



REVIEW ARTICLE


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Current trends in sustainable organization management: A bibliometric analysis

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Abstract

Research background: Sustainability in organizations is a business approach to creating long-term value by taking into consideration how a given organization operates in the ecological,

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social, and economic environments. The organizational practices that eventually lead to sustainable development are referred to as sustainable organization management.

Purpose of the article: The purpose of this paper is to examine the current trends in sustainable organization management over the time period of 2015–2022, highlight the emerging themes in this study area, and provide guidance for further research in the field.

Methods: This paper uses bibliometric meta-data analysis to present an analysis of current trends in sustainable organizational management. An in-depth analysis of a sample result of 619 papers from the Web of Science core collection was conducted with the use of biblioshiny, the R-Programming Language package, and the VoS Viewer software. A global representation of concepts was created using the relational directory network visualization technique based on VoS Viewer software. Keyword cooccurrence relationships were determined; relational techniques were used to visualize bibliographic coupling density to identify thematic areas with little research; and overlay visualization bibliometric techniques were used to identify new and old research themes.

Findings & value added: Emerging themes are modeling, tourism, and perceptions. Motor theme areas in the field of study include performance, impact, and management. The paper concludes that the study area of organizational sustainability management is still in its early stages and has great research potential, such as Africa as a study area, despite the fact that there have been few or no research findings. Future research should examine the role of technology and innovation in promoting sustainable practices within organizations and clarify how well an organization can survive global competition.

Introduction

Sustainability has emerged as a critical area of concern in the business world, with organizations increasingly recognizing the need to balance economic, social, and environmental goals. Sustainable organization management practices aim to ensure that businesses operate in a manner that minimizes their negative impact on the environment while promoting positive social and economic outcomes (Bocken *et al.*, 2014). This approach to business management is gaining increasing attention from researchers and practitioners alike, resulting in a growing body of literature on the subject. Sustainable organization management is a crucial aspect for the future of businesses globally. It refers to the practices and processes that organizations implement to operate in a manner that meets the needs of the present without compromising the ability of future generations to meet their own needs (Schaltegger *et al.*, 2016).

This involves considering the environmental, social, and economic impacts of their operations and taking steps to minimize negative impacts and maximize positive contributions. Key elements of sustainable organization management include implementing eco-friendly policies, promoting

diversity and inclusion, ensuring ethical business practices, and maximizing resource efficiency (Chams & García-Blandón, 2019). The goal is to create a long-term, sustainable business model that benefits not only the organization, but also society and the environment as a whole.

Sustainability management is becoming increasingly important as businesses face growing pressure from customers, regulators, and other stakeholders to operate in a more responsible and environmentally friendly manner. This can involve taking steps to reduce the organization's carbon footprint, conserve resources, and minimize waste (Mahapatra *et al.*, 2021).

Furthermore, sustainability management can also encompass social sustainability, including fair labor practices, human rights, and ethical sourcing (Stahl *et al.*, 2020). Organizations can implement sustainability management in various ways, such as by setting sustainability targets and regularly measuring progress, implementing environmentally friendly technologies and processes, promoting sustainability awareness and education among employees, and engaging with stakeholders to gather feedback and insights on sustainability efforts (Pérez-López *et al.*, 2015).

Identification of current trends in sustainable organizational management can provide valuable insights into the field's evolution and help identify areas for improvement and future research directions. This study aims to perform a bibliometric analysis to understand the current state of research in sustainable organization management, including the most popular topics, the leading countries, the date of publication, and the distribution of research outputs over time. Given the vastness of available literature, it can be challenging to identify the most influential research and emerging trends. Hence, bibliometric analysis provides a systematic way to map the intellectual structure in the research field, by identifying key themes, influential authors, and seminal publications.

By means of analyzing the bibliographic data of scholarly publications, bibliometric analysis permitted the identification of the most influential articles, journals, and authors in the field, as well as emerging themes and research gaps (Cai *et al.*, 2020). Moreover, as pressure on organizations to operate in a responsible and environmentally friendly manner increases, there is a growing need for sustainable business models that can benefit both the organization and society as a whole. Interest in sustainability management has gained momentum in recent years, leading to an increase in the number of research studies and publications on the subject (Cai *et al.*, 2020).

While sustainability management can involve taking steps to reduce the organization's carbon footprint, conserve resources, and minimize waste, it can also encompass social sustainability, including fair labor practices, human rights, and ethical sourcing (Koh *et al.*, 2018). To understand the current state of research in sustainable organization management, a comprehensive bibliometric analysis is needed. While there is growing interest in sustainable organizational management, there is a lack of a comprehensive bibliometric analysis of the current state of research in this field. Therefore, this study aims to fill this gap by performing a bibliometric analysis to identify the most popular topics and trends, leading countries, date of publication, and distribution of research outputs over time.

The study used bibliometric techniques to obtain meta-data, and the analysis and presentation is done using VoS Viewer, a visual analytical presentation software, and Biblioshiny, an R-Programming Language Package. The bibliometric analysis will provide a comprehensive overview of the current trends in sustainable organizational management, including the most frequently studied topics and the geographical distribution of research.

The results of the bibliometric analysis will provide valuable insights into the evolution of the field and help to identify areas for improvement and future research directions. This study will contribute to the development of sustainable organizational management practices and promote the creation of long-term, sustainable business models that benefit both the organization and society. This study is of significant importance for the field of sustainable organizational management as it provides a comprehensive bibliometric analysis of the current state of research in this area.

