Biblios
ISSN 1562-4730 (online)

Stakeholder management: a bibliometric analysis to understand the evolution of the research field

Saúl Alfonso Esparza-Rodríguez
César Gustavo Iriarte Rivas
Arkansas State University

Gabino García Tapia
Universidad Nacional Autónoma de México

ORIGINAL

Abstract

Objetive. The aim of this paper is to provide a general overview of research performed in stakeholder management using bibliometric methods, to analyze three main relevant factors: general productivity, research approaches and influence structure at country, institution, author and related subject´s level.
Method. The analysis made in the present work will take into consideration bibliometric indicators.
Results. The main advantage of this approach is that it identifies the most productive and influential authors, journals, institutions and countries are presenting the major productivity in the field. By doing so, the reader can clearly identify where is the leading research taking place since 1969 to the date. In what corresponds to the research questions, the main findings are listed as follows.
Conclusions. the results show that there is an important concentration of productivity mainly in seven countries: United States, United Kingdom, Australia, Canada, Netherlands, Germany and Spain, with an overall predominance of the United States in terms of total citation.

Keywords

Bibliometric analysis; Management; Social sciences; Stakeholders; Sustainability

Gestión de interesados: análisis bibliométrico para comprender la evolución del campo de la investigación

Resumen

Objetivo. El objetivo de este artículo es proporcionar una visión general de la investigación realizada en gestión de partes interesadas utilizando métodos bibliométricos, para analizar tres factores principales relevantes: productividad general, enfoques de investigación y estructura de influencia a nivel de país, institución, autor y tema relacionado.
Métodos. El análisis realizado en el presente trabajo tomará en consideración indicadores bibliométricos.
Resultados. La principal ventaja de este enfoque es que identifica a los autores, revistas, instituciones y países más productivos e influyentes que presentan la mayor productividad en el campo. Al hacerlo, el lector puede identificar claramente dónde se está llevando a cabo la investigación líder desde 1969 a la fecha.
Conclusiones. Los resultados muestran que existe una importante concentración de la productividad principalmente en siete países: Estados Unidos, Reino Unido, Australia, Canadá, Países Bajos, Alemania y España, con un predominio global de Estados Unidos en términos de citación total.

Palabras clave

Administración; Análisis bibliométrico; Ciencias Sociales; Grupos de interés; Sustentabilidad

1 Introduction

Stakeholders management is based in the idea that business are essentially a set of diverse relationships among groups which have a stake in the activities related to the business, which are about how customers, suppliers, employees, financiers, communities, and managers interact and create value; because of the relevance of such interactions, the main job of the executives is to manage and shape these relationships (Freeman et al., 2010).

The study of this strategic approach has been related to relevant subjects to contemporary life and subjects of research in social sciences, such as sustainability, sustainable development, decision making, climate change, environmental management, supply chain management, project management and corporate social responsibility (Freeman, 1984; Carroll, 1995; Freeman, Martin and Parmar, 2007; Freeman et al., 2010). Also, stakeholder management practices are relevant in terms of long-term growth prospect, value-relevance of earnings (Matsumoto, 2002); competitive advantage (Starkey and Madan, 2001); development policy and practice (Grimble and Wellard, 1997).

Regarding bibliometric studies in stakeholders management, Pedrini and Ferri (2019) presented a bibliometric study of five databases were selected to search articles published from 1985 to 2015, where the results highlight that stakeholder management is increasingly embedded in corporate activities; Riad Shams et al., (2020) provide a statistical analysis of 1059 articles in Scopus from 1974 until July 2020, where they findings suggest that dynamics of the interaction of Stakeholders Engagement, Entrepreneurial Development and Innovation Management are shaping the scholarship of academic research in entrepreneurship; Xue et al., (2020) made a study with a total of 752 peer-reviewed academic papers published until the end of 2017, which indicates seven milestones in history, namely, stakeholder concept, method, identification, assessment, management, influence and complexity, in a study that provides a holistic knowledge map for the past, current and future of stakeholder perspective studies in construction projects.

Although these studies provide a relevant and interesting perspective about the stakeholder management research field, it is necessary to perform a study with a broader view that allow to identify the main related subjects and keywords, a citation structure overview, the leading authors in terms of productivity, citation and influence indexes, and the index of production concentration at country, institutional and journal level to understand whether those productivity indicators are somehow centralized.

Research questions and independent variables

The main contribution of our study is to fill the knowledge gap relative to the research on extant stakeholder management in general production, research approaches, and influence structure by identifying, synthesizing, and evaluating existing literature to analyze the evolution of the research field, considering the following research questions.

- How is the general productivity in stakeholder management in terms of countries, institutions, and journals since the first mention of the concept in literature?
- What are the most relevant keywords associates with the stakeholder management approach in the revised literature that represent the principal research approach in the field?
- Who are the most influential authors and papers in stakeholder management?
- In that sense, the study performs a comprehensive bybliometric analysis in terms of the following variables:

General productivity: Including an analysis of the growth of researching papers, concentration indexes, and indicators related to the most productive institutions, journals, and countries.

Research approaches: Considering an analysis of the approaches to the field by identifying the most related topics present in the literature.

Influence structure: Presenting an analysis of the most influential papers in the subject and the leading authors in terms of the number of citations and average citation per year indexes.

The research method will be through a bibliometric review study that leads to a comprehensive view of the general productivity, research approaches, and influence structure of the research field related to stakeholder management to answer research questions.

A bibliometric review to understand the evolution of stakeholder management

Bibliometrics are considered a valuable set of techniques to discover relationships, trends and models that represent the evolution and the construction of science, aiming to understand the research behavior of a range of scientific issues. (Rostaing, 2017). The term “bibliometrics” was coined in 1969 by Alan Pritchard, as the application of mathematics and statistical methods to shed light on the processes of written communication and on the nature and course of development of a discipline (Lawani, 1981).

In that sense, bibliometrics is based on the enumeration and statistical analysis of scientific output in the form of articles, publications, citations, patents and other more complex indicators, making it an important tool in evaluating research activities, the scientific specializations and performance of countries (Okubo, 1997), which allows the possibility of obtaining an overview of the scientific literature, providing a critical and subjective summarization of selected scientific subjects and to construct studies with data regarding a given scientific field (Fabregat-Aibar et al., 2019), where the need for bibliometric indicators arises from the growth in scientific and technological activity that mandates the use of statistical indicators to characterize these activities (Stevens, 1994) and to better understand the bibliometric behavior of papers, journals and authors (de Solla Price, 1976).

In relation with the former paragraph, some of the questions that can be answered by bibliometric studies regards issues such as: in what countries is the literature of a particular subject or discipline published, what is the balance of the contributions of those nations, how are words used in publications, and what patterns describe their use, what is the distribution of authors, journals, institutions and countries contributions to a certain literature and so on (Wallace, 1989).

Although these studies provide a relevant and interesting perspective about stakeholder management, a broader view that includes general productivity, research approaches and influence structure at country, institution, authorship and keyword level can provide a broader and comprehensive analysis of the study subject in terms of understanding the evolution of the research field.

In that sense, the main contribution of our study is to fill this gap by identifying, synthesizing, and evaluating extant research on stakeholder management with the purpose of analyzing the evolution of the field in terms of productivity, approaches and influence structure at country, institution, journal, author and keyword level.

It is in that direction that the aim of this paper is to provide a general overview of research performed in stakeholder management using bibliometric methods, to analyze three main relevant factors: general productivity, research approaches and influence structure at country, institution, author and related subject´s level.

For doing so, the rest of the paper is structured as follows: Methods section explains the methodology of the bibliometric study. Then, the Results section presents the outcomes of the bibliometric analysis including descriptive data regarding variables and levels related to the research problem to provide objective and verifiable answer to the research questions. Finally, Sect. 4 summarizes the main findings and conclusions of the paper.

2 Methods

The analysis made in the present work will take into consideration bibliometric indicators proposed by Macan & Petrak (2014), that can be classified into three categories: quantitative indicators, used to measure the productivity of relevant researchers; performance indicators, that measure the quality of journals or researchers; and structural indicators, useful to establish a link between publication, authors and research fields.

Also, recommendations from Zupic and Čater (2015) in terms of main bibliometric methods that considers the use of citation data to to construct measures of influence and similarity, and co-word analysis to find connections among concepts that co-occur in document titles, keywords and abstracts.

To achieve that, the process we applied follow a procedure that explains how we collected the data, the use of keywords, the type of documents considered, the most important indicators and the specific analysis for bibliometric review, ending with the discussion regarding the findings and research proposal for future interest.

