THE ROLES OF CSR AND FRONTLINE EMPLOYEES' CITIZENSHIP BEHAVIOR FOR THE ENVIRONMENT	TUAN (TUAN LUU) LT	2018	90

Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133

Table 3: - Top 10 Articles based on Local citations

| Rank	Title	Author (s)	Year	Citations
1	CORPORATE SOCIAL RESPONSIBILITY AND ETHICAL LEADERSHIP: INVESTIGATING THEIR INTERACTIVE EFFECT ON EMPLOYEES' SOCIALLY RESPONSIBLE BEHAVIORS	DE ROECK K;FAROOQ O	2018	11
2	THE EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEES' AFFECTIVE COMMITMENT: A CROSS-CULTURAL	MUELLER K;HATTRUP K;SPIESS S-O;LIN-HI N	2012	11
3	THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON JOB PERFORMANCE AND CSR AS MEDIATOR IN SMES	MANZOOR F;WEI L;NURUNNABI M;SUBHAN QA;SHAH SIA;FALLATAH S	2019	10
4	TO THINE OWN SELF BE TRUE? EMPLOYEES' JUDGMENTS OF THE AUTHENTICITY OF THEIR ORGANIZATION'S CORPORATE SOCIAL RESPONSIBILITY PROGRAM	MCSHANE L;CUNNINGHAM P	2012	9
5	ACTIVATING EMPLOYEE'S PRO-ENVIRONMENTAL BEHAVIORS: THE ROLE OF CSR, ORGANIZATIONAL IDENTIFICATION, AND ENVIRONMENTALLY SPECIFIC SERVANT LEADERSHIP	AFSAR B;CHEEMA S;JAVED F	2018	8
6	TRANSFORMATIONAL LEADERSHIP AND AFFECTIVE ORGANIZATIONAL COMMITMENT: MEDIATING ROLES OF PERCEIVED SOCIAL RESPONSIBILITY AND	ALLEN GW;ATTOH PA;GONG T	2017	8
7	EXAMINING THE EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY AND ETHICAL LEADERSHIP ON TURNOVER INTENTION	LIN C-P;LIU M-L	2017	8
8	EMPLOYEE JUDGMENTS OF AND BEHAVIORS TOWARD CORPORATE SOCIAL RESPONSIBILITY: A MULTI-STUDY INVESTIGATION OF DIRECT, CASCADING, AND MODERATING EFFECTS	VLACHOS PA;PANAGOPOULOS NG;RAPP AA	2014	8
9	FEELING GOOD BY DOING GOOD: EMPLOYEE CSR-INDUCED ATTRIBUTIONS, JOB SATISFACTION, AND THE ROLE OF CHARISMATIC LEADERSHIP	VLACHOS PA;PANAGOPOULOS NG;RAPP AA	2013	8
10	CORPORATE SOCIAL RESPONSIBILITY, ETHICAL LEADERSHIP, AND TRUST PROPENSITY: A MULTI-EXPERIENCE MODEL OF PERCEIVED ETHICAL CLIMATE	DUANE HANSEN S;DUNFORD BB;ALGE BJ;JACKSON CL	2016	6

Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133

Table 4: - Top ten Authors

| Author	Affiliation	Article (s)
AHMAD N	FACULTY OF MANAGEMENT STUDIES, UNIVERSITY OF CENTRAL PUNJAB, LAHORE, 54000, PAKISTAN;	5
NURUNNABI M	DEPARTMENT OF ACCOUNTING, PRINCE SULTAN UNIVERSITY, P.O. BOX 66833, RIYADH 11586, SAUDI ARABIA	4
SAMAD S	DEPARTMENT OF BUSINESS ADMINISTRATION, COLLEGE OF BUSINESS AND ADMINISTRATION, PRINCESS NOURAH BINT ABDULRAHMAN UNIVERSITY, RIYADH 11671, SAUDI ARABIA	4
CHERIAN J	COLLEGE OF BUSINESS, ABU DHABI UNIVERSITY, ABU DHABI 59911, UNITED ARAB EMIRATES	3
CHOI SB	COLLEGE OF GLOBAL BUSINESS, KOREA UNIVERSITY, 2511 SEJONG-RO, SEJONG CITY 30019, KOREA	3
COMITE U	DEPARTMENT OF BUSINESS SCIENCES, UNIVERSITY GIUSTINO FORTUNATO, 82100 BENEVENTO, ITALY	3
PANAGOPOULOS NG	CULVERHOUSE COLLEGE OF COMMERCE AND BUSINESS ADMINISTRATION, DEPARTMENT OF MARKETING, THE UNIVERSITY OF ALABAMA, TUSCALOOSA, ALABAMA, U.S.A.	3
VLACHOS PA	ALBA GRADUATE BUSINESS SCHOOL AT THE AMERICAN COLLEGE OF GREECE, ATHENS, GREECE	3
ATAN T	DEPARTMENT OF BUSINESS ADMINISTRATION, FACULTY OF ECONOMIC AND ADMINISTRATIVE SCIENCES, CYPRUS INTERNATIONAL UNIVERSITY, NICOSIA, 99258, CYPRUS	2
BADULESCU D	DEPARTMENT OF ECONOMICS AND BUSINESS, FACULTY OF ECONOMIC SCIENCES, UNIVERSITY OF ORADEA, 410087 ORADEA, ROMANIA	2