The results of this analysis will provide valuable information for researchers, practitioners, and policymakers, helping to guide future research and improve sustainable organizational management practices.

The first section of the article provides background information on the importance of sustainability in organizational management and explain the purpose of the study. The second section describes the methodology used for the bibliometric analysis, including the sources of data and the methods of analysis. The third section presents the results of the bibliometric analysis, including a comprehensive overview of the current trends in sustainable organizational management, the most frequently studied topics, and the geographical distribution of the research. Finally, the conclusion section

summarizes the findings and discuss the implications of the results for the field of organizational management and sustainability.

Literature Review

The role of organizations and sustainability

Organizations play an important role in human life. Some of its important roles are as a place to conduct business, work, develop knowledge and skills, and achieve the organization's own goals and/or objectives, because every organization has different goals (Ogutu *et al.*, 2023). An organization is a conscious unit developed over a long period of time, where members of two or more people work together and coordinate, with specific work patterns structured and established to achieve shared, predetermined goals (Hadi *et al.*, 2023).

Sustainability, on the other hand, is a word derived from the Latin *sustentare* meaning to stand (sustain), which is defined as "the ability to continue continuously". This message to survive, endure and move forward has been human intuition since prehistoric times. Organizational sustainability management refers to the process of integrating environmental, social, and economic considerations into the decision-making and operations of an organization, with the goal of promoting long-term sustainability (Hahn & Figge, 2011).

Sustainability organizational management

Sustainability in organizations, simply put, is a business approach to creating long-term value by taking into consideration how a given organization operates in the ecological, social, and economic environments. Sustainability is built on the assumption that developing such strategies fosters company longevity. Sustainability management in organizations consists of the organizational practices that ultimately lead to sustainable development. It involves economic production and consumption that alleviates environmental impact and facilitates the conservation of resources.

Organizational sustainability management refers to the process of integrating environmental, social, and economic considerations into the decision-making and operations of an organization, with the goal of promoting

long-term sustainability. This involves considering the impact of the organization's activities on the environment, communities, and economy, and taking steps to minimize negative impacts and promote positive outcomes. Organizational sustainability management can be applied to all types of organizations, including businesses, governments, non-profits, and others.

Managerial responsibility for organizational sustainability

Managers bear significant responsibility for an organization's sustainability efforts. Sustainability thinking has been around since 1987 (World Commission on Environment and Development, 1987, p. 8). Organizational sustainability is an important issue that is determined by the vision of the organization. If the organization already has a vision, everyone in the organization will work together to achieve the vision of the organization. It is one of the factors that allows the organization to survive in all situations, so it is important to know that the organization can survive in the global competition.

When creating an organization, naturally, it is expected that the organization to continue and be sustainable (Rasoolimanesh *et al.*, 2020). The sustainability of the organization should be pursued by all management directions of the organization. Further research is needed to determine the significance of organizational sustainability.

Stakeholders and sustainable organizational management

Recently, there has been greater cognizance of environmental issues (Ferreira *et al.*, 2010), along with mounting costs and penalties for environmental harm, and higher demand for investments in Eco-friendly processes and products (Burritt *et al.*, 2002; Hadi, 2020; Bartolomeo *et al.*, 2000). This has prompted escalated pressure from stakeholders for organizations to manage corporate activities geared toward attaining sustained corporate excellence. Colbert and Kurucz (2007) view is, that numerous companies make public reports on their sustainability based on the "triple bottom line" concept which measures economic, social and environmental performance.

Topics in sustainable organizational management

In recent years, the most frequently studied topic in the field include corporate social responsibility, nevertheless the integration of sustainable organizational management practices in hospitality, travel and tourism industry is progressing (Budeanu *et al.*, 2016; Priatmoko *et al.*, 2023; Evans, 2016; Higgins-Desbiolles, 2018; Kapera, 2018; Li & Hunter, 2015; Rasoolimanesh *et al.*, 2020; Streimikiene *et al.*, 2021; Suharto *et al.*, 2022; Tseng *et al.*, 2018).

Moreover, several studies show an interest organizational modeling in a sustainability context (Baumgartner & Rauter, 2017; Bocken & Geradts, 2020; Carayannis *et al.*, 2015; Galpin *et al.*, 2015; Kim & Park, 2017; Nosratabadi *et al.*, 2019; Pieroni *et al.*, 2019; Schaltegger *et al.*, 2016; Upward & Jones, 2016; Varadarajan, 2017; Khan *et al.*, 2020). Furthermore, some studies have focused on green human resource management as an object of study in the field of sustainable organizational management (Ahmad, 2015; Arulrajah *et al.*, 2015; Bombiak & Marciniuk-Kluska, 2018; Priatmoko *et al.*, 2021; Haddock-Millar *et al.*, 2016; Masri & Jaaron, 2017; Ren *et al.*, 2018; Saeed *et al.*, 2019; Shafaei *et al.*, 2020; Tang *et al.*, 2018; Yong *et al.*, 2020).

Likewise, the subject of sustainable supply chain management is also beginning to arouse the interest of several researchers around the world (Abdallah & Al-Ghwayeen, 2020; Chin *et al.*, 2015; Dubey *et al.*, 2017; Koberg & Longoni, 2019; Manavalan & Jayakrishna, 2019; Meixell & Luoma, 2015; Paulraj *et al.*, 2017; Touboulic & Walker, 2015; Vanalle *et al.*, 2017; Yun *et al.*, 2019).