In that sense, the data was collected from Scopus database , which is a source-neutral abstract and citation database, curated by independent subject matter experts, with tools that generates precise citation search results and automatically updated researcher profiles, that includes more than 75 million records, with 68 million post-1970 records, including references, more than 8.5 million Open Access articles, 23,500 peer-reviewed journals, 740 book series, 300 trade publications, Articles-in-press from over 8,000 titles from international publishers, and focuses on social sciences and arts & humanities, but also includes science, technology & medicine (STM).

In those terms, we present the most relevant and influential articles regarding the subject between 1969 and 2020 using Scopus database, considering 23,841 document results using keywords such as “Stakeholder” and “Management”, limited to “Articles” as the only document type to ensure an objective comparison among study subjects, and to Social Sciences, Business and Economic as subject areas, using the option “show all abstracts”, and a sorting option on: Cited by highest; the algorithm used is presented in table 1.

Table 1: Algorithm used in Scopus database.

TITLE-ABS-KEY (stakeholder AND management) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SUBJAREA, "SOCI") OR LIMIT-TO (SUBJAREA, "BUSI") OR LIMIT-TO (SUBJAREA , "ECON")) AND (LIMIT-TO (AFFILCOUNTRY, "name_of_the_country")).

Source: Own elaboration (2021).

Table 2: Research model to the bibliometric analysis.

Dependent variable	Independent variable	Dimension	Variable	Quantitative items
Evolution of the stakeholder management research field.	General productivity	Diachronic	Quantity of papers	Papers published since the first mention in literature (1969 – 2020).
			Country productivity	Most productive countries in the considered period (1969 – 2020).
		Geographic	Country level	Tendencies of productivity in the most productive countries.
				Concentration index of productivity.
			Institutional level	Most productive institutions.
				Concentration index of productivity on institutions.
			Journal level	Most productive journals.
				Scope and subjects of the most productive journals.

Research approaches	Subject area	Subject area	Quantity of documents by subject area.
		Common subjects	Bibliometric network by subject.
	Keywords	Related keywords	Main keywords related to the field.
			Most common subjects in main journals related to the field.
Influence structure	Citation	Diachronic	Annual citation structure.
		Country level	Tendencies of citation in the most productive countries.
		Authors	Most influential authors.
		Papers	Most cited papers.
			Overview of most influential papers.

Source: Own elaboration (2021).

The analysis was performed considering 3 independent variables: General productivity, research approaches and influence structure, which can provide an analytical and descriptive view of the evolution of the field, represented in the following research model in table 2.

Based in the former research model in table 2, the results will present an overview of the main aspects to the relevance the evolution of the field in terms of general productivity, research approaches and influence structure at country, institution, journal, author and keyword level.

3 Results

General productivity

- **General productivity at country level.**

To understand how the production of papers have increase in time as an introduction to the descriptive statistical analysis, first we present the productivity tendency since the first paper where the concept was mentioned.

The results show the country of origin of the leading research being mainly in seven countries which accounts for the 50% of the total publications: United States (5,168), United Kingdom (3,825), Australia (2,427), Canada (1,416), Netherlands (1,186), Germany (1,169) and Spain (1,042). The literature about the significance of stakeholder´s management is abundant with thousands of papers already written about the subject.

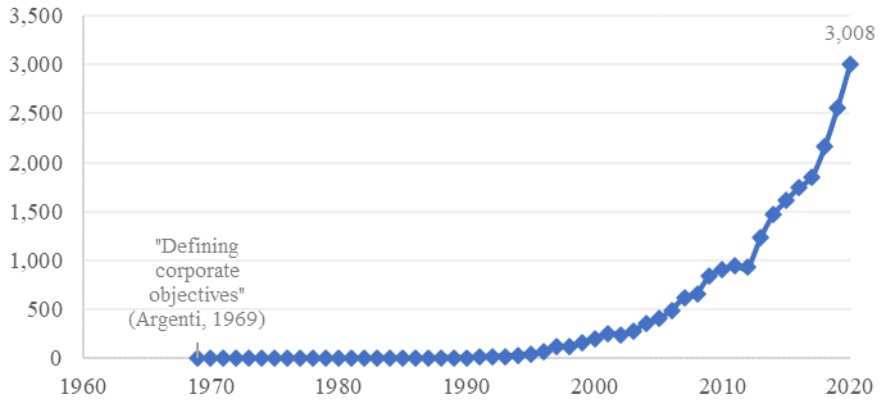


Figure 1: Documents published in stakeholders management by year.

No 84 (2022) • http://biblios.pitt.edu/ • DOI 10.5195/biblios.2022.1026

Source: Own elaboration using data from Scopus (2021).

As we can see in figure 1, there is a clear positive tendency in the number of documents published each year considering the period between 1969 and 2020, beginning with the work of Argenti (1969) focused in defining corporate objectives, in comparison to the year 2020 that covers a wide array of subjects, suchs as sustainability (5% of the total 3,008), project management (4%), and impact analysis, governance, social responsibility, urbanism, health, supply chain and innovation, individually representing 3% of the total each.

In what refers to total productivity of each country, is possible to notice the relevance of the United States in the overall productivity, being the global leader in studies related to stakeholder management, as figure 2 shows.

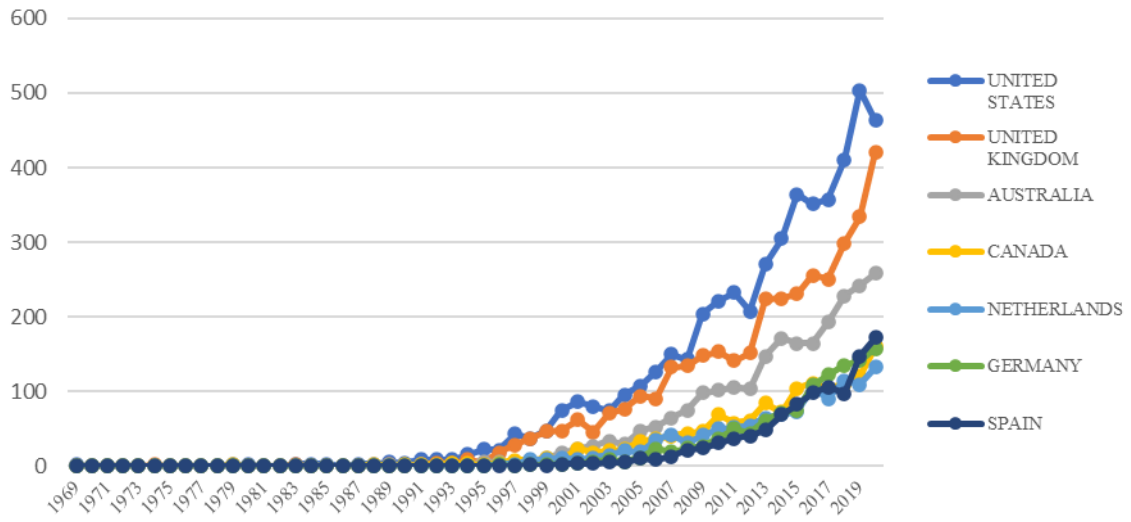


Figure 2: Tendencies of productivity in the most productive countries.
Source: Own elaboration based in Scopus (2021).

- **Concentration index of productivity of countries in stakeholder´s management research**

To better understand the level of concentration of productivity in terms of documents published at country, institution and journal level, we used the Ck concentration index, which is an index that presents a sum of the shares in publication given a K largest institution, journals or countries in this scientific field, calculated as expressed in formula 1 (Valencia, 2020):

Formula 1: Ck concentration index

$$C_k = \frac{\sum_{i=1}^{k} Documents}{\sum_{i=1}^{N} Documents} \quad [1]$$

Source: Own elaboration based in Valencia (2020).

Where K represents the quantity of documents published in a journal, country or institution related to the scientific field. Using this index, is possible to understand if there is any relevant concentration in the production and citation in a specific subject in terms of regions, institutions, and journals.

The way to interpret the index is as follows: Ck < 33% = low concentration; 34% < Ck < 67% = moderate concentration; Ck > 68% = high concentration. Now, a list of the most productive countries using an analysis with concentration index by the total productivity of each country.

Table 3: Most productive countries and Ck concentration index.

