

Systematic Literature Review: Corporate Governance in Corporate Social Innovation

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Abstract: *This paper acknowledges that although academics, practitioners, and policymakers are becoming more interested in corporate social innovation, a more nuanced understanding of the concept and its potential applications is still needed. This is especially true in the context of emerging economies, where businesses are playing an increasingly significant role in addressing social challenges. Though the word is still disputed and has numerous features, this study highlights the need for more research into the main drivers and barriers of corporate social innovation, which can benefit organizations, society, and the environment. To achieve these goals, the corpus of previous research is synthesized and critically evaluated in this study, which also offers information on the current state of knowledge on corporate social innovation and highlights important topics and trends. Nevertheless, only twenty-two studies from 2020–2023 that were found in Scopus, Science Direct, and Google Scholar satisfied the study's requirements. Using the PRISMA paradigm, this study looked at a number of literature review components, such as subject area, research approach, and research type. This article's conclusion offers guidance for next research.*

Keywords: Corporate social innovation (CSI), Systemic Literature Review, Corporate Governance, Corporate Social Innovation, Economic

1. Introduction

The concept of Corporate Social Innovation (CSI) has gained prominence in the 21st century by providing a framework for corporations to incorporate sustainability into their core operations and profitably address social concerns. To address social challenges sustainably and profitably, businesses consider CSI as an investment and look for strategic alliances. By using CSI as a business model, we might contribute to the 2030 Sustainable Development Goals. This is particularly relevant in the context of global movements toward responsible business practices, where consumers, investors, and policymakers are placing greater emphasis on corporate accountability and sustainability.

However, there are other arguments for and against the idea of CSI in the business world, and this area of study is still in its infancy (Kassim et al., 2022). In order to create economic value

while concurrently addressing society demands and problems, (Dionisio & Vargas, 2020) disputed the idea that social progress and economic efficiency are mutually contradictory. Compared to social innovation, there has not been much research on corporate social innovation, and some literature highlights a lack of clarity on its theoretical underpinnings.

In order to create solutions that meet societal demands, corporate social innovation (CSI) makes use of a variety of business resources, including managerial experience, marketing know-how, technology, and human resources (Mirvis et al, 2016). By ensuring that the company's leadership cultivates good relationships among stakeholders, including management, employees, suppliers, and consumers, effective corporate governance plays a critical role in promoting CSI. According to Dionisio et al. (2020) and Tabares (2020), this governance framework is crucial for incorporating social innovation into company culture, coordinating it with commercial objectives, and using it to gain a competitive edge. Additionally, corporate governance directs CSI efforts towards advancing socioeconomic advancement and the adoption of new technologies in support of the Sustainable Development Goals (SDGs) (Veresné Somos et al., 2018; Dionisio et al., 2020).

In addition to the vital role that environmental responsibility plays in augmenting corporate wealth, it is imperative that Corporate Social Innovation (CSI) be incorporated into corporate governance structures. Businesses not only enhance their environmental participation but also their governance practices as they work to integrate environmental responsibility into their operations and policies. Integrating CSI into corporate governance requires open reporting on environmental effect and accountability frameworks (Prabawani et al., 2023). Recent research (Hemingway & MacLagan, 2004; Kotsantonis & Serafeim, 2019) demonstrates how efficient governance systems include social and environmental factors into decision-making processes, hence supporting this alignment with ethical standards and long-term sustainability. Businesses that adopt these methods improve their accountability and openness, making sure that their plans are in line with more general societal and environmental objectives.

Incorporating CSI into corporate governance also makes it easier to manage risk and increase stakeholder participation. Companies that make corporate social responsibility (CSI) a primary strategy show that they are dedicated to solving social and environmental issues, which improves connections with investors, clients, and communities, among other stakeholders (Dionisio & De Vargas, 2020). In addition to facilitating proactive risk management with regard to social and environmental issues, this strategy builds trust and improves the reputation of the company (Carroll & Shabana, 2010; Porter & Kramer, 2006). Thus, CSI's alignment with governance practices promotes shared value creation, enhances community well-being, produces economic advantages, and tackles environmental issues (Prabawani et al., 2023; Zhang et al., 2021).