Trends in sustainable organizational management

Moreover, literature review provides important insights into the current trends, topics, performance is noted as a major trending topic of research in this field (Johnson *et al.*, 2019). The most commonly used methodologies in the field of sustainable organization management include case studies, survey research, and action research (Banomyong & Kochan, 2018). The United States, the United Kingdom, and Australia are the leading countries in terms of the number of publications in the field of sustainable organization management, environmental sustainability, and green supply chain management.

However, regarding study areas, it is imperative to note that limited or no research has been carried out in African countries, which could be a potential niche area for future studies (Banomyong & Kochan, 2018). The evolution of the field and the changing focus of researchers highlight the need to consider multiple dimensions of sustainability and the importance of integrating sustainability into the core business strategy of organizations (Johnson *et al.*, 2019). The increasing interest in the field and the integration of multiple perspectives suggest that sustainable management practices will continue to be an essential area of study in academia and implementation in organizations (Banomyong & Kochan, 2018).

Multidimensional approach to sustainable organizational management

Similarly, the literature also highlights the need for organizations to understand the inter-linkages between sustainability and various business functions and to develop a holistic approach to sustainable management (Banomyong & Kochan, 2018). The increasing emphasis on the green experience aspects and the integration of sustainability with financial performance further highlights the importance of considering both the environmental and economic dimensions of sustainability in an organization (Johnson *et al.*, 2019). In addition, literature review also sheds light on the importance of considering cultural and regional differences in the implementation of sustainable management practices (Banomyong & Kochan, 2018; Johnson *et al.*, 2019).

Moreover, a comprehensive overview of current trends and developments in the field of sustainable organizational management has been highlighted in the literature review. The review underscores the need for organizations to consider multiple dimensions of sustainability and to integrate sustainability into their core business strategy. The literature also emphasizes the importance of understanding the inter-linkages between sustainability and various business functions and the need to develop a holistic approach to sustainable management.

Research methods

The objective of the study is to conduct a bibliometric analysis of the literature on sustainable organizational management and to identify the current

trends in sustainable organization management. A comprehensive literature search was conducted using the Web of Science database. The search was limited to peer-reviewed articles, book chapters or proceeding papers published between 2015 and 2022.

Bibliometrics is an area of study that employs quantitative methods to analyze and evaluate scientific research and its effect. This paper made use of bibliometrics as a form of analysis, making use of several common methods and methodologies. Of these, citation Analysis is one of the most commonly used in bibliometrics was utilized in the study and involves counting the number of times a publication is cited by other works; this gives an indication of the influence said publication had on subsequent studies in the same field. According to Leydesdorff (2017), citation analysis is widely used because it provides insight into a publication's visibility and impact.

Likewise, the study used Network Analysis, which represents relationships between authors, publications, countries, and organizations as a network; this visual representation can help identify patterns, clusters, and centrality measures. According to Boyack *et al.* (2005), network analysis is a beneficial method for representing the structure and relationships in any scientific field. The study also employed bibliographic coupling analysis which evaluates the relationship between two or more publications based on which references are cited; it gives information about common sources and topics that said publications contribute to posit that bibliographic coupling analysis provides valuable insight into interdisciplinary relationships within any given scientific field (Leydesdorff, 2017).

PRISMA-based methodology in bibliometric analysis

The use of PRISMA-based methodology in bibliometric analysis can enhance the quality and transparency of research findings and ensure a systematic and rigorous approach to data analysis. For the present study, the bibliometric analysis was conducted using a PRISMA-based methodology, which involved an initial search of 12,935 articles on sustainable organizational management.

The study sample size was 619 articles, which were selected based on predefined inclusion and exclusion criteria. The PRISMA guideline was used to ensure a systematic and transparent approach to data extraction and analysis, and to reduce the risk of bias and executed as follows. An

initial keyword search was conducted in WoS database using the sting: TS= ("sustainable organization management*") or ("sustainable organizational management*") or ("sustainable management organization*") or ("organizational sustainability management*") or ("sustainable management organization*") or ("organization sustainability*") or ("sustainable organization*") or ("organization sustainability*") or ("sustainability management*") or ("management sustainability*") or ("sustainable management*") or ("organizational management*") or ("organization management*") or ("management organization*"). Based on a timespan from 2015-2022, an initial search run gave 12,935 results from Web of Science Core Collection.

Further, the results were refined by document types being early access, articles, review articles, book chapters or proceeding papers (Table 1). Then by Web of Science Meso citation topics: 6.3 Management or 6.223 Hospitality, Leisure, Sport & Tourism or 6.10 Economics or 6.115 Sustainability Science. Followed by Web of Science Categories: Management or Business or Hospitality Leisure Sport Tourism or Economics or Operations Research Management Science in the English language.

This produced a sample size of 619 results from Web of Science Core Collection. Table 1, gives a summary report of the results compile by WoS. The limitations of the study include the limited number of articles included in the analysis, the limited time frame of the literature search, as well as the limited scope of the Web of Science database.

Data analysis and result presentation/visualization

This article draws on previous studies in bibliometrics, such as Cooper (2015) and Al-Zaman (2021), to provide an overview of the dimension of documentation using the VOS application bibliographic survey and mapping in the sustainable organization management. The study obtained raw, weighed bibliographic data using the "Web of Science database" (WoS) (Singh, 2021), which is widely trusted and recognized for its high-quality scientific content (Caputo & Kargina, 2022).

The analysis was conducted using VOS Viewer, a software that creates maps based on network data and allows for the visualization and exploration of these maps (Walsh & Renaud, 2017). The maps were created based on keywords extracted from papers, which were used to create a network

of collaborative events in a two-dimensional map (van Eck & Waltman, 2019).

