



## Corporate Social Responsibility (CSR) in Healthcare: Mapping the Intellectual Structure and Research Trends Through Bibliometric Analysis

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**Abstract:** Corporate Social Responsibility (CSR) has developed as a critical issue for healthcare organizations, promising improved brand image, sustainable performance, and societal impact. This study explores CSR in the healthcare sector through a comprehensive bibliometric analysis, employing the Prisma method and specific software for rigorous bibliometric and qualitative analysis.

The qualitative analysis, conducted on seven articles focusing on CSR in private hospitals, highlights the positive impact of CSR on their financial and social performance, particularly by enhancing brand image, optimizing resource utilization, and promoting sustainable development.

Our study underscores the growing importance of CSR for healthcare organizations, providing a valuable framework for managers, researchers, and policymakers committed to enhancing the overall performance of healthcare organizations and contributing to a more sustainable future.

**Keywords:** Corporate Social Responsibility (CSR); healthcare organizations; bibliometric analysis; sustainable performance.

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### 1 Introduction

In a globalized world where social, economic, and environmental issues are increasingly interconnected, Corporate Social Responsibility (CSR) has become an essential concept for organizations across all sectors. CSR is defined as the commitment of companies to conduct their business ethically while contributing to sustainable economic development, improving the



quality of life of their employees as well as that of the local community and society in general [1].

In the healthcare sector, CSR holds particular importance. Healthcare organizations, as providers of care and public health actors, have an increased responsibility not only towards their shareholders but also towards a broader range of stakeholders, including patients, healthcare professionals, regulatory bodies, and the community as a whole [2]. Indeed, the implications of CSR in this sector are vast, covering aspects such as medical ethics, access to care, environmental sustainability, human resource management, and organizational transparency.

This report explores the implementation and impact of CSR in the healthcare sector, particularly within private hospitals, based on an in-depth bibliometric analysis of recent research. It aims to identify the CSR practices that are the most effective and those that require increased attention to improve not only the economic performance of healthcare organizations but also their social and environmental impact.

The study is based on several key research questions: What are the most commonly adopted CSR practices in healthcare organizations? How do these practices influence organizational performance and patient satisfaction? What are the specific challenges in implementing CSR in the healthcare sector? By answering these questions, this report aims to provide practical and strategic recommendations for healthcare managers eager to integrate robust and effective CSR practices into their operations.

To carry out this study, we employed a bibliometric research method, using recognized academic databases to gather a wide range of scientific articles. This approach allowed us to understand current trends and gaps in the literature on CSR in the healthcare sector, thus providing a solid foundation for our analyses and conclusions.

Thus, this work hopes to contribute to the existing literature by providing an enriched overview of CSR practices in healthcare organizations and highlighting the crucial importance of these practices for patient well-being and the sustainability of healthcare systems. By exploring the intersections between CSR, medical ethics, and organizational management, we aim to demonstrate how an integrated and strategically aligned approach to CSR can positively transform the healthcare landscape.

## **2 Conceptual Framework**

The concept of Corporate Social Responsibility (CSR) is increasingly prominent in the discourse of modern organizations [3], particularly in the healthcare sector. This conceptual framework explores the fundamental theories and models that illuminate how CSR can influence the practices and performance of healthcare organizations.

### **2.1 Definition and Scope of CSR**

CSR is defined as the responsibility of companies for their impacts on society. In the healthcare sector, this involves a commitment to ethical practices, quality of care, environmental management, and social equity [4]. According to stakeholder theory, healthcare organizations must respond not only to their shareholders but also to other stakeholders such as patients, employees, suppliers, and the community [5].

## **2.2 Stakeholder Theory**

This theory posits that the success of an organization depends on its ability to effectively manage the expectations and needs of its various stakeholders [6]. In the context of healthcare, this includes managing patients' expectations for high-quality care and access to services, as well as employees' expectations for a fair and supportive work environment.

## **2.3 Theory of Legitimacy**

The legitimacy theory suggests that organizations seek to align their operations and behaviors with the norms, values, and beliefs of the social system in which they operate [7]. For healthcare organizations, this means adopting CSR practices that enhance their legitimacy in the eyes of patients, regulators, and other key stakeholders.

## **2.4 Carroll's Model of Corporate Responsibilities**

The Carroll model classifies corporate responsibilities into four categories: economic, legal, ethical, and philanthropic [8]. Applied to the healthcare sector, this model encourages organizations to not only be profitable but also to comply with laws, act ethically, and contribute to the well-being of the community.