In order to address economic, social, and environmental issues, corporate social innovation is therefore crucial to develop into a core company strategy. This might lead to better relationships between businesses, stakeholders, society, and communities while lowering the creation of shared value. Because CSI links to social value, generates economic benefits, and does so from an environmental perspective, it is therefore seen as the business model's solution for boosting community well-being (Prabawani et al., 2023). The last piece of the CSI was Figure 1.

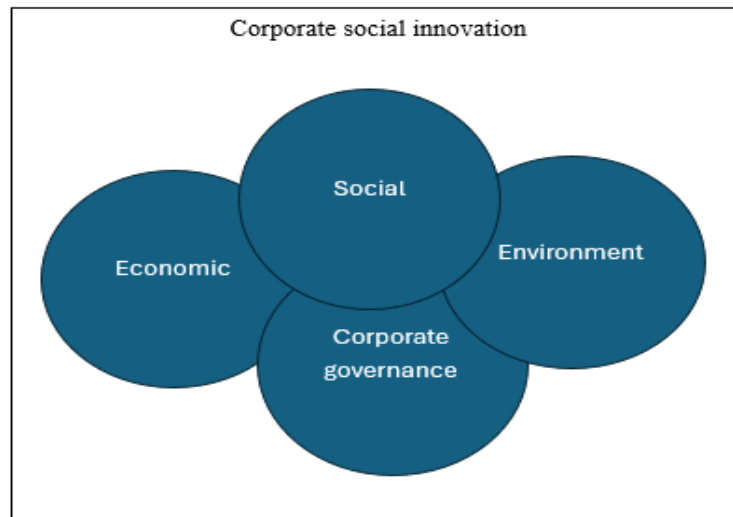


Figure 1: An element in CSI

This paper contributes to the literature on Corporate Social Innovation (CSI) by providing a comprehensive review and reference guide for scholars in the field. Using a systematic literature review, the study examines the literature on CSI over an open time span. It is guided by the following research questions:

1. What is Corporate Social Innovation (CSI)?
2. Which trends in the literature are likely to shape future research in CSI?

2. Methodology

The uniform outlook will help the reader to follow the article easily. This can be obtained effectively if author uses this template file to construct his or her paper. To conduct this paper, the authors utilized a methodology involving a library search and evaluation of previous literature reviews on corporate social innovation. This study adopts a descriptive analysis based on SLR (refer Figure 2) search on corporate social innovation for a period of recent three years from 2020 to 2023 from the ScienceDirect, IEEE, Pablon, Elsevier, Google Scholar, Wiley, EBSCO database. The protocols adopted by this study are aligned to Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) statement and previous studies.

The search was limited to articles in peer-reviewed journals. Other publications that include books, chapters in a book, conference proceedings, thesis, and dissertations were excluded. The identified articles were reviewed. Besides, any similar articles extracted from different search engines and other sources were excluded, in which only one was chosen to proceed for analysis, leading to seventy articles selected for further analysis. Initially, the researchers screened the articles by reviewing their titles and abstracts. One hundred and thirty-one articles were excluded because they did not specifically to corporate social innovation area.

The remaining twenty-two articles were reviewed and screened based on the following criteria: cohort, cross-sectional, empirical and exploratory studies, indicating the contribution to the corporate social innovation.