The study also utilized Biblioshiny, an R-programming language package, to illustrate the aforementioned using meta-data analysis (Machmuda *et al.*, 2022). Biblioshiny software package designed to facilitate the analysis of bibliometric data, which is a type of meta-data analysis that focuses specifically on analyzing patterns in scholarly literature (Modesto Gonzalez Pereira *et al.*, 2015). The package provides a user-friendly interface that allows researchers to easily import, analyze and visualize bibliographic data from a variety of sources, including the WoS database used in this study.

It includes various tools for data cleaning, filtering, and analysis, as well as interactive visualizations that allow researchers to explore the data in new ways. By using Biblioshiny to analyze the bibliographic data obtained from the WoS database, the authors were able to gain insights into the research and developments related to organizational sustainability management. The package allowed the exploration of patterns in the data, such as the frequency of certain keywords or the co-occurrence of keywords in the same publications (Singh, 2021).

The results of the metric literature map as highlighted in the next sections show the relationships between the main search areas represented and visualized in graphics and maps (Machmuda *et al.*, 2022). The study adopted the level of quantitative literature mapping from prior studies (Machmuda *et al.*, 2022).

Co-occurrence analysis was utilized to gauge the correlation between the keywords by tallying the number of times they appeared in the same publication, as noted by Al-Zaman (2021). The use of Biblioshiny as a tool for meta-data analysis in this study demonstrates the value of using specialized software to gain insights into complex data sets. The package provided a powerful and user-friendly interface for analyzing bibliographic data, allowing the researchers to gain a deeper understanding of the literature on organizational sustainability management.

Results

Results found were 619 articles. Citing Articles are the total number of citing articles. Therefore, 6892 citing articles have cited one or more of the

items in the citation report. Total Times Cited this is the total number of citations to all items in the results set which was 7507 times. Average citation per item is considered the average number of citing articles for all items in the results set. It is the sum of the times cited count divided by the number of results in the set (12.13). The h-index value is based on a list of publications ranked in descending order by the Times Cited count.

A *h* index of 39 means that there are 39 papers that have each been cited at least 39 times. The h-index is based on the depth of years of product subscription and selected timespan. Source items that are not part of subscription will not be factored into the calculation.

According to this study the Web of Science Citation Index results are as follows: emerging sources (ESCI (314); social sciences citation index (SSCI (291); book citation index – social sciences & humanities (BKCI-SSH (14); science citation index expanded (SCI-EXPANDED (5); conference proceedings citation index – social science & humanities (CPCI-SSH (3); book citation index – science (BKCI-S (2). Figure 1. illustrates times cited and publications. It indicates a gradual increase of publications and citations from 2017 to 2021 and a slight decrease in 2022.

Based on the results of this study, it is clear that sustainable organizational management is a topic of increasing interest and importance in academia. The large number of articles found and the significant number of citations they received indicate a growing awareness of the need for organizations to consider sustainability in their operations. The h-index value of 39 further supports this trend, as it suggests that a substantial number of papers in this field have received significant attention and recognition.

The breakdown of citation sources in the Web of Science Citation Index also provides useful insights into the types of publications and disciplines that are most actively engaged in sustainable organizational management research. It is encouraging to see that the field is attracting attention from a range of sources, including emerging sources and various disciplinary areas such as social sciences, humanities, and science.

However, the slight decrease in publications and citations in 2022 suggests that it is important for researchers and practitioners to continue to push the boundaries of sustainable organizational management and explore new avenues for inquiry and innovation. More research is needed to identify the most effective strategies and practices for organizations to adopt in order to improve their sustainability performance and contribute to a more sustainable future for all.

Bibliometric analysis (network visualization techniques)

Relational bibliometric methods

Using relational bibliometric methods for web visualization the study sought to identify “research hotspots”. Research "hotspots" within a field can be found by keyword. One can find keywords by searching for "hot spots" in a subject area. The definition of a "hotspot" is a point that represents an area full of activity. Article keywords differ in that they reflect what authors consider to be the most important words in their article and can detect trending research topics across time periods (Pesta *et al.*, 2018).

Based on keywords extracted from a document, the VOS viewer creates a network of simultaneous events on a two-dimensional map (Walsh & Renaud, 2017). Walter and Ribière (2013) argue that visualizing maps based on keyword relationships can provide general interpretations of semantically strongly related concepts.

This visualization technique provides a global view of concepts and their relationships. Based on the network visualization cooccurrences analysis, literature on management of organizational sustainability is still scarce as illustrated in Figure 2.

The study shows that using relational bibliometric methods for web visualization is an effective way to identify research hotspots and trends in a specific field. The technique of mapping keywords creates a network of simultaneous events, providing valuable insights into semantically related concepts and identifying research areas.

The study found that the literature on the management of organizational sustainability is still relatively scarce, indicating the potential for researchers to contribute to this important area of study.

The use of bibliometric methods and web visualization techniques can help researchers and practitioners identify areas of opportunity and innovation in their respective fields, leading to more effective strategies for addressing challenges facing organizations and society as a whole and contributing to a more sustainable future.

Overlay visualization average publications per year

With the method of visualizing the relational bibliometric overlay the study indicated that aspects related to sustainability organizational man-

agement can be identified from the year, which can be seen from the color, aspects/ features which appears the darker the color, means that the research study area was done a long time ago, the lighter the color, the more recent the research study area. Which could be underlined as the current areas of interest as illustrated in Figure 3.