Source – Scopus, Top authors with two or more articles published, total publications – 133
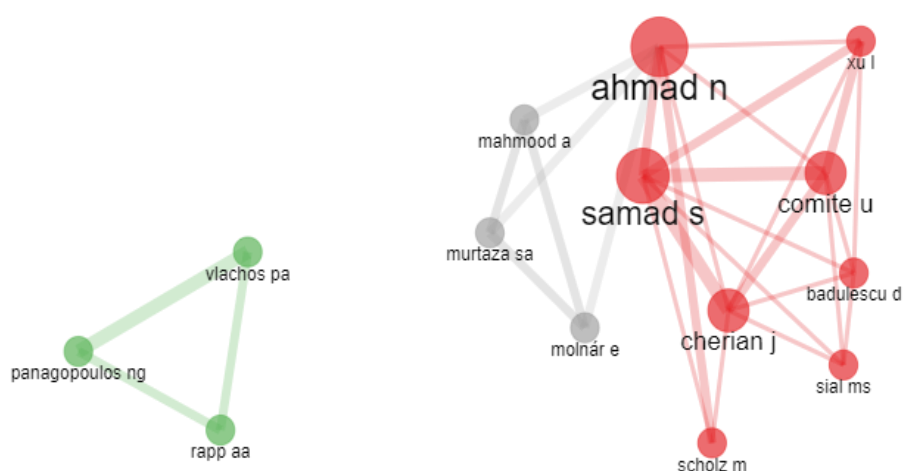
Figure 4 Authors Collaboration in the theme

Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133
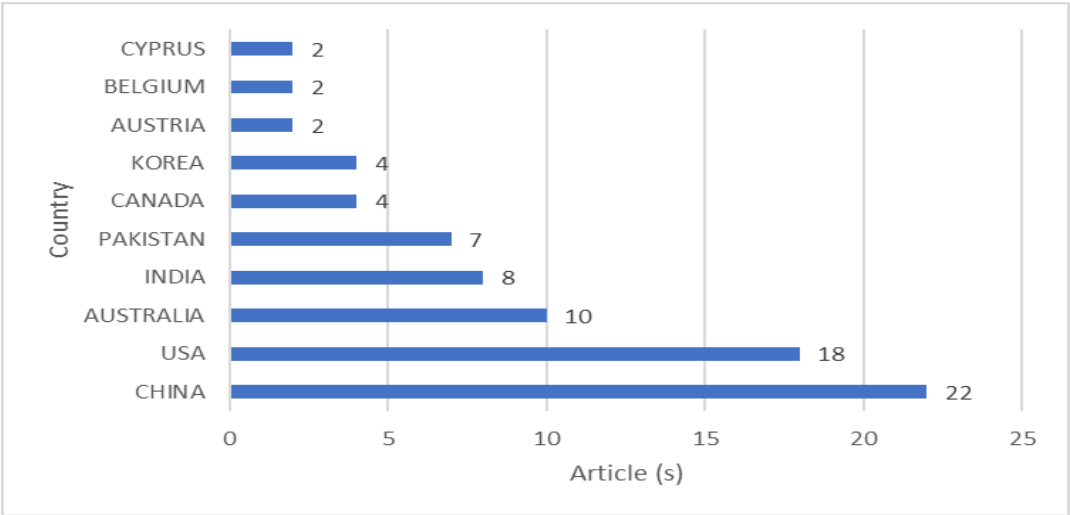
Figure 5 Top 10 countries based on the corresponding author
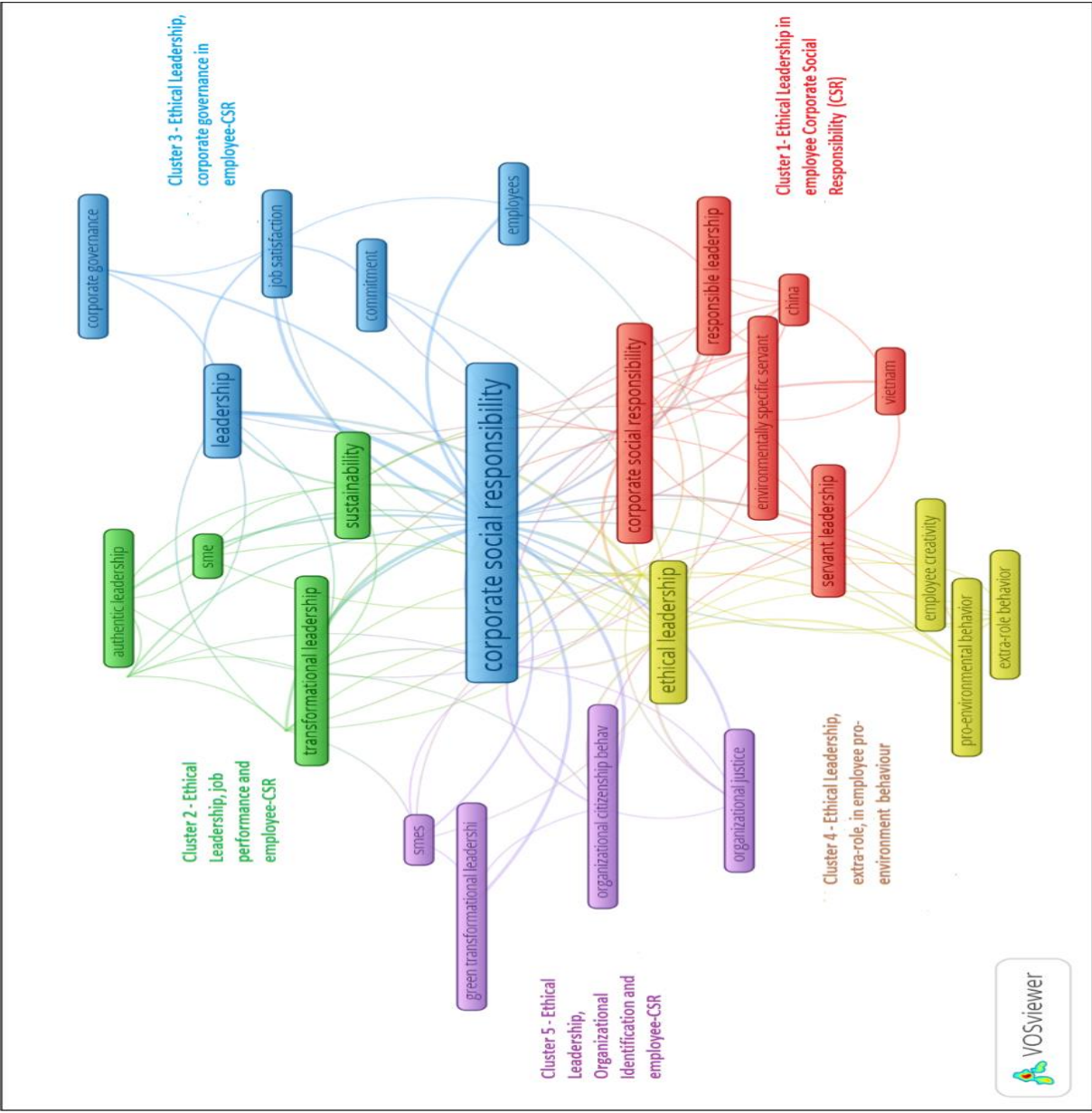Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133
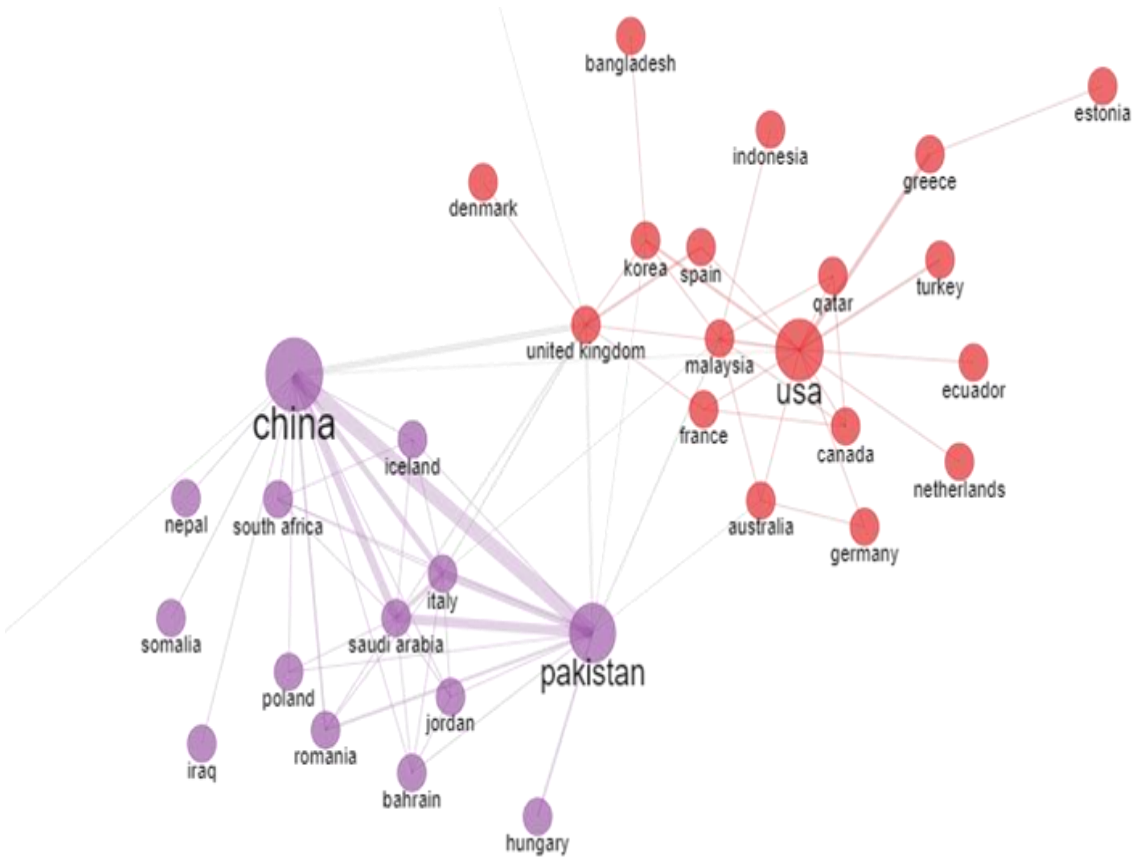
Figure 6 Corresponding authors collaborating from different countries
Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133