## **2.5 Impact of CSR on Organizational Performance**

Research has shown that adopting CSR practices can improve organizational performance by enhancing reputation, increasing employee satisfaction, and improving operational efficiency [9]. In the healthcare sector, this could translate into better patient retention, cost reduction through sustainable practices, and improved regulatory compliance.

## **2.6 CSR and Ethics in Healthcare**

The integration of ethics into CSR is crucial for healthcare organizations, as it directly impacts the quality of care and the respect for patients' rights [10]. Ethical management includes considerations of data confidentiality, informed consent, and equitable access to care.

This conceptual framework serves as the foundation for our study on CSR in healthcare organizations, highlighting the theories and practices that shape organizations' approach to their social and ethical responsibilities.

# **3 Methodology**

## **3.1 Identification and selection of articles**

To successfully conduct this bibliometric analysis, we used the Prisma method, a tool dedicated to conducting systematic reviews and bibliometric analyses. The search was conducted based on relevant keywords in the Scopus database, a major reference in scientific publications. This initial research allowed for the collection of an initial corpus of 58 articles.

## **3.2 Analysis and Data Processing**

The obtained articles were then subjected to an in-depth analysis using RStudio software, a statistical programming environment known for its efficiency in processing bibliometric data.

This analysis made it possible to identify the relevant articles and organize them according to rigorous inclusion and exclusion criteria.

### 3.3 Inclusion and exclusion criteria

In order to ensure the quality and relevance of the analyzed data, we applied strict inclusion and exclusion criteria. Only the articles meeting the following criteria were selected:

- **Language:** English
- **Access:** Open Access on Scopus
- **Theme:** Directly related to CSR in healthcare organizations, specifically private hospitals

### 3.4 In-depth qualitative analysis

After applying these criteria, a final corpus of 7 articles was selected for an in-depth qualitative analysis. To do this, we used NVIVO software, a recognized tool for qualitative analysis of textual data. NVIVO allowed us to code, organize, and analyze the content of the selected articles, in order to extract a matrix containing the themes, issues, and methodologies related to CSR in healthcare organizations.

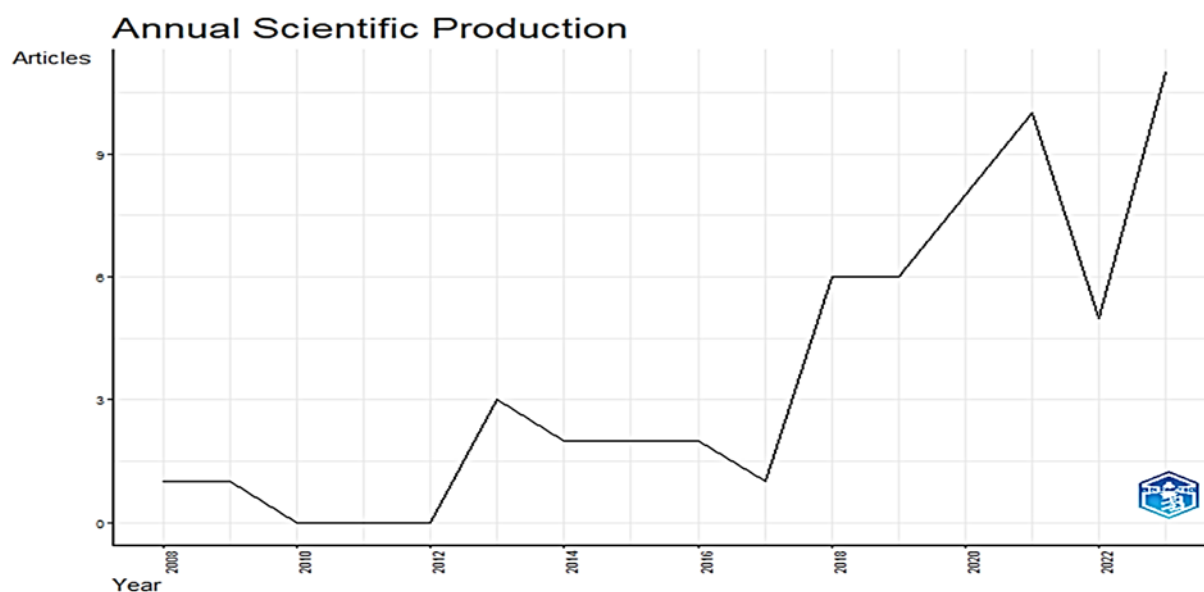
## 4 Analysis of the results

The initial analysis of the 58 articles using RStudio provided us with useful information on the performance of the publications over time and on the most influential sources in your research corpus. The data can be visualized to better understand citation trends and the distribution of sources.