Density visualization technique

With the use of bibliometric density visualization occurrences technique, the technique is applied to see how much and how little research is being done. The more yellow the color, the more research done in that area and the greener the color, the less has been research done. Thus, according to Figure 4, performance, strategy, impact, resources and tourism could be singled out as current trending areas of research interest. This is supported by the three-field plot in Figure. 5, alongside the journal sources and countries in which most of the published studies have been carried out.

Bibliometrics mapping based on bibliographic meta-data

In order to establish a comprehensive understanding of the document source, countries, keyword plus occurrences, trending topics, and thematic areas in the field of study, the present investigation employed Biblioshiny, a package within the R-Programming language designed specifically for bibliometric mapping based on bibliographic meta-data analysis. This method of analysis proved to be highly effective in providing valuable insights into the key features and trends within the research literature.

Three-field plot

The three-field plot depicted in Figure 5 presents a visual representation of the primary journal sources, countries, and keywords associated with the majority of published studies in the field of sustainable organizational management. Notably, China, the USA, the UK, and Spain emerge as the top countries conducting research in this area, while performance stands out as a predominant research theme. However, it is crucial to acknowledge the lack of research in African countries, which represents a potential niche area for further exploration.

Word cloud

The word cloud was derived using Keywords plus based on the metadata. Management, impact, model and framework can be considered the most common keywords with the most occurrences appearing either on the title or in the abstract as illustrated in Figure 6. The analysis derived from Keywords Plus provides valuable insights into the key concepts and trends in the field of sustainable organizational management. The prominence of keywords such as "management," "impact," "model," and "framework" suggests that these are critical areas of interest and focus for researchers and practitioners in this field.

The implications of this analysis are significant, as they can help guide future research efforts and inform the development of new approaches and strategies for addressing the complex challenges of sustainability in organizations. By understanding the most used keywords and their relationships, researchers and practitioners can identify areas of opportunity and innovation. Thus, modelling more effective business management, marketing, communication strategies and frameworks that ultimately contributing to a more sustainable future for organizations.

Trend topics

As seen in most of the figures above, the words: performance, impact, framework tourism, management, innovation among others are constantly highlighted. On the other hand, Figure 7 brings in a new insight of the most common areas of interest based on the year. Green and experience aspects have been of interest since 2017 and 2018 respectively to date.

New areas of study from 2022 include financial performance, barriers, and balance scorecard. The latest addition in 2022 was China as a study area. As highlighted above, sustainable organizational management encompasses a range of themes, including performance, impact, framework, tourism, management, innovation, and more. These themes are critical to understanding the key factors that drive sustainability in organizations and how they can be leveraged for long-term success. Considering that the concept of sustainable organizational management is a relatively new and evolving concept that is becoming increasingly important for managers, marketers, and entrepreneurs.

It involves designing and operating a business with a focus on environmental, social, and economic sustainability from the very beginning. Figure 7 provides valuable insights into the most common areas of interest in sustainable organizational management based on the year. For example, green and experiences have been of significant interest since 2017 and 2018, respectively, to date. This highlights the importance of environmental sustainability and customer experiences in sustainable management practices. New areas of study in 2022 include financial performance, barriers, and balance scorecard, indicating a growing interest in the financial aspects of sustainable organizational management. The addition of China as a study area also reflects the increasing global importance of sustainability practices in the business world.

From a managerial perspective, sustainable organizational management requires a deep understanding of the interplay between economic, social, and environmental factors and how they impact organizational performance. This understanding is critical for designing and implementing sustainable business strategies that maximize both financial and non-financial outcomes. From a marketing perspective, sustainable organizational management provides an opportunity to differentiate products and services in a crowded marketplace. By incorporating sustainability into product design and marketing strategies, companies can appeal to environmentally and socially conscious consumers and create a competitive advantage.

From an entrepreneurial perspective, sustainable organizational management offers an opportunity to create businesses that align with personal values and make a positive impact on the world. By integrating environmental, social, and economic considerations into the business model, entrepreneurs can create ventures that are not only profitable but also have a positive impact on society and the environment. As a result, sustainable organizational management is an important concept for managers, marketers, and entrepreneurs alike. By incorporating sustainability principles into business operations and strategies, organizations can achieve long-term success and make a positive impact on the world (Pinkse & Kolk, 2010).

The comprehensive analysis presented in Figure 8 effectively maps out the thematic fields that are pertinent to this particular area of study, highlighting both the vast range of possibilities as well as the limitations in research. This in turn draws attention to the existence of unexplored niche themes and baseline research themes that remain unidentified. Furthermore, there are emerging or declining themes, such as modeling, tourism,

and perceptions in relation to sustainability management in organizations, firms or enterprises, which require particular consideration. Within this field of study, the motor theme areas of performance, impact, and management are particularly relevant and warrant deeper investigation.

The visualization provided in Figure 8 serves as a valuable tool for researchers and entrepreneurs seeking to gain a deeper understanding of the field of sustainable organizational management. By identifying emerging and declining themes, as well as motor theme areas, the map provides a roadmap for future research and innovation in this rapidly evolving field. It is worth noting that some themes within the field of sustainable organizational management are currently in a state of flux. For example, the map suggests that the themes of model, tourism, and perceptions are emerging or declining, indicating a need for further exploration and analysis.

On the other hand, performance, impact, and management are identified as the motor theme areas within the field, representing areas of intense interest and ongoing research. The identification and proposition of firms and companies that embody the principles of sustainable organizational management is a critical step towards creating a sustainable and profitable entrepreneurial venture (Banomyong & Kochan, 2018).