CK	Country	Documents	%	% Accumulated
	United States	5,168	15.9%	
	United Kingdom	3,825	11.8%	
3	Australia	2,427	7.5%	35.2%
	Canada	1,416	4.4%	
	Netherlands	1,186	3.7%	
	Germany	1,169	3.6%	
7	Spain	1,042	3.2%	50%
	Italy	938	2.9%	
	China	924	2.8%	
	India	855	2.6%	
	France	849	2.6%	
	Sweden	732	2.3%	
	South Africa	656	2.0%	
	Malaysia	522	1.6%	
	Finland	458	1.4%	
	New Zealand	439	1.4%	
	Denmark	419	1.3%	
	Brazil	414	1.3%	
	Switzerland	394	1.2%	
	Indonesia	389	1.2%	
	Norway	388	1.2%	
	Hong Kong	380	1.2%	
	Belgium	346	1.1%	
	Portugal	334	1.0%	
	Others*	6779	20.9%	
	Total	32,449	100.0%	

Source: Own elaboration using data from Scopus (2021).

As we can see in table 3, there is a relevant concentration in the countries that have a production of documents in the subject of stakeholder management, mainly in seven countries: United States, United Kingdom, Australia, Canada, Netherlands, Germany and Spain. With that in mind, the total productivity of each country in terms of papers and citation level can be seen in the next tables:

- **General productivity at institutional level**

In relation of the concentration index in the most productive institutions, the results show the following data, showing the name of the institution, the documents by affiliation and the H index of the institution considering the articles published in stakeholder management (with the option “view citation overview”) in Scopus website.

Table 4: Most productive institutions with concentration and productivity indexes

CK	Affiliation	Country	Documents	H Index	%	
	Wageningen University & Research	Netherlands	321	43	2.24%	
	The University of Queensland	Australia	238	38	1.66%	
	Hong Kong Polytechnic University	China	221	45	1.54%	
	Griffith University	Australia	207	32	1.44%	
	RMIT University	Australia	206	33	1.44%	
	Delft University of Technology	Netherlands	191	27	1.33%	
	University of Technology Sydney	Australia	163	25	1.14%	
	University of Melbourne	Australia	161	27	1.12%	
	The University of Manchester	United Kingdom	159	33	1.11%	
10	Queensland University of Technology	Australia	157	26	1.10%	14.12%
	Curtin University	Australia	146	24	1.02%	
	University of Leeds	United Kingdom	142	35	0.99%	
	UNSW Sydney	Australia	141	25	0.98%	
	University of Cambridge	United Kingdom	141	29	0.98%	
	Erasmus Universiteit Rotterdam	Netherlands	137	31	0.96%	
	University of South Australia	Australia	137	27	0.96%	
	Monash University	Australia	136	23	0.95%	
	University of Johannesburg	South Africa	134	11	0.93%	
	Deakin University	Australia	132	23	0.92%	
20	Texas A&M University	United States	131	27	0.91%	23.73%
	University of Toronto	Canada	130	26	0.91%	
	Aalto University	Finland	130	26	0.91%	
	University College London	United Kingdom	127	22	0.89%	
	The University of Sydney	Australia	125	20	0.87%	
	University of Oxford	United Kingdom	119	30	0.83%	
	Lunds Universitet	Sweden	115	28	0.80%	
	The University of British Columbia	Canada	114	28	0.80%	
	Loughborough University	United Kingdom	113	24	0.79%	
	Universidade de Sao Paulo - USP	Brazil	113	17	0.79%	
30	The Australian National University	Australia	109	24	0.76%	32.07%
	Universiteit van Pretoria	South Africa	109	14	0.76%	
	Utrecht University	Netherlands	108	25	0.75%	
40	Arizona State University	United States	107	28	0.75%	

	CNRS Centre National de la Recherche Scientifique	France	107	20	0.75%	
	Copenhagen Business School	Denmark	107	23	0.75%	
	The University of Hong Kong	China	103	29	0.72%	
	University of Washington, Seattle	United States	103	25	0.72%	
	University of Ottawa	Canada	102	24	0.71%	
	Universiteit Gent	Belgium	102	25	0.71%	
	Universiteit van Amsterdam	Netherlands	100	21	0.70%	39.38%
	Cardiff University	United Kingdom	98	22	0.68%	
	University of Groningen	Netherlands	97	25	0.68%	
	University of Twente	Netherlands	97	20	0.68%	
	Vrije Universiteit Amsterdam	Netherlands	96	24	0.67%	
	University of Alberta	Canada	96	22	0.67%	
	Aalborg Universitet	Denmark	94	21	0.66%	
	Western Sydney University	Australia	93	20	0.65%	
	University of Waterloo	Canada	92	20	0.64%	
	University of Michigan, Ann Arbor	United States	92	24	0.64%	
50	Newcastle University	United Kingdom	91	22	0.63%	45.98%
	The University of Newcastle	Australia	90	18	0.63%	
	University of Florida	United States	90	21	0.63%	
	University of Tasmania	Australia	90	20	0.63%	
	KU Leuven	Belgium	89	19	0.62%	
	National University of Singapore	Singapore	88	22	0.61%	
	Sveriges lantbruksuniversitet	Sweden	88	22	0.61%	
57	University of East Anglia	United Kingdom	87	26	0.61%	50%

Source: Own elaboration using data from Scopus (2021).

Table 4 show that the 10 most productive institution are (more papers): Wageningen University & Research, The University of Queensland, Hong Kong Polytechnic University, Griffith University, RMIT University, Delft University of Technology, University of Technology Sydney, University of Melbourne, The University of Manchester and Queensland University of Technology, as it shows in the following table.

In terms of location, we found that 21 institutions are located in Australia, 18 in United Kingdom 15 in United States, 8 in Netherlands, 7 in Canada, 4 in China, 4 in South Africa, 4 in Sweden, 3 in Denmark, 2 in Belgium, 2 in Finland, 2 in Malaysia, 2 in New Zealand, and only one institution per the following countries: Brazil, France, Italy, Norway, Portugal, Singapore, Spain, and Switzerland.

- **General productivity at journal level**

In terms of the leading journals, the list of the 100 most productive journals is represented with journals related to subjects such as sustainability, ethics, corporate social responsibility, strategy, management, governance and

benchmarking; is possible to identify the scope and subjects related to the journals that have the most productivity as table 5 shows.

Table 5: Top journals in Stakeholder Management by concentration of productivity.

CK	Journal	Scope and subjects	Documents	%	% Acumulated
	Sustainability Switzerland	Environmental, cultural, economic and social sustainability of human beings, which provides an advanced forum for studies related to sustainability and sustainable development	849	7%	
	Journal Of Cleaner Production	Cleaner Production, Environmental, and Sustainability research and practice.	599	5%	
	Marine Policy	Analyses in the principal social science disciplines relevant to the formulation of marine policy.	548	5%	
	Journal Of Business Ethics	Ethical issues related to business that bring something new or unique to the discourse in ethical issues related to business.	383	3%	
	Environmental Science And Policy	Relationships between the production and use of knowledge in decision making; Between science and other forms of environmental knowledge, including practical, local and indigenous knowledge; Analyses of decision-making practices in government, civil society, and businesses and the ways that they engage environmental knowledge; environmental research with a clear perspective on pathways towards policy action and impact.	289	2%	
	Land Use Policy	Issues in geography, agriculture, forestry, irrigation, environmental conservation, housing, urban development and transport in both developed and developing countries	288	2%	
	Water Switzerland	Water science and technology, including the ecology and management of water resources,	220	2%	
	International Journal Of Project Management	Managing projects, programs and portfolios, project-based/oriented organizations, project networks, and project-oriented societies, from the perspectives of organizational behavior, strategy, change, and innovation.	207	2%	
10	Lecture Notes in Business Information Processing	Reports state-of-the-art results in areas related to business information systems and industrial application software development – timely.	180	1%	31%