The first figure shows the number of articles published each year from 2008 to 2023. For example, there was 1 article in 2008, 1 in 2009, and no articles between 2010 and 2011. This type of visualization is useful for observing publication trends over time and could be graphically represented to better visualize annual variations.

### 4.1 Figure 1

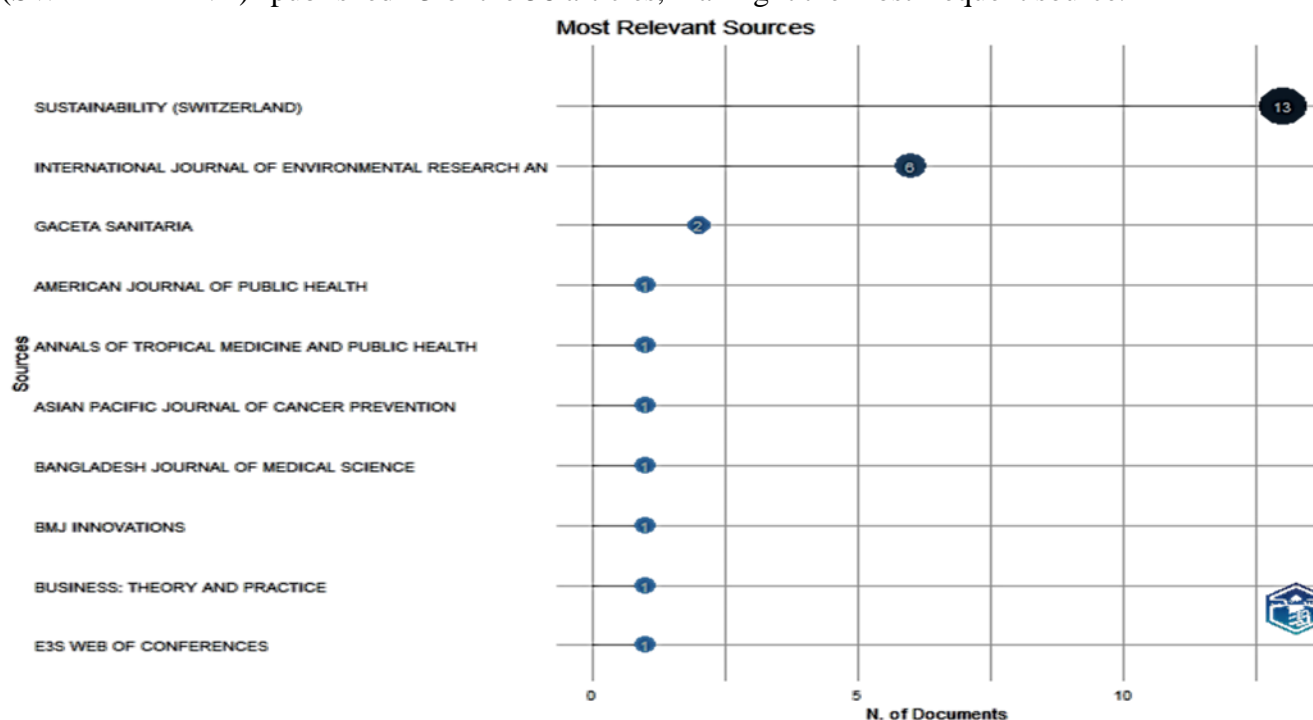
We also obtained a graphical presentation that contains data on the average number of citations per article per year. For example, for 2008, the average article was cited 5 times since its publication, and there was an average of 0.29 citations per year for this article over 17 citable years.



**Figure 1.** Annual Scientific Production

## 4.2 Figure 2

Figure 2 presents the list of sources (journals, etc.) where the articles were published, along with the number of articles per source. For example, the journal "SUSTAINABILITY (SWITZERLAND)" published 13 of the 58 articles, making it the most frequent source.