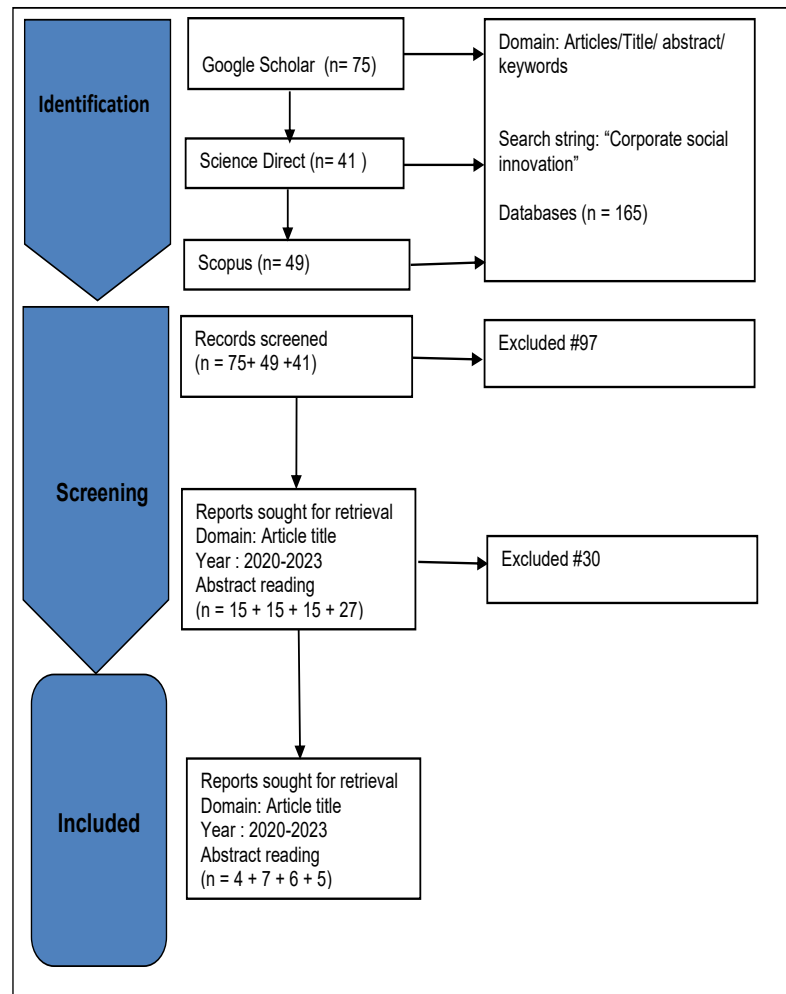


Figure 2: SLR Processes

Process adopted from (McKenzie, 2021; Okoli & Schabram, 2015; Muhasin, 2024). Based on the inclusion criteria, a total of thirty-three studies were selected for the systematic literature review analysis. Although a larger pool of studies was initially identified, many were excluded from the review due to their lack of clarity in defining Corporate Social Innovation (CSI) or insufficient depth in their research, which impeded a thorough evaluation of the CSI field. For the analysis, the reviewed studies were meticulously documented, including essential details such as the authors' names, publication dates, study titles, and key findings. This detailed information was crucial for a comprehensive assessment of the literature, enabling the identification of relevant trends and gaps in CSI research. (Refer Table 1)

Table 1: Criteria of Article

	Criteria	Inclusion	Exclusion
1	Focus on the article	Corporate Governance in Corporate Social Innovation	Articles that did not focus on Corporate Governance in Corporate Social Innovation
2	Journal published	Top publisher/source: ScienceDirect, IEEE, Pablon, Elsevier, Google Scholar, Wiley, EBSCO	Journal and conference paper outside of the top publisher/source
3	Publication date	2020 onwards	Before 2020
4	Publication type	Journal, conference paper	Technical reports, dissertations

5	Language	Journal article, conference paper was written in English	Other languages were not included
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A consensus emerged from the analysis of the chosen studies regarding the characteristics of Corporate Social Innovation (CSI), which include a unique combination of corporate assets such as managerial skills, marketing acumen, technological prowess, and human resources, all geared towards tackling social, economic, and environmental issues in order to advance sustainability and societal value (Amran et al., 2021; Saka-Helmhou, 2021; Mirvis, 2016). This definition stresses the integration of various resources to generate significant results, highlighting the complex aspect of CSI. Moreover, although definitions of social innovation differ, they should all include five essential components: identifying societal needs, incorporating innovative elements, successfully implementing and carrying out the plan, continuously improving, and creating connections and partnerships (Eichler & Schwarz, 2019). In relation to corporate governance, CSI often intersects with governance practices as it involves the strategic use of corporate resources and decision-making processes to address societal issues. Effective corporate governance can enhance CSI by ensuring that innovation efforts are aligned with ethical standards, stakeholder interests, and long-term sustainability goals.