	Society And Natural Resources	Interaction of society and natural resources, including protected area management and governance, impact, and social implications.	175	1%	
	Business Strategy and the Environment	Examine links between competitive strategy and environmental management as well as providing results of research into systems and standards, corporate environmental management tools, organisations and management, particular industry sectors and responses of business to contemporary environmental issues. It examines the role of regulation and policy in the business sector and encourages cross-country analysis.	165	1%	
	Journal Of Sustainable Tourism	Research on tourism and sustainable development including economic, social, cultural and political aspects.	147	1%	
	Journal Of Environmental Planning And Management	Integrated planning and management of the environment including environmental policy and sustainable development.	144	1%	
	Resources Conservation And Recycling	Sustainable management and conservation of resources. The transformation processes involved in a transition toward more sustainable production and consumption systems.	144	1%	
	Forest Policy And Economics	Forests, forested landscapes, forest-related industries, and other forest-relevant land uses.	141	1%	
	Corporate Social Responsibility And Environmental Management	Social and environmental responsibilities in the context of sustainable development, developing tools and case studies to improve their performance and accountability in these areas.	137	1%	
	Ecological Economics	Concrete problems or challenges related to governing economic activity in a way that promotes human well-being, sustainability, and justice.	122	1%	
	Engineering Construction And Architectural Management	Global research breakthroughs and innovative developments in the design, construction and management of buildings and civil infrastructure projects.	114	1%	
	Tourism Management	Interdisciplinary approach that includes planning and policy aspects of international, national and regional tourism as well as specific management studies.	111	1%	
20	Ecosystem Services	Dynamics, benefits and social and economic values of ecosystem services, (2) To provide insight in the consequences	106	1%	42%

		of policies and management for ecosystem services with special attention on sustainability issues, (3) To integrate the fragmented knowledge on ecosystem services, synergies and trade-offs, currently found in a wide field of specialist disciplines and journals. (4) To support and promote a dialogue between science and policy, providing empirical evidence to decision makers in the field of ecosystem services assessment and valuation and support its mainstreaming into economic and land-use management policies.			
	Evaluation And Program Planning	Organizational development and behavior, training, planning, human resource development, health and mental wellbeing, social services, corrections, substance abuse, and education.	105	1%	
	Corporate Reputation Review	Explores relationships between corporate reputation and strategic positioning: corporate identity, communications, and image; branding and profiling; valuation and performance. The contents include quantitative, qualitative, experimental, and field studies with direct application to business practice.	104	1%	
	International Journal Of Disaster Risk Reduction	Earth sciences and their implications; environmental sciences; engineering; urban studies; geography; and the social sciences	102	1%	
	Journal Of Construction Engineering And Management	Construction material handling, equipment, production planning, specifications, scheduling, estimating, cost control, quality control, labor productivity, inspection, contract administration, construction management, computer applications, and environmental concerns.	100	1%	
	Water Policy	Financial, diplomatic, organizational, legal, administrative and research; organized by country, region or river basin. Water Policy also publishes reviews of books and grey literature.	99	1%	
	International Journal Of Managing Projects In Business	Seeks to advance the theory, research and practice of all aspects of project management.	98	1%	
	Construction Management And Economics	Management and economics of activities in the construction industry, including design, procurement and through-life management.	90	1%	
30	Management Decision	Advances the field of management with novel informative content and powerful implications for business scholars, leaders,	89	1%	50%

	and professional managers around the world.		
Ambio	Scientific, social, economic, and cultural factors that influence the condition of the human environment.	88	1%
International Journal Of Water Resources Development	Technical, economic, financial, social, environmental, legal and institutional aspects of water; interdependences and inter-linkages between the water and the agricultural, energy, industry, health, environment and other sectors; specific case studies of water resources management and policy-making in developed and developing countries, past, present and future.	88	1%

Source: Own elaboration using data from Scopus (2021).

As table 5 shows, more than 30% of the total productivity is highly concentrated in 10 journals: Sustainability Switzerland, Journal Of Cleaner Production, Marine Policy, Journal Of Business Ethics, Environmental Science And Policy, Land Use Policy, Water Switzerland, International Journal Of Project Management, Lecture Notes in Business Information Processing, and Society And Natural Resources.

Now, the following analysis focuses on the main subjects and keywords related to stakeholder management to understand the main areas of the research field approaches.

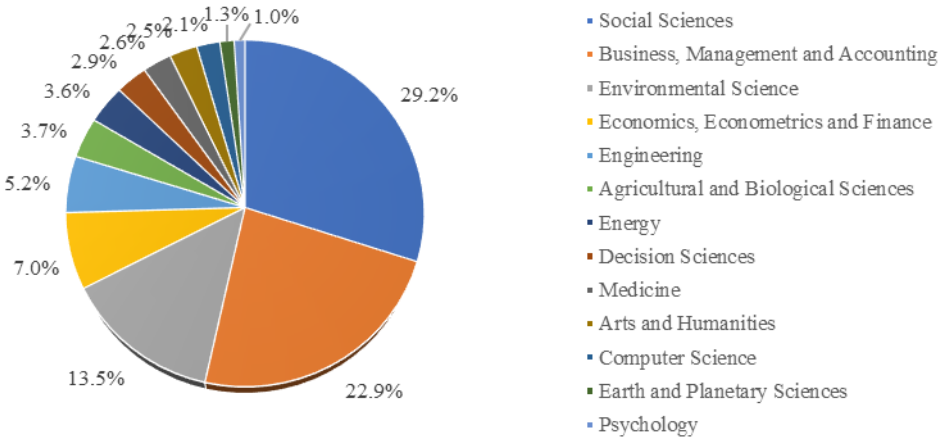
Research approaches

- **Most related subject areas and keywords**

Stakeholder management represents an approach to organizational management used in a diverse framework, where topics such as most common subject area and specific keywords found in the database of Scopus can provide a better view of the studies that are made related to this specific topic.

First, when analyzing the distribution by subject area, most articles written about the subjects relate to Social Sciences and Business Management and Accounting, leaving other subjects to a lesser percentage of participation.

Figure 3: Documents by subject areas.

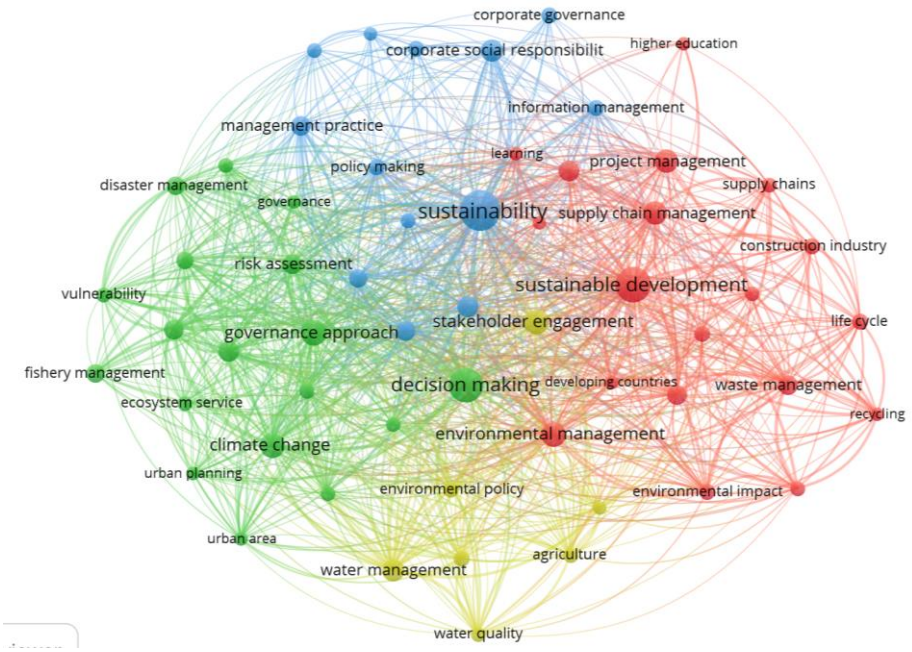


Source: Own elaboration using data from Scopus (2021).

As we can see in figure 3, the most present areas are social sciences and business, management and accounting, with represents the 52.1% of the total publications; up to 2020, those are the dominant fields of the stakeholder's approach present in the research works founded in the Scopus database.

Following the analysis, we proceed to use the VOSviewer software to perform a graphic analysis of the database, since this specialized software is useful to construct networks of scientific publications, journals, researchers, organizations, countries, keywords, or terms (van Eck and Waltman, 2017); figure 4 show the relationship of the publications in terms of bibliometric by keywords, in terms of the multiple relations found in keywords related to stakeholder management, giving a better idea of how researchers are using the topic to study and explain related issues.

Figure 4: Bibliometric network by keywords



Suorce: Own elaboration using VOSviewer (2021).

To better understand the data present in figure 4, the software presents the main keywords related to stakeholder´s management research, considering a minimum number of 25 occurrences of each keyword (a custom attribute that indicates the number of documents in which a keyword occurs), in which 76 meet the threshold; also, we eliminate keywords directly related to the meaning of the subject and regions (such as the term stakeholders, stakeholder management or names of countries, among others) to avoid repetition of concepts.

Table 6: Main keywords related to stakeholder management.