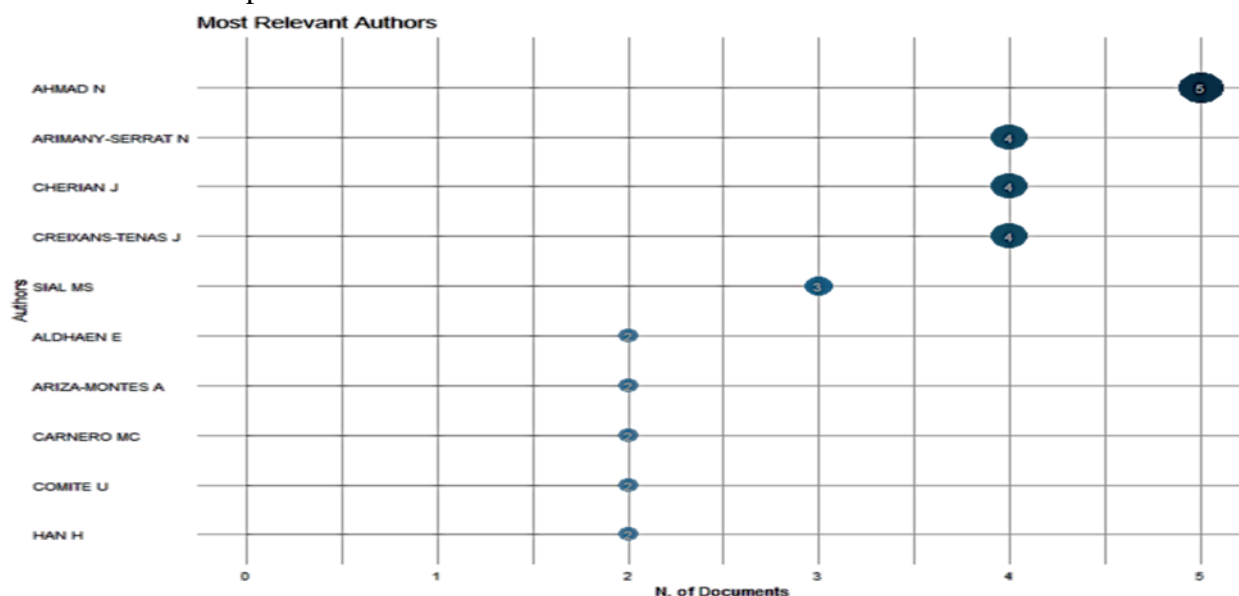


**Figure 2.** Most Relevant Sources

## 4.3 Figure 3

This figure lists the authors who have most contributed to the document corpus, with the total number of articles published by each author and a fractional contribution score. The author "AHMAD N" has published 5 articles, with a fractional contribution of 0.876190. This

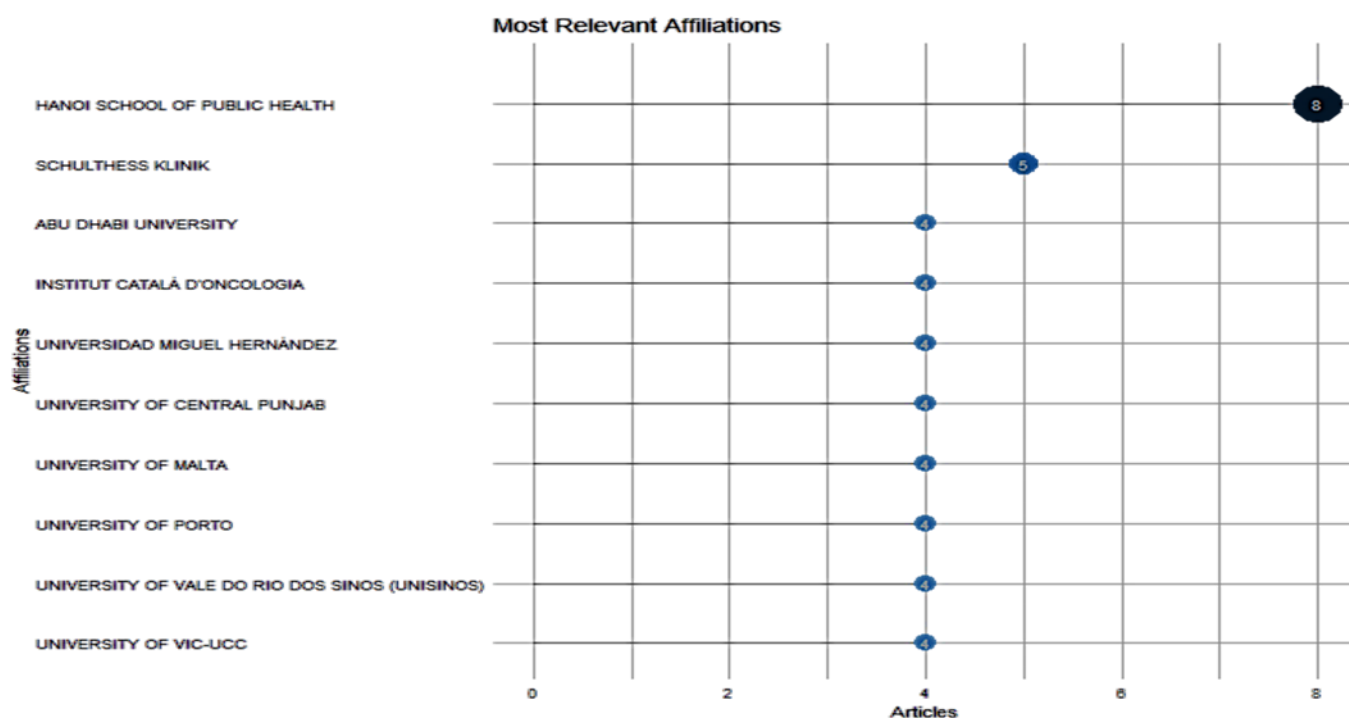
fractional score indicates an approximation of the relative importance of each author's contribution to the publications.