Based on the inclusion criteria, a total of thirty-three studies were selected for systematic literature review analysis out of an initial pool of one hundred and sixty-five studies. Many were omitted due to their lack of clear definition or insufficient research depth regarding the achievement of Corporate Social Innovation (CSI). For the analysis, essential information such as publication authors, dates, titles, and key findings was documented. Table 2 below illustrates that the majority of the selected studies were conceptual, review, and empirical studies. Notably, there were no longitudinal studies on CSI from the years 2020 to 2023, indicating a gap in this area of research.

Table 2: List of Corporate Social Innovation by Various Scholars

Paper ID	Year of Publication	Title	Type of study (Conceptual/ Review, Empirical)	Type of Paper (Journal/ Proceeding)	Publisher
P1 (Al-Omouh et al. 2023)	2023	The impact of absorptive capacity, corporate social innovation, and e-business proactiveness on SMEs' survival	Empirical	Journal	EBSCO's
P2 (Prabawani, 2023)	2023	Drivers and initial pattern for corporate social innovation: From responsibility to sustainability	Review	Journal	ScienceDirect
P3 (Phillips et al. 2023)	2023	Shifting the paradigm: A critical review of social innovation literature	Review	Journal	ScienceDirect
P4 (Tabares, 2023)	2023	Corporate social responsibility or corporate social innovation? Two approaches towards the labour integration of disabled employees in Colombia	Empirical	Journal	Emerald Publishing Limited,

P5 (Dionisio, 2022)	2022	Integrating Corporate Social Innovations and cross-collaboration: An empirical study	Conceptual	Journal	ScienceDirect
P6 (Holmström Lind, 2022)	2022	Involvement of multinational corporations in social innovation: Exploring an emerging phenomenon	Review	Journal	ScienceDirect
P7 (Maltz, 2022)	2022	Maximizing corporate social innovation to enhance social and shareholder value: A systems thinking model of industry transformation	Conceptual	Journal	ScienceDirect
P8 (Saka- Helmhout, 2022)	2022	Corporate Social Innovation in Developing Countries	Empirical	Journal	Springer Nature
P9 (Fu, 2023)	2023	Tackling exigent grand challenges through corporate social innovation: Evidence from the COVID-19 pandemic	Empirical	Journal	Wiley
P10 (Kouam, 2022)	2022	Effects of taxation on social innovation and implications for achieving sustainable development goals in developing countries: A literature review	Conceptual	Journal	European Xtramile Centre of African Studies
P11 (Chu, 2022)	2022	Research trends in corporate social responsibility and innovation: A bibliometric analysis	Empirical	Journal	MDPI
P12 (Warren, 2020)	2020	Making sure corporate social innovations do social good	Review	Journal	Rutgers Business Review
P13 (Tabares, 2020)	2020	Insights from corporate social innovation: a research agenda	Empirical	Journal	Emerald Publishing Limited
P14 (Samidi, 2021)	2021	A systematic literature review on corporate social innovation towards sustainable competitive advantage	Conceptual	Journal	Atlantis Press
P15 (Grilo, 2022)	2022	The social as the heart of social innovation and social entrepreneurship: An emerging area or an old crossroads?	Conceptual	Journal	ScienceDirect
P16 (Amran, 2021)	2021	Intellectual human capital, corporate social innovation and sustainable development: A conceptual framework	Conceptual	Journal	Int. J. Innovation and Sustainable Development
P17 (Mustapha, 2021)	2021	An overview of corporate social innovation (CSI)	Conceptual	Journal	International Journal of Academic Research in