Keywords	Occurrences	Total link strength
Sustainability	227	491
Sustainable development	176	436
Decision making	165	384
Governance approach	93	235
Climate change	84	220
Environmental management	84	204
Perception	83	157
Stakeholder engagement	83	164
Supply chain management	75	158
Project management	73	120
Corporate social responsibility	69	95

Water management	68	196
Participatory approach	63	176
Innovation	61	132
Risk management	61	94
Adaptive management	58	147
Waste management	58	150
Economic and social effects	55	145
Risk assessment	55	136
Management practice	52	105
Strategic approach	52	138
Disaster management	49	99
Fishery management	46	70
Local participation	42	125
Construction industry	39	79
Information management	38	68
Knowledge management	38	57
Corporate governance	37	28
Environmental policy	37	105
Policy making	37	86
Covid-19	34	22
Environmental impact	34	111
Life cycle	34	90
Water supply	34	114
Resilience	33	70
Resource management	33	86
Tourism development	33	49
Vulnerability	33	99
Agriculture	32	97
Circular economy	31	93
Ecosystem service	31	71
Integrated approach	31	73
Policy implementation	31	71
Supply chains	31	75
Water quality	31	93
Local government	30	77
Stakeholder management	29	26
Urban planning	28	60

Developing countries	27	62
Governance	27	62
Higher education	27	19
Recycling	27	88
Agricultural robots	26	100
Urban area	26	83
Leadership	25	38
Tourism	25	33

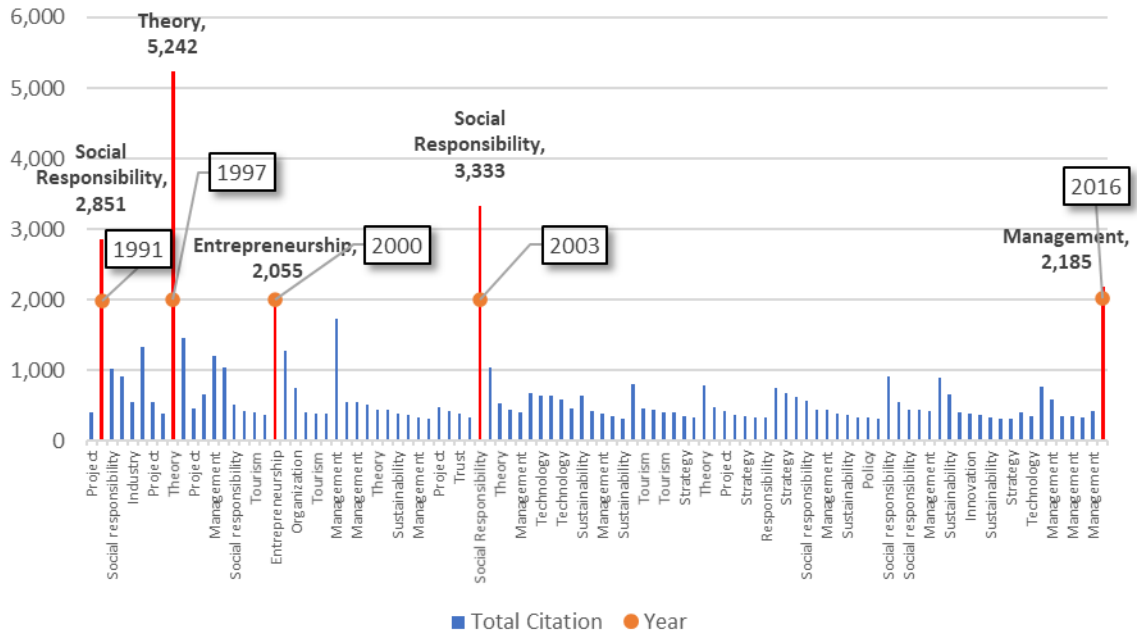
Source: Own elaboration using data from Scopus (2021) using VOSviewer.

Table 6 shows that when considering the quantity of occurrences and total link strength (referring to a standard weight attribute that shows the total strength of the links of a given keyword with other keywords), the former table shows that the most used terms related to the stakeholder´s approach are related to topics sustainability (227 occurrences and 491 of total link strength), sustainable development (176 and 436), decision making (165 and 384), governance approach (93 and 235), climate change (84 and 220) and environmental management (84 and 204); because of that evidence, it is reasonable to suggest that the stakeholder management is considered as an important concept in those areas.

- **Evolution of Stakeholder management in the literature**

To understand the evolution of stakeholder management in terms of clusters of related subjects, figure 5 shows that the most influential works, by indicator of citation, are related to theoretical contribution, social responsibility, management and entrepreneurship, being a different approach to the seminal work of Freeman (1984), focused in strategy.

Figure 5: Evolution of stakeholder management in terms of main clusters related to subject areas by citation.



Source: Own elaboration (2021).

The figure 5 shows four main clusters of stakeholder management research: Theory, social responsibility, management and entrepreneurship. Also, a noticeable level of influence appears in the year 1997, that correspond to the publishing of the seminal work of Mitchell, Agle and Wood, which main contribution relates to a

theoretical explanation regarding the stakeholder identification process, and introducing a classification technique that propose three main characteristics: power, legitimacy and urgency (Mitchell, Agle and Wood, 1997).

Influence structure

- **Citation structure of stakeholder management research**

Following the methodology used by (Laengle et al., 2020), we incorporate the next table which shows the total production of papers published by year, the total citation of those articles, an indicator named “Average citation per publication per year” (ACPY) to analyze growth of the field (considering a year has P publications and C citations in 44 publication years, within the evaluation period 1969 to 2021, then ACPY of 1969 will be C/44P; 1974 will be C/43P; 1978 will be C/42P,… respectively); also, the amount of articles that receives more that 100 citations, more than 50 citations (but less than 100), more than 25 citations (but less that 50) and more than 5 citations (but less than 25) (as is suggested in (Laengle et al., 2020).

Table 7: Annual citation structure of "Stakeholder management" research.

“Stakeholder management" research							
Year	Total production	Total citation	ACPY	>100	>50	>25	>5
1969	1	1	0.02272727	0	0	0	0
1974	1	2	0.04651163	0	0	0	0
1978	1	4	0.0952381	0	0	0	0
1979	2	25	0.30487805	0	0	0	2
1980	1	3	0.075	0	0	0	0
1983	3	23	0.1965812	0	0	0	2
1984	4	28	0.18421053	0	0	0	2
1985	4	33	0.22297297	0	0	0	3
1986	1	11	0.30555556	0	0	0	1
1987	3	78	0.74285714	0	1	0	1
1988	8	620	2.27941176	2	0	0	6
1989	9	107	0.36026936	0	0	1	5
1990	10	181	0.565625	0	1	3	3
1991	15	3415	7.34408602	3	2	1	7
1992	21	2171	3.44603175	2	1	1	7
1993	23	489	0.73313343	1	2	2	11
1994	35	1025	1.04591837	3	2	3	14
1995	42	1746	1.53968254	5	1	7	17
1996	68	3896	2.20361991	8	2	10	30
1997	116	10788	3.72	15	8	22	36
1998	119	3947	1.3820028	10	13	15	45
1999	167	8426	2.19369956	19	12	30	63
2000	195	11579	2.6990676	25	19	20	93
2001	258	14047	2.59265412	33	28	42	102

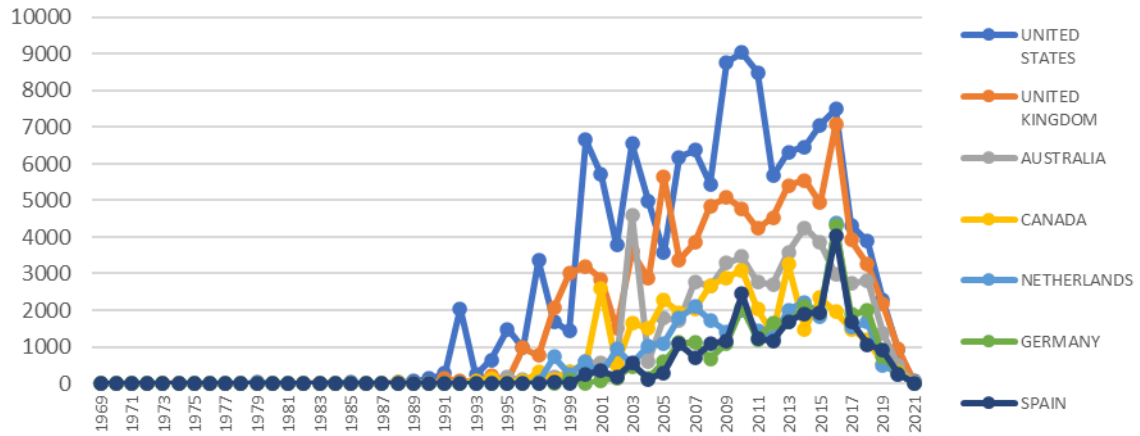
2002	240	8237	1.71604167	17	23	39	104
2003	276	14864	2.8344775	27	44	38	95
2004	354	13203	2.0720339	30	38	55	149
2005	404	16310	2.3747816	39	56	74	150
2006	489	19019	2.43085378	44	69	81	185
2007	618	22191	2.39385113	56	52	112	233
2008	663	25583	2.75619479	57	78	114	272
2009	844	25777	2.34934378	47	86	133	353
2010	903	29194	2.69416759	62	85	149	400
2011	941	24055	2.32393006	42	94	129	419
2012	930	20229	2.17516129	29	74	138	411
2013	1,233	27143	2.44597639	48	88	139	595
2014	1,470	26758	2.27534014	41	71	200	697
2015	1,611	27244	2.41589075	29	82	206	768
2016	1,751	25856	2.46106986	12	74	193	835
2017	1,852	20946	2.26198704	10	44	175	850
2018	2,158	18025	2.08816033	8	33	99	955
2019	2,559	11370	1.48104728	2	7	39	737
2020	3,012	4591	0.76211819	0	1	8	268
2021	414	108	0.26086957	0	0	0	3

Source: Own elaboration using data from Scopus (2021).