**Figure 3.** Most Relevant Authors

#### 4.4 Figure 4

The affiliations (universities, institutes, etc.) along with the number of articles associated with each affiliation were also analyzed. The "HANOI SCHOOL OF PUBLIC HEALTH" stands out with 8 publications, making it the most frequent affiliation among the analyzed documents.



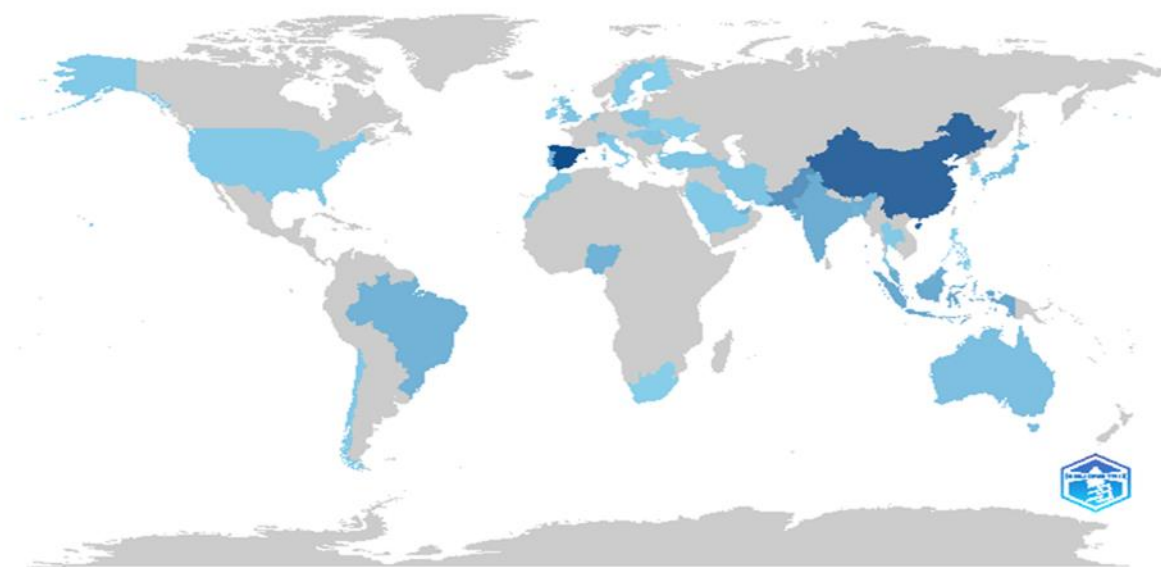
**Figure 4.** Most Relevant Affiliations

#### 4.5 Figure 5

A geographical representation is crucial for understanding the geographical dynamics of research in your corpus. They can help identify trends such as international collaboration, dominant research centers, and how scientific production evolves in different countries.

Spain and China dominate with 31 and 25 publications respectively, indicating a strong concentration of research in these countries. The data shows that Spain, for example, did not publish any articles in 2008 and 2009, but increased its production starting in 2013, with a steady rise until 2015.

#### Country Scientific Production



**Figure 5.** Scientific production by country

#### 4.6 Figure 6

The following figure lists the important keywords (or "nodes") in the research corpus, with centrality measures such as degree, closeness, betweenness centrality, and PageRank.