					Business and Social Sciences
P18 (Hinestroza, 2021)	2021	Corporate social innovation during the COVID-19 pandemic: Some practices from Colombian companies	Empirical	Journal	Elsevier
P19 (Dionisio, 2020)	2020	Corporate social innovation: A systematic literature review	Review	Journal	ScienceDirect
P20 (Janik, 2021)	2021	Exploring the social innovation research field based on a comprehensive bibliometric analysis	Review	Journal	J. of Open Innovation: Technology, Market and Complexity
P21 (Vrontis, 2021)	2021	Consequences of technology and social innovation on traditional business model	Empirical	Journal	Elsevier
P22 (Maltz, 2021)	2021	Maximizing corporate social innovation to enhance social and shareholder value: A systems thinking model of industry transformation	Conceptual	Journal	Journal of Business Research

Figure 3 shows the frequency of publication of Corporate Governance in Corporate Social Innovation from 2020 until 2023. The data shows 4 papers from 2020, 7 papers from 2021, 6 papers from 2022 and 5 papers from 2023. Figure 4 shows the frequency of type of study regarding the Corporate Governance in Corporate Social Innovation. Based on final set of articles selected for this study, 36.4% conducted research of Conceptual and Empirical and another 27.3% conducted review study.

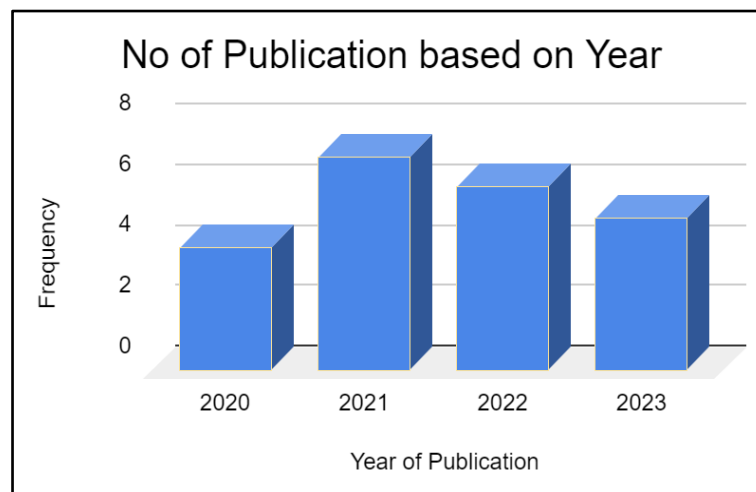


Figure 3: Number of Publication

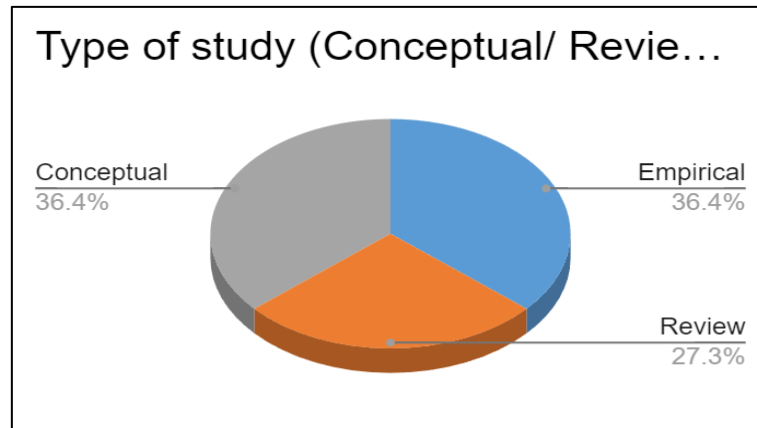


Figure 4: Type of Study

3. Findings

The authors analyzed the articles that met the above criteria for additional studies to meet the inclusion criteria for the review. At this stage, duplicate articles were removed. In addition, articles were reviewed for relevance, primarily based on the title and abstract. Completeness and advantages of data extraction were evaluated in terms of quality assessment. These four questions (Q1-Q4) are described in Table 3. Each question has only three answer options: yes=1; partially=0.5; and no=0. The characteristics of the literature and the results of the evaluation are described in the report phase and presented in the following section.