Although the topical areas discussed in the literature review may not be categorized as entrepreneurial segments, they offer a framework for recognizing the attributes that sustainable businesses need to have to thrive (Johnson *et al.*, 2019). By integrating environmental, societal, and economic considerations into their business models, entrepreneurs can create ventures that are not only profitable but also have a positive impact on the world (Aguado *et al.*, 2020).

Moreover, the adoption of sustainable organizational management principles can provide significant competitive advantages to entrepreneurial ventures (Banomyong & Kochan, 2018). By prioritizing sustainability, these ventures can attract socially and environmentally conscious consumers and investors who are increasingly seeking out businesses that align with their values (Scott *et al.*, 2020).

In addition, sustainable organizational management can lead to cost savings through the implementation of more efficient and environmentally friendly practices, ultimately improving profitability in the long run. Nonetheless, entrepreneurs who prioritize sustainable organizational management principles can create ventures that are both profitable and socially and environmentally responsible. By identifying and embodying the ad-

vantageous characteristics highlighted in the literature review, entrepreneurs can position their ventures for long-term success while making a positive impact on the world (Pinkse & Kolk, 2010).

Discussion

Sustainable organization management practices

Organizational sustainability management is the systematic approach that organizations use to ensure that they are operating in an economically, socially, and environmentally sustainable manner. It involves the integration of sustainability principles into the organization's operations, decision-making processes, and culture. More so, sustainable organization management is an ever-evolving field that requires an understanding of the complex dynamics of different organizations. Organizations should integrate sustainability into their overall business strategy and model frameworks. They should also have strong leadership at all levels, assess and manage sustainability risks, continuously improve sustainability performance, and engage with stakeholders (Kotarba & Marcin, 2018).

Bibliometric meta-data analysis

Bibliometric meta-data analysis is an important tool to help organizations study and optimize their processes for sustained success. It uses a variety of techniques to collect, analyze, and monitor organizational data, including content analysis, sentiment analysis, and topic modeling. By identifying key trends in the data, bibliometric meta-data analysis helps organizations identify problems, develop solutions, and track progress over time. Additionally, bibliometric meta-data analysis can be used to assess risk and make decisions based on the insights gleaned from the data.

This can potentially reduce costs and increase the effectiveness of organizational strategies. By understanding the data and the key trends, organizations are able to develop and maintain sustainable operations and a competitive advantage that can help them achieve long-term success. Bibliometric meta-data analysis is an important tool for researcher to study to help organizations to optimize their processes for sustained success.

It highlights the importance of utilizing data analysis techniques, such as content analysis, sentiment analysis, and topic modeling, to collect, analyze, and monitor organizational data. These techniques enable organizations to identify key trends, gain insights into problems, develop effective solutions, and track progress over time. By using data analysis, organizations can make informed decisions that contribute to sustainable organizational management. The results of this work, further unravel that the United States, the United Kingdom, and Australia as the leading countries, and Spain as a new top country addition in terms of the number of publications in the field of sustainable organization management.

Likewise, the results shed light on the understanding that limited, or no research has been carried out in African countries, which could be a significant potential niche area for future studies, with China as the latest addition in 2022 as an area of a study interest (Banomyong & Kochan, 2018; Johnson *et al.*, 2019). More so, the limited or the lack thereof, of recorded studies in Africa as well as the inclusion of China as a study area in 2022 reflects the growing global interest in sustainability and the need to understand the specific sustainability challenges and opportunities in different regions and countries (Johnson *et al.*, 2019).

Trends in sustainable organization management

Furthermore, the bibliometric analysis of the field of sustainable organization management showed the following trends: Growth in Publication: the number of articles published in this field has been steadily increasing over the past few years, indicating a growing interest in sustainable management practices. Moreso, as seen in most of the figures above, the words: performance, impact, framework, tourism, management, and innovation among others are constantly highlighted (Johnson *et al.*, 2019). It is conceivable that performance is still noted as a major trending topic of research in this field.

On the other hand, Figure 7 brings in a new insight of the most common areas of interest based on the year. Green and experiences aspects have been of interest since 2017 and 2018 respectively to date (Johnson *et al.*, 2019). New areas of study from 2022 include financial performance, barriers, and balance scorecard.

Thematic fields in sustainable organization management

Based on the current trending topical areas (performance, impact, framework tourism, management, innovation among others highlighted) it could be deduced sustainability management typically includes the following: Sustainability should be integrated into the overall business strategy and Model frameworks, rather than being treated as a separate initiative or framework (Kotarba & Marcin, 2018).

Organizations should have strong leadership at all levels and should create a culture that values and supports sustainability. Organizations should assess and manage the sustainability risks associated with their activities and should plan for uncertainty and change. Organizations should continuously seek to improve their sustainability performance by setting goals, improving on quality, monitoring progress, and making adjustments as needed. Organizations should engage with their stakeholders, including employees, customers, suppliers, industry and communities, in order to understand their sustainability concerns and work collectively to find solutions. Organizations should thus be transparent about their sustainability performance practices and should regularly communicate this information to their stakeholders creating a distinct image.

Likewise, implementation by integrating sustainability principles and practices into all aspects of the organization's operations, including procurement, product design, operations, and waste management. Similarly, have a holistic approach, meaning the sustainability management should consider the interrelated and complex nature of environmental, social, and economic issues, and should consider the organization's impact on these issues as a whole. Equally, Figure 8 maps out the thematic fields of sustainable organizational management, highlighting the range of possibilities and limited research done in this area.