Table 5: - Top institutions for EL and employee-CSR research.

University	Country	Article (s)
ALBA GRADUATE BUSINESS SCHOOL AT THE AMERICAN COLLEGE OF GREECE	GREECE	3
SWINBURNE BUSINESS SCHOOL, SWINBURNE UNIVERSITY OF TECHNOLOGY	AUSTRALIA	2
ECONOMICS AND MANAGEMENT SCHOOL OF WUHAN UNIVERSITY	CHNIA	2
SCHOOL OF MANAGEMENT, WUHAN UNIVERSITY OF TECHNOLOGY	CHNIA	2
FACULTY OF COMMERCE, AIN SHAMS UNIVERSITY	EGYPT	2
DEPARTMENT OF MANAGEMENT SCIENCE, COMSATS UNIVERSITY	PAKISTAN	2
COLLEGE OF BUSINESS, GACHON UNIVERSITY	SOUTH KOREA	2
COLLEGE OF GLOBAL BUSINESS, KOREA UNIVERSITY	SOUTH KOREA	2
NATIONAL CHIAO TUNG UNIVERSITY	TAIWAN	2
DEPARTMENT OF ACCOUNTING, PRINCE SULTAN UNIVERSITY	RIYADH	2
DEPARTMENT OF MANAGEMENT AND MARKETING, KING FAHD UNIVERSITY OF PETROLEUM AND MINERALS	SAUDI ARABIA	2
UNIVERSITY OF BRISTOL	UNITED KINGDOM	2
GRAZIADIO SCHOOL OF BUSINESS AND MANAGEMENT, PEPPERDINE UNIVERSITY	UNITED STATES OF AMERICA	2