Table 3: Question Descriptions

No	Item	Answer
Q1	Is there clear description of the aims and objectives of the investigation	Yes/No
Q2	Is the paper explained the method of analysis pertinent and adequately?	Yes/No/ Partially
Q3	Is the paper supported by primary data?	Yes/No
Q4	Is the paper explained the model structure in detail?	Yes/No/ Partially

Table 4 shows the result of quality assessment based on quality assessment criteria. All papers have clear description of the aims and objectives of the investigation. 22 papers show the objectives of research is clear and method of analysis are explained in pertinent and adequately. 18 papers explained the method of analysis pertinent and adequately. 10 papers supporter by primary data and 17 papers were explained the model structure in detail. Table 5 exemplifies the filtering result of the quality assessment of all that paper that was classified as very good scores. 13 selected scored a very good quality scoring (3-4) with 59% and 9 paper have a good quality score (2-3) with 41%.

Table 4: Quality Assessment Result Based on Sources and Questions

Paper ID	Q1	Q2	Q3	Q4	Total
P1	1	1	1	1	4
P2	1	1	0.5	0	2.5
P3	1	1	0.5	0	2.5
P4	1	1	0.5	0	2.5
P5	1	0	0	1	2
P6	1	1	0	0	2

P7	1	1	0	1	3
P8	1	1	1	1	4
P9	1	1	1	1	4
P10	1	1	0	0	2
P11	1	1	1	1	4
P12	1	0	0	1	2
P13	1	1	1	1	4
P14	1	1	0	1	3
P15	1	1	0	1	3
P16	1	0	0	1	2
P17	1	0	0	1	2
P18	1	1	1	1	4
P19	1	1	1	1	4
P20	1	1	0	1	3
P21	1	1	0	1	3
P22	1	1	0	1	3

Table 5: Quality Assessment Result Summary

Quality scale	Very poor (< 1)	Poor ($1 - < 2$)	Good ($2 - < 3$)	Very good ($3 - 4$)	Total
No. of papers	0	0	9	13	22
Percentages (100%)	0	0	41	59	100

3.1 Review

A thorough assessment of the literature on corporate social innovation (CSI) is carried out by Tabares (2020) in order to identify key conversations, contributions, and trends that have shaped the field's study agenda over an extended period of time. Key themes and new research areas are identified, along with research problems and constraints. A discussion of the study's future directions for CSI research is included in the conclusion. By exposing disagreements about the meaning of CSI, its disciplinary roots, and its lexicon, Tabares offers fresh perspectives. The evidence indicates that CSI is intrinsically cross-disciplinary, drawing from a variety of fields, despite difficulties in establishing CSI as an autonomous study topic. The research highlights the current state of CSI scholarship and points out that works that use fewer widely used terms may have less significance or relevance.

Dionisio et al. (2020) conducted an extensive literature review, analyzing through both descriptive and thematic approaches to explore the relationship between multinational corporations (MNCs) and Corporate Social Innovation (CSI). The study focuses on addressing two key research questions: How has the concept of CSI evolved over time? And how does CSI compare to other related concepts? Their analysis highlights CSI as a cutting-edge alternative for companies seeking to address social challenges through innovative methods and strategies while simultaneously achieving economic success. The authors argue that CSI is not only a contemporary solution but also a transformative approach that could redefine institutional practices by opening up new opportunities for addressing social issues. Their findings suggest that the evolving paradigms within CSI offer significant potential for reinventing traditional business models and fostering innovation in the pursuit of social and economic objectives.

The convergence of Corporate Social Innovation (CSI) with waste management and sustainability is examined by (Warren & Scharding, 2020) in order to highlight a number of crucial elements that are necessary for CSI efforts to be implemented successfully. The authors make the case for a thorough evaluation of CSI by emphasising the need of taking a wide view, which involves comprehending the entire spectrum of possible effects and applications of an innovation. They emphasise how crucial it is to have reliable metrics and monitoring systems in order to assess the impact of CSI projects, make sure they are producing the desired results, and offer insightful input for ongoing development. Furthermore, prior to full-scale adoption, (Warren & Scharding, 2020) recommend piloting CSI programs on a lesser scale.