The figure draws attention to the niche themes and the untapped themes that are unidentified. Emerging themes in the study area include models, tourism, and perceptions. The motor theme subjects in the field of study include performance, impact, and management. This finding may lead to better understanding on the importance of considering multiple perspectives and integrating different approaches to sustainability management in organizations (Banomyong & Kochan, 2018). This includes not only economic and environmental sustainability but also social sustainability and stakeholder engagement (Banomyong & Kochan, 2018).

Holistic approach and implications for sustainability organization management

The results demonstrated in Figure 7, the interest in green and experience aspects has been on the rise since 2017 and 2018, respectively (Johnson *et al.*, 2019). The results exhibited in this work provide a new point of view on the area of study. This information highlights the evolution of the field of sustainable organizational management and the changing focus of researchers. This technically provides a new perspective indicating a growing focus on the environmental and customer experience dimensions of sustainability in organizations.

The results obtained may have implications for understanding that the emergence of financial performance, barriers, and balance scorecard as areas of interest in 2022 would suggest a shift towards the integration of sustainability and financial performance (Johnson *et al.*, 2019). This underscores the importance of considering the economic dimension of sustainability and the need to find ways to balance the triple bottom line of sustainability (environmental, social, and financial). Besides, the findings also highlight the need for organizations to understand the inter-linkages between sustainability and various business functions thus develop a holistic approach to sustainable management (Banomyong & Kochan, 2018).

The increasing emphasis on the green and experience aspects and the integration of sustainability with financial performance further highlights the importance of considering both the environmental and economic dimensions of sustainability (Johnson *et al.*, 2019). The findings are in convergence with the literature review which also sheds light on the importance of considering cultural and regional differences in the implementation of sustainable management practices (Banomyong & Kochan, 2018).

Key strategies for integrating sustainability into business strategy and model frameworks

The fields of intervention under which sustainable organizational management could be further developed in real-world marketing and managerial contexts include integrating sustainability principles into overall business strategy and model frameworks (Kotarba & Marcin, 2018). Strong leadership at all levels, creating a culture that values and supports sustainability are also important (Hahn *et al.*, 2010). Assessing and managing risks associated sustainability within the business environment, organizational

activities and planning for uncertainty and change are crucial as well (Lozano, 2018).

Continuous improvement of sustainability performance by setting goals, improving quality, monitoring progress, and making adjustments as needed is another key aspect (Bansal & Song, 2017). Engaging with stakeholders to understand their sustainability concerns and working jointly to find solutions is essential (Senge, 1990). Transparency about sustainability performance and practices and regularly communicating this information to stakeholders to create a distinct image is also crucial (Garriga & Melé, 2013; Lakner *et al.*, 2018). Implementing sustainability principles and practices into all aspects of the organization's operations, including procurement, product design, operations, and waste management is another important field of intervention (Kotarba & Marcin, 2018).

Conclusions

Organizational sustainability management is increasingly being recognized as a critical component of business success, as customers, investors, and employees are increasingly demanding that companies operate in a socially and environmentally responsible manner. By implementing sustainable management practices, organizations can reduce their environmental and social impacts, improve their financial performance, and create more resilient and sustainable business models. Overall, organizational sustainability management is an important aspect of business management and can help organizations to achieve long-term success while also contributing to a more sustainable future with a great research potential. This paper's objectives are to highlight the developing issues in this research area, assess current trends in sustainable organization management throughout the period of 2015–2022, and offer recommendations for future research in the area.

This study examines current trends in sustainable organizational management using bibliometric meta-data analysis. With the use of Biblioshiny, the R-Programming Language package, and the VoS Viewer program, an extensive study of a sample result of 619 publications from the Web of Science core collection was carried out. Using a relational directory network visualization method built into the VoS Viewer software, ideas were produced as a whole. In order to discover subject regions with limited investi-

gation, keyword co-occurrence associations, relational ways to depict bibliographic coupling density, and overlay visualization bibliometric techniques were all applied. Modeling, tourism, and perceptions are three new issues. Performance, impact, and management are some of the study's main theme areas.

The study area of organizational sustainability management is still in its early phases with significant research potential. The study shows, even though there has been limited or no research in certain geographical areas, such as Africa, the findings nonetheless hint towards growing interest in this field. The integration of multiple perspectives suggest that sustainable management practices will continue to be an important area of study as well as implementation in organizations. Future research studies could investigate the impact of sustainable management practices on financial performance; the role of organizational culture in sustainable management practices; sustainable management practices in emerging economies; the relationship between innovation and sustainable management practices; and stakeholder perceptions of sustainable management practices in organizations.

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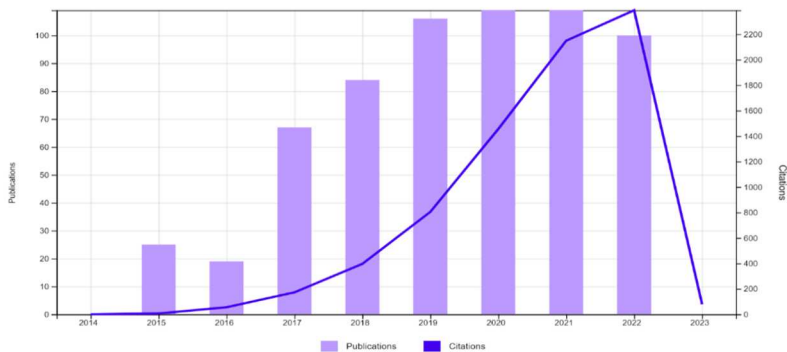
Annex