Source – Scopus. Top institutions with two or more published articles on a theme
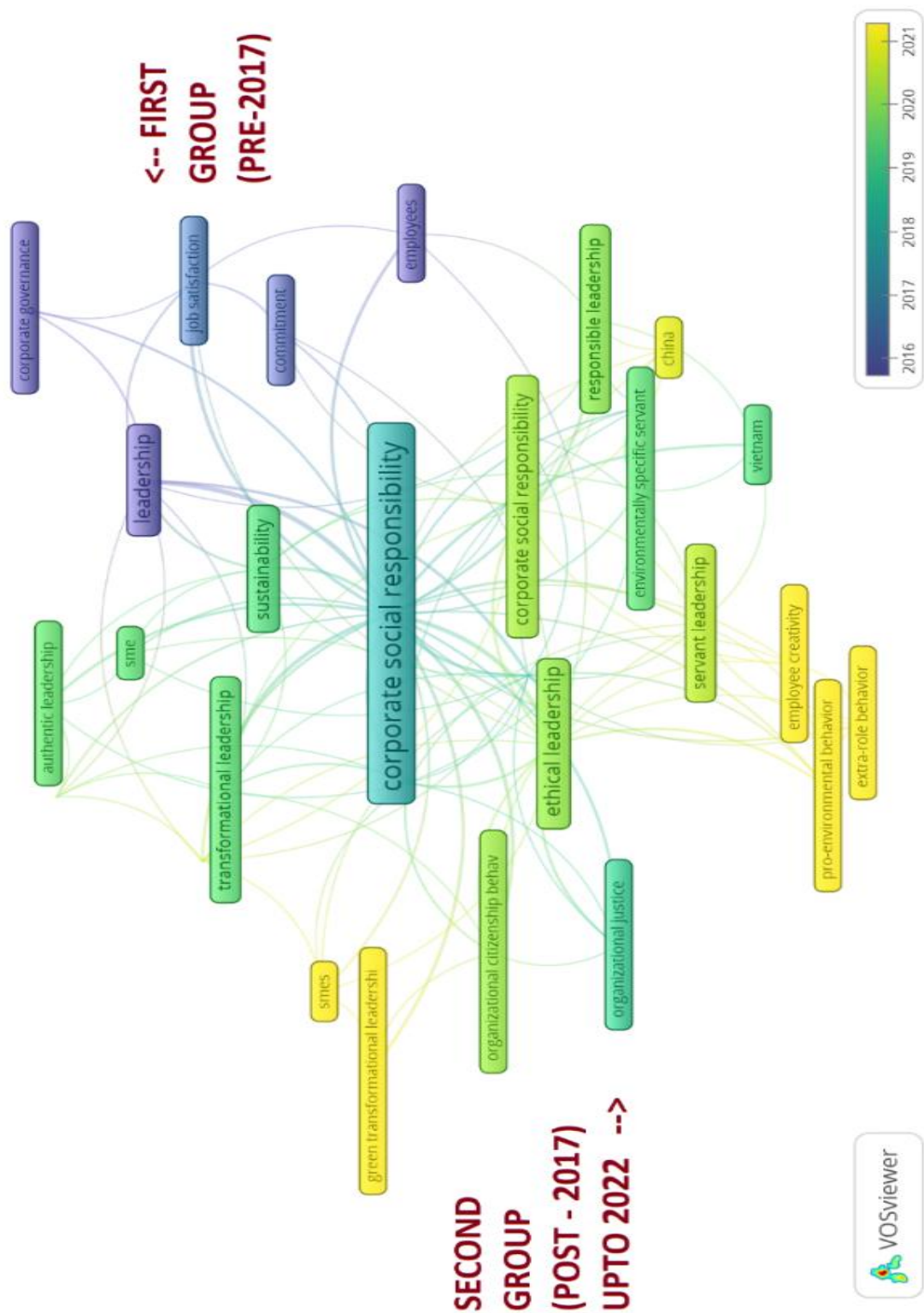

Figure 7 Knowledge clusters
Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133