The term "social responsibility" has a high PageRank, indicating that it is frequently co-mentioned with other key terms, highlighting its importance in the thematic network. This visualization would show how the main topics relate to each other and their relative prevalence.



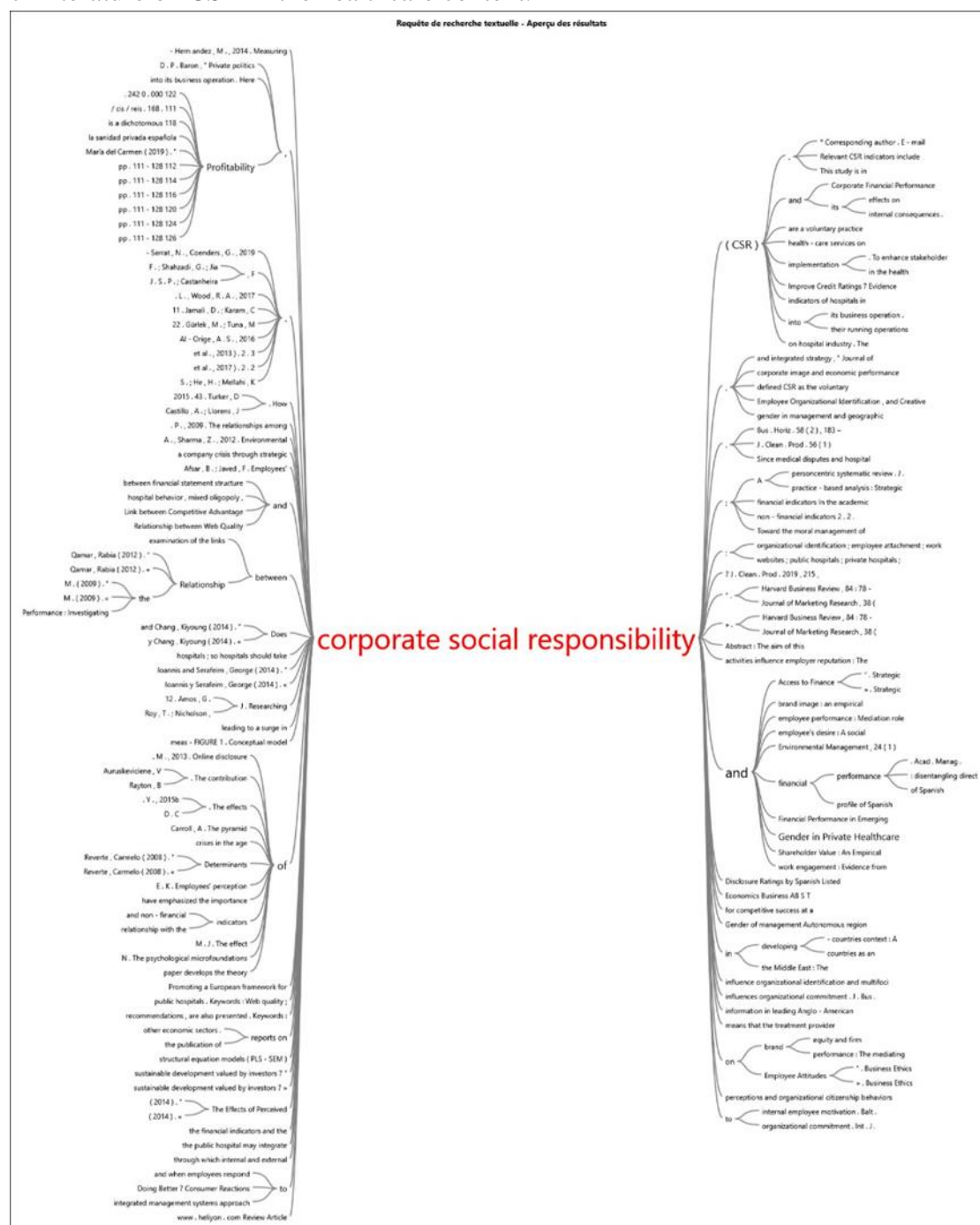




The software allowed us to generate visualizations to qualitatively analyze the articles on corporate social responsibility in the healthcare sector.

#### 4.7 Figure 7

This visualization details the results of a textual query focused on CSR, as indicated by the recurrence of the term "corporate social responsibility." The results appear to be organized by author, highlighting the specific contributions of each study. The arrows and connections indicate relationships between the authors and the main concepts or results, such as "profitability" and "management," denoting the themes and interrelations explored in the research literature on CSR in the healthcare context.