Table 7 shows that the level of interest in research related to stakeholder management presents an increasing performance since 1969 to 2020, with a peak of productivity in 2020 but a peak of citation level in 2010 since it represents the year with the articles receiving the most citation level (more articles received more than 100 cites compared to other years). With that information as basis, following the analysis we present the results obtained.

In terms of citation levels, we considered the most productive countries to present the following table, in which is possible to observe that the citation level of United States is noticeable bigger that the other nations.

Figure 6: Tendencies of citation in the most productive countries.



Source: Own elaboration based in Scopus (2021).

Figure 6 shows an overall predominance of the United States in terms of total citation, presenting the highest peak in 2011; in the other hand, United Kingdom is in second place but close to the United States in 2016, with 7,073 compared to 7,495 of the total citation of the most cited works by country; also, it is noticeable that United Kingdom is the only country that account for more citations than United States in 1999 (3,012) and 2005 (5,368).

- **Most influential authors**

Next, for the analysis related to the most productive and influential authors, the table 8 presents data in terms of TP = Total Papers; TC = Total Cites, CPP = citations per paper and H index for the authors regarding the papers published related to stakeholder´s management.

Table 8: 20 top authors by average citations per paper (CPP).

#	Author	Total papers	Total Cites	CPP (Citations per paper)	Author´s H-index
1	Buhalis, D.	7	1,703	243.29	46
2	Zeng, S.X.	7	1,045	149.29	39
3	Coombs, W.T.	8	963	120.38	35
4	Brammer, S.	7	826	118	32
5	Freeman, R.E.	14	1,479	105.64	33
6	Searcy, C.	9	907	100.78	29
7	Sarkis, J.	15	1,340	89.33	84
8	Foerstl, K.	8	638	79.75	20
9	Zou, P.X.W.	13	973	74.85	28
10	Scott, N.	9	672	74.67	31
11	Jentoft, S.	16	1,163	72.69	39
12	Martín-López, B.	7	507	72.43	54
13	Chuenpagdee, R.	8	546	68.25	23
14	Lubell, M.	7	463	66.14	43
15	Bourne, L.	7	456	65.14	9
16	Jamal, T.	8	516	64.5	29
17	Reed, M.S.	10	637	63.7	47
18	Getz, D.	12	760	63.33	43
19	Gold, S.	9	550	61.11	19
20	Dwyer, L.	9	532	59.11	37

Source: Own elaboration using data from Scopus (2021).

The five most influential authors in terms of cites are not necessarily the most productive, as we can see with the relationship among citation level and productivity: Buhalis (243.29), Zeng (149.29), Coombs (120.38), Brammer (118) and Freeman (105.64).

In terms of the most cited papers in stakeholder´s management, the following table includes information related to the respective papers in terms of journal (J), total citations (TC), title, authors, year of publication and the average citation per year (C/Y).

Table 9: 50 most cited papers in stakeholder management.

R	J	TC	Title	Authors	Year	C/Y
1	Academy of Management Review	5242	Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts	Mitchell, R.K., Agle, B.R., Wood, D.J.	1997	228
2	Organization Studies	3333	Corporate social and financial performance: A meta-analysis	Orlitzky, M., Schmidt, F.L., Rynes, S.L.	2003	196
3	Business Horizons	2851	The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders	Carroll, A.B.	1991	98
4	Scientific Data	2185	Comment: The FAIR Guiding Principles for scientific data management and stewardship	Wilkinson, M.D., et al.*	2016	546
5	Journal of Business Venturing	2055	Competing models of entrepreneurial intentions	Krueger Jr., N.F., Reilly, M.D., Carsrud, A.L.	2000	103
6	Strategic Management Journal	1728	Shareholder value, stakeholder management, and social issues: What's the bottom line?	Hillman, A.J., Keim, G.D.	2001	91
7	Journal of Accounting and Economics	1461	Earnings management to avoid earnings decreases and losses	Burgstahler, D., Dichev, I.	1997	64
8	Academy of Management Review	1340	Management fashion	Abrahamson, E.	1996	56
9	Tourism Management	1274	Marketing the competitive destination of the future	Buhalis, D.	2000	64
10	Academy of Management Journal	1207	Does stakeholder orientation matter? The relationship between stakeholder management models and firm financial performance	Berman, S.L., Wicks, A.C., Kotha, S., Jones, T.M.	1999	57
11	Strategic Management Journal	1042	Proactive environmental strategies: A stakeholder management perspective	Buysse, K., Verbeke, A.	2003	61
12	International Journal of Project Management	1042	Project management: Cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria	Atkinson, R.	1999	50
13	Accounting, Organizations and Society	1017	Determinants of corporate social responsibility disclosure: An application of stakeholder theory	Roberts, R.W.	1992	36

14	Strategic Management Journal	917	The relationship between corporate social responsibility and shareholder value: An empirical test of the risk management hypothesis	Godfrey, P.C., Merrill, C.B., Hansen, J.M.	2009	83
15	Journal of Management Studies	915	Stakeholder-agency theory	Hill, C.W.L., Jones, T.M.	1992	33
16	International Journal of Management Reviews	903	Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication	Du, S., Bhattacharya, C.B., Sen, S.	2010	90
17	Ecological Economics	802	Spatial scales, stakeholders and the valuation of ecosystem services	Hein, L., van Koppen, K., de Groot, R.S., van Ierland, E.C.	2006	57
18	Corporate Reputation Review	778	Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory	Coombs, W.T.	2007	60
19	Academy of Management Journal	769	Inside the hybrid organization: Selective coupling as a response to competing institutional logics	Pache, A.-C., Santos, F.	2013	110
20	Academy of Management Review	756	A stakeholder approach to organizational identity	Scott, S.G., Lane, V.R.	2000	38
21	Academy of Management Perspectives	743	Does it pay to be green? A systematic overview	Ambec, S., Lanoie, P.	2008	62
22	American Journal of Community Psychology	676	Bridging the gap between prevention research and practice: The interactive systems framework for dissemination and implementation	Wandersman, A., Duffy, J., Flaspohler, P., Noonan, R., Lubell, K., Stillman, L., Blachman, M., Dunville, R., Saul, J.	2008	56
23	Academy of Management Journal	670	Talking trash: Legitimacy, impression management, and unsystematic risk in the context of the natural environment	Bansal, P., Clelland, I.	2004	42
24	Journal of Operations Management	668	Stakeholder pressure and the adoption of environmental practices: The mediating effect of training	Sarkis, J., Gonzalez-Torre, P., Adenso-Diaz, B.	2010	67
25	MIS Quarterly: Management Information Systems	659	An empirical investigation of information technology sourcing practices: Lessons from experience	Lacity, M.C., Willcocks, L.P.	1998	30
26	Strategic Management Journal	650	Stakeholder influences on sustainability practices in the Canadian forest products industry	Sharma, S., Henriques, I.	2005	43