**Table 6** Keywords co-occurrence clusters for theme

Cluster 1 (red)	OC	TLS	Cluster 4 (light green)	OC	TLS
Name:- Ethical Leadership, servant leadership, CSR and employee engagement			Name:Ethical Leadership, CSR and employee pro-environment behaviour		
Keywords - 8			Keywords-5		
China	3	5	CSR	17	30
Corporate Social Responsibility	12	14	Employee Creativity	3	5
Employee Engagement	4	6	Ethical Leadership	21	37
Environmentally Specific Servant Leadership	3	6	Extra-role behaviour	3	8
Responsbile Leadership	7	10	pro-environment behaviour	5	10
Servant Leadership	7	12			
Sustainable development	3	7			
vietnam	5	7			
Cluster 2 (green)	OC	TLS	**Cluster 5 (purple)**	OC	TLS
Name:Transformational Leadership, Sustainability, and job performance			Name: Organizational - Identification, Citizenship, and Justice		
Keywords-6			Keywords-5		
Authentic Leadership	5	8	Green Transformational Leadership	4	6
Job Performance	5	12	Organizational Citizenship Behaviour	5	13
Organizational Performance	3	7	Organizational Identification	9	22
SME	3	6	Organizational Justice	4	9
Sustainability	11	15	SMEs	3	7
Transformational Leadership	9	18			
Cluster 3 (blue)	OC	TLS			
Name:Leadership, CSR, and Job Satisfaction					
Keywords-6					
Commitment	4	6			
Corporate Governance	3	6			
Corporate Social Responsibility	79	106			
Employees	5	7			
Job Satisfaction	5	12			
Leadership	19	27			

Note: OC = Occurrences, TLS – Total Link Strength for keywords co-occurrences among all keywords

Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133

Figure 8 Knowledge clusters in pre-2017 & post-2017 periods
Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133
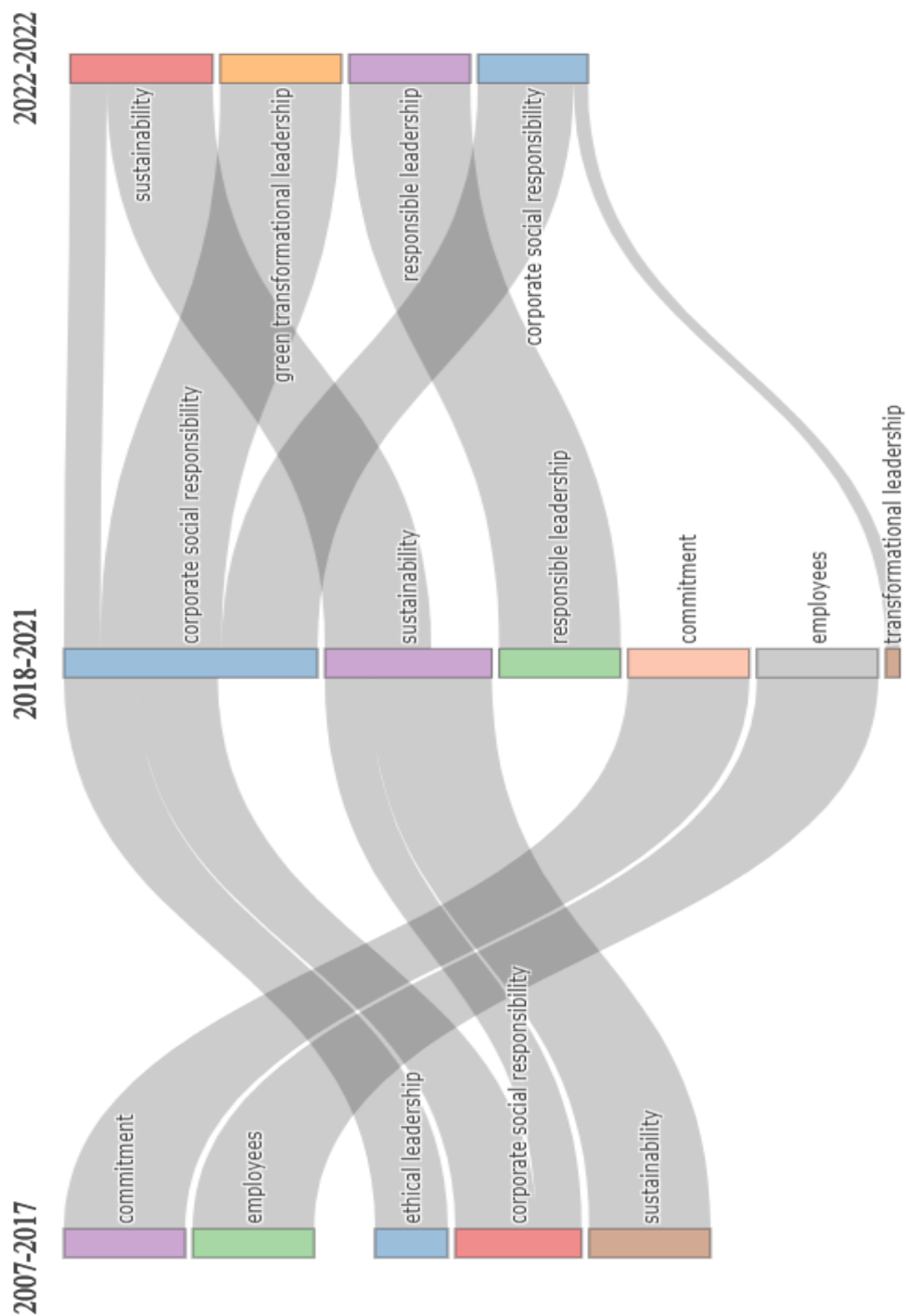
Figure 9 Alluvial diagram on the evolution of research in theme
Source: Scopus, Period: - 2007 to 10th December 2022, Total publications – 133