The author reveals that effective corporate governance significantly enhances the impact of social innovation initiatives. Governance structures that align social innovation projects with strategic objectives and uphold ethical standards are essential for ensuring transparency and accountability (Hess, 2008). The findings indicate that robust metrics and risk management practices are crucial for evaluating the performance and addressing uncertainties associated with social innovation (Maksum, 2024). Additionally, fostering a supportive organizational culture and integrating social innovation into core strategies contribute to more sustainable and impactful outcomes (Zhang, 2023). These insights highlight the critical role of governance in driving successful and meaningful social innovation efforts.

Samidi (2021) performed systematically review on the relationship of corporate social innovation (CSI) with sustainable competitive advantage. Through a systematic literature review, the study selected 26 papers and performed a descriptive analysis of the literature to address the following research questions: How has the CSI concept created shareholder and social value? What are the contributions of CSI practice that have been driving towards a sustainable competitive advantage agenda? How is CSI different from corporate social responsibility (CSR) and creating shared value (CSV) concepts that all lead to sustainable competitive advantage? [29] argue that to help solve social problems, companies should have a definitive alternative through innovative procedures and strategies while reaching economic results.

Grilo (2022) highlights the variety of corporate social innovation definitions, and concepts that have been proposed by scholars in the area of sociology, technological innovations and economics. However, there is no commonly agreed definition, as it depends on the multidisciplinary field, sector and country. In particular, the concept from the business perspective is still vague. This study discovered that widespread ambiguities and vagueness dominate the concept of social innovation in general, making it difficult to reach a common, unifying definition. Thus, this aims to analyze the contributions, discussions and arguments of corporate social innovation (CSI) to be used as guidance for practitioners in business corporations to understand how the concept can be implemented.

Suchowerska (2024) suggests that value is co-created by different parties at the individual, organizational, and societal level, there is little work focusing on how these levels interface with one another. This paper helps to fill that gap by using systems thinking to develop a general causal model that explains one pathway for how individual corporate social innovations can impact interorganizational dynamics, encouraging the co-creation of social value by multiple parties within an industry while reinforcing the economic case within the initiating firm. We ground this model in the existing literature, and present historical case studies supporting its viability in practice. Overall, Suchowerska (2024) offer the model as a starting

point for understanding how initiatives in the private sector might reverberate across organizations in both the private and public sector to create shared value.

4. Conclusion

Research on corporate social innovation (CSI) is noticeably lacking, especially when compared to social innovation. A number of academics have also drawn attention to the ambiguity of CSI's theoretical underpinnings. There isn't much agreement on the frameworks that are necessary to comprehend CSI's function in fusing social and economic objectives with business methods as it continues to develop. Although several academics have addressed this topic, such as Kassim et al. (2022) and Dionisio et al. (2020), there are still few thorough research available. This paper offers a theoretical analysis of current trends in corporate social innovation and corporate social responsibility literature.

The analysis reveals that effective corporate governance significantly enhances the impact of social innovation initiatives. Governance structures that align social innovation projects with strategic objectives and uphold ethical standards are essential for ensuring transparency and accountability (Hess, 2008). The findings indicate that robust metrics and risk management practices are crucial for evaluating the performance and addressing uncertainties associated with social innovation (Maksum, 2024). Additionally, fostering a supportive organizational culture and integrating social innovation into core strategies contribute to more sustainable and impactful outcomes (Zhang, 2023). These insights highlight the critical role of governance in driving successful and meaningful social innovation efforts, alongside the social, environmental, and economic dimensions of sustainability.

The outcomes of this study provide a systematic literature review contribution to the advancement of corporate social innovation. CSI constitutes a cooperative endeavor between public good and organizational management, which is a voluntary approach to sustainable development. Social innovation has progressed considerably in recent years, evolving into corporate social innovation in response to growing global concerns.

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Conflict of Interest Statement

The authors declare that there is no conflict of interest regarding the publication of this study.

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