27	Technological Forecasting and Social Change	650	Technology roadmapping – A planning framework for evolution and revolution	Phaal, R.	2004	41
28	Business Strategy and the Environment	644	Stakeholders and environmental management practices: An institutional framework	Delmas, M., Toffel, M.W.	2004	40
29	Academy of Management Review	623	Corporate social responsibility: A process model of sensemaking	Basu, K., Palazzo, G.	2008	52
30	Journal of Cleaner Production	595	A comparative literature analysis of definitions for green and sustainable supply chain management	Ahí, P., Searcy, C.	2013	85
31	Public Management Review	583	What to do when stakeholders matter: Stakeholder Identificatixon and analysis techniques	Bryson, J.M.	2004	36
32	Critical Sociology	576	Corporate social responsibility: The good, the bad and the ugly	Banerjee, S.B.	2008	48
33	Long Range Planning	558	Project success: A multidimensional strategic concept	Shenhar, A.J., Dvir, D., Levy, O., Maltz, A.C.	2001	29
34	MIS Quarterly: Management Information Systems	556	Critical skills and knowledge requirements of IS professionals: A joint academic/industry investigation	Lee, D.M.S., Trauth, E.M., Farwell, D.	1995	22
35	Corporate Governance: An International Review	555	Women directors on corporate boards: A review and research agenda	Terjesen, S., Sealy, R., Singh, V.	2009	50
36	Journal of Product Innovation Management	549	PDMA success measurement project: Recommended measures for product development success and failure	Griffin, A., Page, A.L.	1996	23
37	British Journal of Management	545	Bridging the Relevance Gap: Aligning Stakeholders in the Future of Management Research	Starkey, K., Madan, P.	2001	29
38	Business Ethics Quarterly	530	What stakeholder theory is not	Phillips, R., Freeman, R.E., Wicks, A.C.	2003	31
39	Academy of Management Journal	517	Stakeholders, social responsibility, and performance: Empirical evidence and theoretical perspectives	Harrison, J.S., Freeman, R.E.	1999	25
40	Econometrica	507	Corporate governance	Tirole, J.	2001	27
41	Administrative Science Quarterly	479	How entrepreneurs use symbolic management to acquire resources	Zott, C., Huy, Q.N.	2007	37
42	European Journal of	475	Vicious and virtuous cycles in ERP implementation: A case study of	Akkermans, H., Van Helden, K.	2002	26

	Information Systems		interrelations between critical success factors			
43	Tourism Management	459	Sustainability indicators for managing community tourism	Choi, H.C., Sirakaya, E.	2006	33
44	Information Systems Research	458	Portfolios of Control Modes and IS Project Management	Kirsch, L.J.	1997	20
45	Journal of Engineering and Technology Management – JET-M	453	Toward a model of the effective transfer of scientific knowledge from academicians to practitioners: Qualitative evidence from the commercialization of university technologies	Siegel, D.S., Waldman, D.A., Atwater, L.E., Link, A.N.	2004	28
46	Journal of Business Ethics	448	Strengthening stakeholder-company relationships through mutually beneficial corporate social responsibility initiatives	Bhattacharya, C.B., Korschun, D., Sen, S.	2009	41
47	Journal of Business Ethics	442	Determinants of corporate social responsibility disclosure ratings by Spanish listed firms	Reverte, C.	2009	40
48	Journal of Business Ethics	442	An empirical investigation of the relationship between change in corporate social performance and financial performance: A stakeholder theory perspective	Ruf, B.M., Muralidhar, K., Brown, R.M., Janney, J.J., Paul, K.	2001	23
49	Journal of Business Ethics	440	A stakeholder approach to corporate social responsibility: A fresh perspective into theory and practice	Jamali, D.	2008	37
50	Academy of Management Journal	439	The symbolic management of strategic change: Sensegiving via framing and decoupling	Fiss, P.C., Zajac, E.J.	2006	31

Source: Own elaboration using data from Scopus (2021).

In the table 9 it is worth noting that the top cited articles sum up to 13 presenting more than 1,000 cites each, representing the 39% of the total citation in the matter, published between 1991 and 2016; because of that indicators are considered as the most influential works related to topics such as stakeholder identification and salience, corporate social and financial performance, moral management, scientific data management, competing models, social issues, marketing, financial performance and project management.

To have a better perspective of those relevant works, further information about the 13 most relevant articles is shown as follows in table 10.

Table 10: Most influential articles with overview.

Authors / Year	Title / Source	Affiliations	Overview

Mitchell R.K., Agle B.R., Wood D.J. (1997)	Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts (Academy of Management Review)	University of Victoria; University of Pittsburgh.	Contributes to a theory of stakeholder identification and salience based on stakeholders possessing one or more of three relationship attributes: power, legitimacy, and urgency, through a typology of stakeholders, propositions concerning their salience to managers of the firm, and research and management implications.
Orlitzky M., Schmidt F.L., Rynes S.L. (2003)	Corporate social and financial performance: A meta-analysis (Organization Studies)	AGSM, UNSW, University of Sydney, Dept. of Mgmt. and Organizations, University of Iowa.	The mainstream claim that we have little generalizable knowledge about corporate social/environmental performance (CSP) and corporate financial performance (CFP) is built on shaky grounds. They conduct a meta-analysis of 52 studies (which represent the population of prior quantitative inquiry) yielding a total sample size of 33,878 observations. The findings suggest that corporate virtue in the form of social responsibility and, to a lesser extent, environmental responsibility is likely to pay off, although the operationalizations of CSP and CFP also moderate the positive association.
Carroll A.B. (1991)	The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders (Business Horizons)	University of Georgia, Athens.	Explores the nature of corporate social responsibility (CSR) with an eye toward understanding its component parts. The intention will be to characterize the firm's CSR in ways that might be useful to executives who wish to reconcile their obligations to their shareholders with those to other competing groups claiming legitimacy.
Wilkinson M.D. et al.* (2016)	Comment: The FAIR Guiding Principles for scientific data management and stewardship (Scientific Data)	Center for Plant Biotechnology and Genomics et al**	A diverse set of stakeholders-representing academia, industry, funding agencies, and scholarly publishers-have come together to design and jointly endorse a concise and measurable set of principles that refers to as the FAIR Data Principles. The intent is that these may act as a guideline for those wishing to enhance the reusability of their data holdings. Distinct from peer initiatives that focus on the human scholar, the FAIR Principles put specific emphasis on enhancing the ability of machines to automatically find and use the data, in addition to supporting its reuse by individuals.
Krueger Jr. N.F., Reilly M.D., Carsrud A.L. (2000)	Competing models of entrepreneurial intentions (Journal of Business Venturing)	Boise State University, Montana State University, University of California Los Angeles.	Compares two intention-based models in terms of their ability to predict entrepreneurial intentions: Ajzen's theory of planned behavior (TPB) and Shapero's model of the entrepreneurial event (SEE). We tested for overall statistical fit and how well the results supported each component of the models. The findings of this study argue that promoting entrepreneurial intentions by promoting public perceptions of feasibility and desirability is not just desirable but feasible.

Hillman A.J., Keim G.D. (2001)	Shareholder value, stakeholder management, and social issues: What's the bottom line? (Strategic Management Journal)	Ivey School of Business, University of Western Ontario, Ivey School of Business, University of Western Ontario	Test the relationship between shareholder value, stakeholder management, and social issue participation, showing that building better relations with primary stakeholders like employees, customers, suppliers, and communities could lead to increased shareholder wealth by helping firms develop intangible, valuable assets which can be sources of competitive advantage, using data from S&P 500 firms and find evidence that stakeholder management leads to improved shareholder value, while social issue participation is negatively associated with shareholder
Burgstahler D., Dichev I. (1997)	Earnings management to avoid earnings decreases and losses (Journal of Accounting and Economics)	School of Business, University of Washington, School of Business Administration, University of Michigan.	This paper provides evidence that firms manage reported earnings to avoid earnings decreases and losses. Specifically, in cross-sectional distributions of earnings changes and earnings, unusually low frequencies of small decreases in earnings and small losses and unusually high frequencies of small increases in earnings and small positive income. It presents evidence that two components of earnings, cash flow from operations and changes in working capital, are used to achieve increases in earnings.
Abrahamson E. (1996)	Management fashion (Academy of Management Review)	Columbia University; Stern School of Business, New York University; Mgmt. of Organizations Department, Columbia Business School	This article urges scholars not only to study the management-fashion-setting process and to explain when and how it fails to serve shareholders, employees, managers, students, and other stakeholders, but also to intervene in this process in order to render it a more technically useful, collective learning process for these stakeholders.
Buhalis D. (2000)	Marketing the competitive destination of the future (Tourism Management)	Department of Tourism, Univ. Westminster.	This paper explains the destination concept and attempts to synthesize several models for strategic marketing and management of destinations. It provides an overview of several techniques widely used and illustrates examples from around the world. The paper also explains that marketing of destinations should balance the strategic objectives of all stakeholders as well the sustainability of local resources.
Berman S.L., Wicks A.C., Kotha S., Jones T.M. (1999)	Does stakeholder orientation matter? The relationship between stakeholder management models and firm financial performance(Academy of Management Journal)	Boston University, University of Washington.	This article contributes to stakeholder theory development by deriving two distinct stakeholder management models from extant research, testing the descriptive accuracy of these models, and including important variables from the strategy literature in the tested models. The results provide supports for a strategic stakeholder management model but no support for an intrinsic stakeholder commitment model.