Table 7 Future Research Gaps

Clusters	Themes	Main Variables (Study)	Other Variables (authors)	Future Research Themes	Sub-themes	Supported by Authors
1 (red)	Ethical Leadership, servant leadership, organisational CSR and employee engagement	EL- Brown et al., 2005; CSR - Employee-CSR - Russell and Stone, 2002; Javed M. et al., 2019; Appiah J.K. 2019; De Roeck K., Farooq O. 2018	Servant Leadership - Greenleaf (1970); Hind, Wilson, & Lenssen, (2009)	Employees (micro) contributions in CSR."	1. What objective measures does an organisation may deploy to measure employee perception of the CSR Programmes 2. What drives employees' authenticity assessments towards CSR'	McShane et al., 2012; Vlachos et al., 2013
2 (green)	Transformational Leadership, Sustainability, and job performance	Sustainability, CSR (Dutton et al., 1994; Mohammed Sayed Mostafa A., Shen I., 2020; De Roeck K., Farooq O., 2018) Organisational Identify Theory	Transformational Leadership (Burns, 1978; Bass, 1985; Groves K.S., LaRocca M.A. 2011; Groves K.S., LaRocca M.A., 2015) Employee Job Performance (Dutton et al., 1994)	Role of transformational (ethical) leadership in employee-CSR	1. What training to impart to in-house leaders/managers in the transformative leadership 2. How to prepare employees towards future CSR leadership roles to carry on CSR and environmental responsibilities 3. How to improve CSR performance of employees both social and natural environment over and beyond their work	Manzoor et al., 2019
3 (blue)	Leadership, CSR, and Job Satisfaction	Organizational - CSR and employee-CSR (Luthans, 2002; Macik-Frey, Quick, & Cooper, 2009)	Leadership (Luthans, 2002; Macik-Frey, Quick, & Cooper, 2009)	Identification of employees with organizations.	How servant leadership may help employees to identify themselves with the organization?	Changar et al., 2021
4 (light green)	Ethical Leadership, CSR and employee pro-environment behaviour	EL, CSR & employee-pro-environment - Dutton et al., (Dutton et al., 1994; Mohammed Sayed Mostafa A., Shen I., 2020; De Roeck K., Farooq O., 2018)		Role of ethical leadership in employee-CSR	how to improve employee perception about ethical leadership that drives pro-environmental organizations citizenship and employees green behaviour	Islam et al., 2019
5 (purple)	Organizational - Identification, Citizenship, and Justice	Organisational Identify Theory (Dutton et al. 1994)	Green Transformational Leadership, organizational identification and citizenship behaviour (Dutton et al., 1994; Mohammed Sayed Mostafa A., Shen I., 2020)	Identify with organisation	How managers may improve the image of CSR activities with employees via the internal memos, intranet, thematic events, etc so that employees participate (identify) with the social or environmental activities beyond organizational boundaries	Dutton et al., 1994; Mohammed Sayed Mostafa A., Shen I., 2020)

Source: prepared by authors based on Scopus 133 publication in period: - 2007 to 10 December 2022