**Figure 7.** The textual search query

#### 4.8 Figure 8

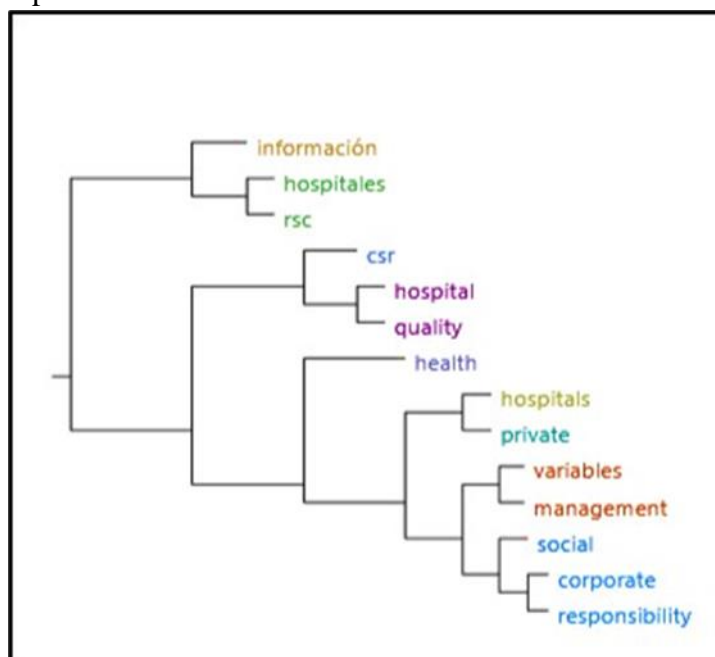
The word cloud highlights the most frequently used terms in the analyzed articles. The term "CSR" (Corporate Social Responsibility) is predominant, indicating that it is a key concept in all the analyzed documents. Other important terms include "hospitales" (hospitals), "hospital," "social," and "quality," reflecting the central topics and concerns of the articles regarding CSR in hospitals.



**Figure 8.** Word Cloud

#### 4.9 Figure 9

The hierarchical tree of themes suggests an organization of the main and secondary concepts derived from the analysis. The term "information" at the top, followed by "hospitals" and "CSR" (corporate social responsibility), indicates that information regarding CSR in hospitals is a central topic. The branches that stem from it link aspects such as hospital quality, health, and private hospitals, highlighting the importance of management and corporate social responsibility in the hospital sector.



**Figure 9.** The hierarchical tree

These visualizations served to summarize and clarify the relationships and recurring themes in the articles, facilitating the understanding of complex discussions around CSR and providing an overview of trends and gaps in the studied field.

Moreover, the Nvivo software allowed us to automatically synthesize the articles into a matrix presented in the following table.

#### 4.10 Table 1

This table provides an informative overview of the integration of corporate social responsibility (CSR) in the healthcare sector, covering research from 2014 to 2021.

**Table 1.** Summary of research on CSR in private healthcare organizations

Authors and Year	Context	Problematic	Literature Review	Methodology	Results
Haddiya et al., 2020 [11]	Application of the concepts of social responsibility, sustainability, and ethics in healthcare organizations	Discussion on the integration of social responsibility and sustainability in hospital management.	Review of historical developments and definitions of CSR, impact on hospital management.	Opinion article based on existing literature reviews.	Suggests a new management model for hospitals integrating CSR, sustainability, and ethics.
Zhu et al., 2014 [12]	Analysis of cataract surgery rates in Shanghai, China, a city with high economic development	The rates of cataract surgery remain low despite economic development, analyzing the obstacles to increasing these rates.	Discussion on the global importance of cataract surgery and the variations in practice between urban and rural areas	Cross-sectional retrospective study analyzing cataract surgery data in Shanghai from 2006 to 2009.	Increase in surgery rates but still below needs. Need to improve access in the suburbs
Hassanie et al., 2021 [13]	Influence of CSR perceptions on work outcomes in the healthcare sector.	How perceptions of CSR influence organizational attachment and employee performance	Examinations based on social exchange theory and social identity theory.	Survey conducted among healthcare workers in Lebanon	Positive perceptions of CSR favorably affect employees' attachment and their identification with the organization.
Valls Martínez, 2019 [14]	Role of CSR and gender in the profitability of private hospitals in Spain	Study of the effects of CSR and the gender of management on the profitability of hospitals.	Review of the literature on CSR, gender in management, and their impact on profitability	Statistical analysis of data from 104 hospitals in 2015.	Significant relationship between female leadership and profitability; no causal