Source: Own elaboration using data from Scopus (2021).

The overview of the articles considered in the table shows that the subjects can be summarized in term of identification, salience and management of stakeholders, strategy issues, corporate social responsibility, entrepreneurial intentions and project management.

4 Conclusions

This study presented a general overview of the most productive sources in the subject of stakeholder´s management matter, which show a comprehensive view of the research field. The main advantage of this approach is that it identifies the most productive and influential authors, journals, institutions and countries are presenting the major productivity in the field. By doing so, the reader can clearly identify where is the leading research taking place since 1969 to the date. In what corresponds to the research questions, the main findings are listed as follows.

RQ1: How is the general productivity in stakeholder management in terms of countries, institutions and journals?

The productivity observed in the considered period (between 1969 and 2020), shows a clear positive slope in the number of publications each year; also, the most present related subjects are social sciences, business, management, accounting and environmental science, observing a peak of productivity in the year 2015.

Using the concentration indexes is possible to understand if there is any relevant concentration in the production and citation in a specific subject in terms of regions, institutions, and journals; the results show that there is an important concentration of productivity mainly in seven countries: United States, United Kingdom, Australia, Canada, Netherlands, Germany and Spain, with an overall predominance of the United States in terms of total citation (excepting some periods where the United Kingdom had a major influence in the subject).

The global leading institutions in the matter are Wageningen University & Research, The University of Queensland, Hong Kong Polytechnic University, Griffith University, RMIT University, Delft University of Technology, University of Technology Sydney, University of Melbourne, The University of Manchester and Queensland University of Technology. Finally, the ten most productive institutions are located in five countries: Netherlands, Australia, China, Australia and United Kingdom.

RQ2: - What are the most relevant keywords associates to the stakeholder management approach in the revised literature?

This work reveals the following insights, firstly, in what it comes to the main keywords related to stakeholder´s management are: sustainability, sustainable development, decision making, governance approach, climate change and environmental management, and the most influential papers are related to topics such as stakeholder identification and salience, corporate social and financial performance, moral management, scientific data management, competing models, social issues, marketing, financial performance and project management; this relation show that stakeholder´s management is close to sustainability, environmental and corporate social responsibility in conceptual and instrumental approaches.

RQ3: Who are the most influential authors and papers in the subject?

The most influential authors are Buhalis, Zeng, Coombs, Brammer and Freeman; meanwhile the authors that have the highest link strength are Shen, Xue, Zafar, Wang, Abad, Booth, Yang, Fleming, and Zhang; in the other hand, the ten authors that have the highest link strength are from universities in Hong Kong, Australia, Switzerland, Germany, China and France. Also, it is relevant to notice that the most influential work is related to identification and salience of stakeholders, which is the seminal research of Mitchell, Agle and Wood (1997).

Given the findings, it is important to understand the changes that recent events brought to the subject; in that sense, in future research is necessary to develop further analysis in terms of specialized subjects related to a postpandemic environment, such as sustainability, strategy, corporate social responsibility and quality management, that provide a major understanding of the intellectual structure of stakeholder management by applying methods such as bibliographical coupling, co-citation and co-author analysis, that complement meta-analysis and qualitative structured in a contemporary study.

Bibliography

Carroll, A. B. (1995) 'Stakeholder thinking in three models of management morality – A perspective with strategic implications', *Understanding stakeholder thinkin*g, (May 2015), pp. 47–74.

van Eck, N. J. and Waltman, L. (2017) 'VOSviewer Manual', p. 48.

Fabregat-Aibar, L. et al. (2019) 'A bibliometric and visualization analysis of socially responsible funds', Sustainability (Switzerland), 11(9). doi: 10.3390/su11092526.

Freeman, E. (1984) 'Strategic Management: a stakeholder approach', Boston: Pitman, 46, p. 276. doi: 10.2139/ssrn.263511.

Freeman, E. et al. (2010) *Stakeholder Theory: The state of the art*.

Freeman, R. E., Martin, K. and Parmar, B. (2007) 'Stakeholder capitalism', *Journal of Business Ethics, 74*(4), pp. 303–314. doi: 10.1007/s10551-007-9517-y.

Grimble, R. and Wellard, K. (1997) 'Stakeholder methodologies in natural resource management: A review of principles, contexts, experiences and opportunities', *Agricultural Systems, 55*(2), pp. 173–193. doi: 10.1016/S0308-521X(97)00006-1.

Laengle, S. et al. (2020) 'Bibliometrics in operations research and management science: a university analysis', Annals of Operations Research. Springer US, 294(1–2), pp. 769–813. doi: 10.1007/s10479-018-3017-6.

LAWANI, S. M. (1981) 'Bibliometrics: Its Theoretical Foundations, Methods and Applications', L*ibri, 31(Jahresband*), pp. 294–315. doi:10.1515/libr.1981.31.1.294.

Macan, B. and Petrak, J. (2014) 'Bibliometric indicators for assessing the quality of scientific journals', *J Contemp Dent Pract, 15(2*), pp. 258–262.

Matsumoto, D. a (2002) 'Management ' s incentives negative to avoid earnings surprises', *The Accounting Review, 77(3*), pp. 483–514. http://www.jstor.org/stable/3068885

Mitchell, R. K., Agle, B. R. and Wood, D. J. (1997) 'Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts', A*cademy of Management Review, 22(4*), pp. 853–886. doi: 10.5465/AMR.1997.9711022105.

Okubo, Y. (1997) Bibliometric Indicators and Analysis of Research Systems: Methods and Examples, OECD Science, Technology and Industry Working Papers.

Pedrini, M. and Ferri, L. M. (2019) 'Stakeholder management: a systematic literature review', *Corporate Governance (Bingley), 19(1*), pp. 44–59. doi: 10.1108/CG-08-2017-0172.

Riad Shams, S. M. et al. (2020) 'Stakeholder engagement for innovation management and entrepreneurial development: A meta-analysis', *Journal of Business Research,* 119(January), pp. 67–86. doi: 10.1016/j.jbusres.2020.08.036.

Rostaing, H. (2017) 'Basic principles of bibliometrics: Application to Research Development', in *Competitive Intelligence and Industrial Vision in the 21rst Century, p*. 15.

de Solla Price, D. J. (1976) 'A General Theory of Bibliometric and Other Cumulative Advantage Processes', J*ournal of the American Society for Information Science, 27*(5–6), pp. 292–306.

Starkey, K. and Madan, P. (2001) 'Bridging the Relevance Gap: Aligning Stakeholders in the Future of Management Research', B*ritish Journal of Management, 12(Special Issue),* pp. 3–26. https://s3.amazonaws.com/academia.edu.documents/48240614/1467-8551.12.s1.220160822-21549-1e2jhx6.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1522757589&Signature=6bc6PhcP8x4BDje1Ga+wQ9m/twU=&response-content-disposition=inline; filename=Brid.

Stevens, K. A. (1994) 'Bibliometrics theory', *Evaluation Review, 18*(1), pp. 65–76.

Valencia, U. de (2020) Concentration Indexes.

Wallace, D. (1989) 'Bibliometrics and citation analysis', in P*rinciples and applications of information science for library professionals,* pp. 10–26.

Xue, J. et al. (2020) 'Mapping the knowledge domain of stakeholder perspective studies in construction projects: A bibliometric approach', I*nternational Journal of Project Management. Elsevier Ltd, 38*(6), pp. 313–326. doi: 10.1016/j.ijproman.2020.07.007.

Zupic, I. and Čater, T. (2015) 'Bibliometric Methods in Management and Organization', *Organizational Research Methods, 18(3)*, pp. 429–472. doi: 10.1177/1094428114562629.

Author data

Saúl Alfonso Esparza-Rodríguez
Profesor investigador en Business Programs en Arkansas State University con experiencia internacional. Doctor en Administración por la Universidad Michoacana de San Nicolás de Hidalgo, Maestro en Administración por ITESM y Licenciado en Administración por el Instituto Tecnológico de Morelia. Inventor con patentes registradas en IMPI, más de 20 derechos de autor registrados en INDAUTOR.
sesparzarodriguez@astate.edu

Gabino García Tapia
Maestro en Administración de Sistemas de Salud y Doctor en Ciencias de la Administración por la UNAM. Postdoctorado en el Instituto de Iberoamérica de la Universidad de Salamanca USAI.
gabino@correo.unam.mx

César Gustavo Iriarte Rivas
Arkansas State University, Economics, Faculty Member. Member of the National System of Researchers (SNIC).
ciriarte@astate.edu

Received-Recibido-Recibido: 2022-07-24

Accepted-Aceptado-Aceitado: 2022-12-09