Authors and Year	Context	Problematic	Literature Review	Methodology	Results
					relationship with CSR.
Xu, 2014 [15]	Impact of CSR on the duopoly competition of hospitals with price and quality competition.	Analysis of the effectiveness of CSR in a context of competition between hospitals	Study of the Hotelling model taking CSR into account.	Economic modeling based on duopoly data of hospitals	CSR can improve social outcomes but not necessarily medical quality.
Mou et al., 2014 [16]	Study of severe hand-foot-and-mouth disease in Shenzhen, China.	Identify the critical factors influencing severe outbreaks of the disease.	Review of previous epidemics and epidemiological characteristics.	Retrospective analysis of reported cases in Shenzhen from 2008 to 2012.	Identification of young age and certain viral strains as the main risk factors.
Wang et al., 2019	Evaluation of the sustainability of cataract surgical practices in Shanghai over four years	Study the rates of cataract surgery and sustainable practices in healthcare	Examination of global trends and standards in cataract surgery.	Cross-sectional study of cataract surgeries recorded from 2014 to 2018.	Increase in sustainable practices and surgery rates, but persistent disparities between urban and rural areas

The studies range from analyzing specific management practices in hospitals to evaluating the impacts of CSR on profitability and employee performance. They highlight the challenges and opportunities of CSR, particularly regarding the improvement of access to surgical care and the importance of sustainability in healthcare services.

With methodologies ranging from surveys of healthcare workers to economic analyses of competition models between hospitals, these articles contribute to a better understanding of how CSR can be applied to positively influence public health practices, despite mixed results regarding its effect on the quality of care and profitability.

## 5 Discussion

The bibliometric analysis reveals several key insights regarding the integration of Corporate Social Responsibility (CSR) in healthcare. Haddiya et al. (2020) introduced a new management model for hospitals that integrates CSR, sustainability, and ethics, proposing that such a model could guide healthcare organizations toward more socially responsible and ethically grounded practices. On the organizational front, Hassanie et al. (2021) found that positive perceptions of CSR practices significantly enhance employees' attachment to their organization and their identification with its values, suggesting that CSR not only benefits external stakeholders but also strengthens internal cohesion.

However, the relationship between CSR and profitability remains complex. Valls Martínez (2019) observed a significant connection between female leadership and profitability, but no direct causal link between CSR and financial performance, indicating that leadership dynamics might mediate the impact of CSR on organizational success. In terms of healthcare outcomes, Xu (2014) highlighted that while CSR can positively influence social outcomes, its direct effect on improving medical quality is less clear, pointing to the need for more targeted CSR initiatives in the healthcare sector.

Additionally, Wang et al. (2019) found an increase in sustainable practices and surgery rates within healthcare organizations, yet they also noted persistent disparities between urban and rural areas, suggesting that while CSR initiatives may drive sustainability, equitable healthcare access remains a challenge.

Overall, these findings underscore the complex and multifaceted nature of CSR in healthcare, where its impact is shaped by factors such as leadership, employee engagement, and geographical disparities.

## 6 Conclusion

Our bibliometric analysis of articles on Corporate Social Responsibility (CSR) reveals significant trends, key research areas, and publication dynamics that influence this field of study. Terms like "social responsibility" and "corporate social responsibility" dominate the discourse, highlighting the centrality of these concepts in CSR. The impact of these articles, measured by citations, indicates a strong resonance of the subject in the academic field and potentially in practice.

The analysis of frequent words and trending topics reveals a growing interest in specific aspects of CSR, such as ethics, sustainable development, and human impact. This evolution suggests that CSR is increasingly integrated into various fields, going beyond traditional corporate concerns.

Despite the abundant literature on CSR practices and their impact on corporate reputation, there seems to be a lack of research on the long-term effects of CSR on the financial and social performance of healthcare organizations in different contexts.

To advance in the field of CSR, it would be pertinent to focus on the effectiveness of CSR strategies in small and medium-sized enterprises (SMEs) operating in emerging markets. Another promising issue could explore the interaction between CSR and technological innovations, particularly how companies can integrate CSR into their innovation processes to promote sustainable development.

This analysis highlights not only the strong areas of current CSR research but also the opportunities to contribute to a rapidly evolving field with research questions that can have a tangible impact on theory and practice.

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