Table 1. Web of Science core collection report summary

Citation Report Summary		Record Count
Results Found		619
Citing Articles		6892
Sum of the Times Cited		7507
Average Citations per Item		12.13
h-index		39
WEB OF SCIENCE CORE COLLECTION DOCUMENT TYPE		
Document Type	Record Count	% Of 619
Article	581	93.86%
Early Access	47	7.59%
Review Article	38	6.14%
Book Chapters	14	2.26%
Proceeding Paper	4	0.65%
WEB OF SCIENCE CITATION INDEX		
Web Of Science Index	Record Count	% Of 619
Emerging Sources (ESCI)	314	50.727
Social Sciences Citation Index (SSCI)	291	47.011
Book Citation Index – Social Sciences & Humanities (BKCI-SSH)	14	2.262
Science Citation Index Expanded (SCI-EXPANDED)	5	0.808
Conference Proceedings Citation Index – Social Science & Humanities (CPCI-SSH)	3	0.485
Book Citation Index – Science (BKCI-S)	2	0.323

Source: authors' list based on WOS Database.

Figure 1. Publications and citations



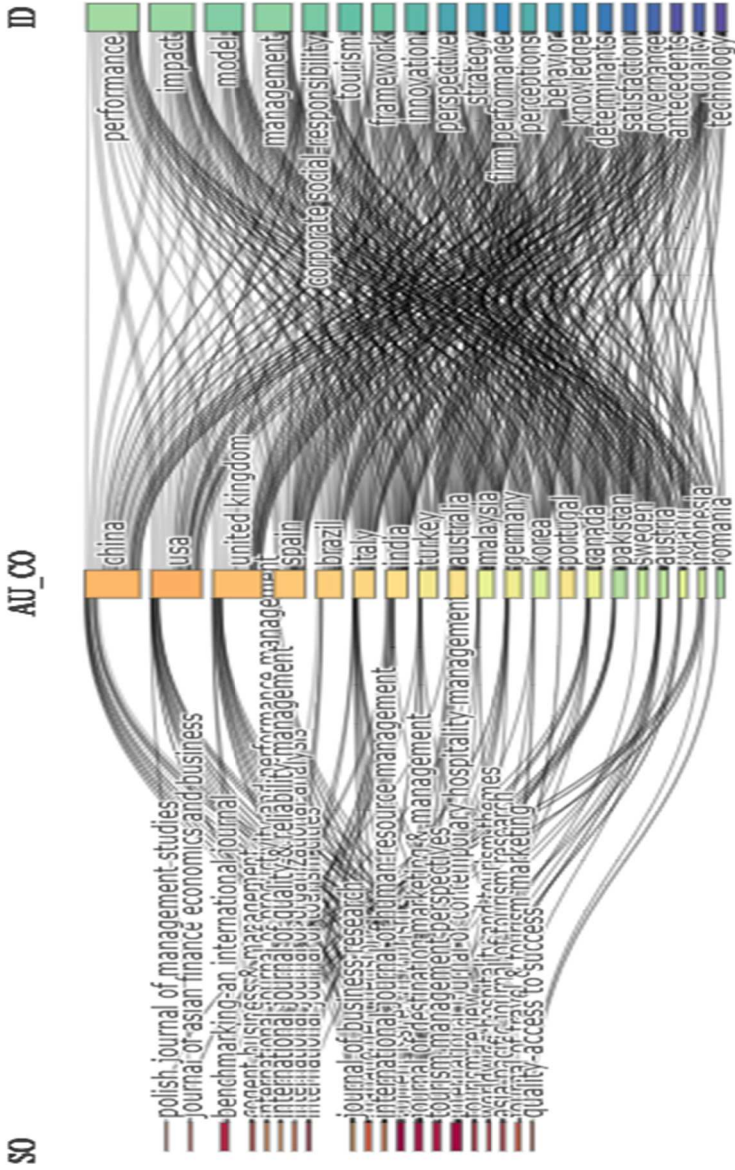
Source: own analysis based on Biblioshiny.

Figure 4. Density visualization occurrences



Source: own analysis based on VOSviewer.

Figure 5. Three-field plot (sources, countries and keywords plus)



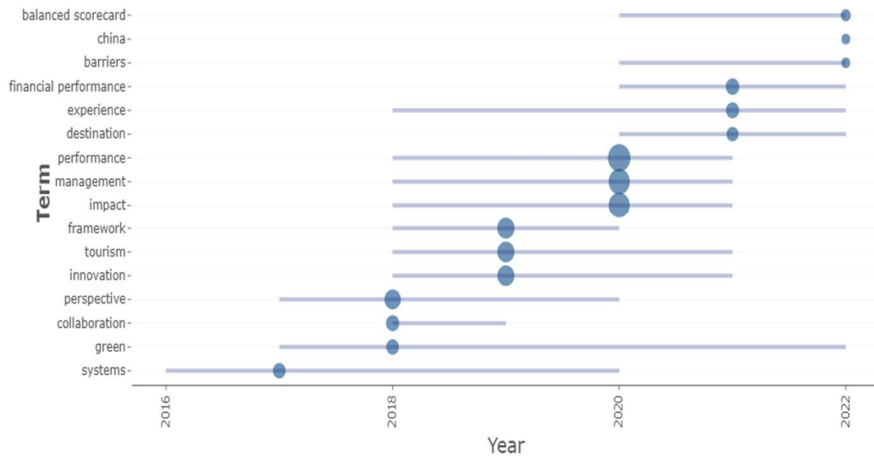
Source: own analysis based on VOSviewer.

Figure 6. Word cloud using keywords plus



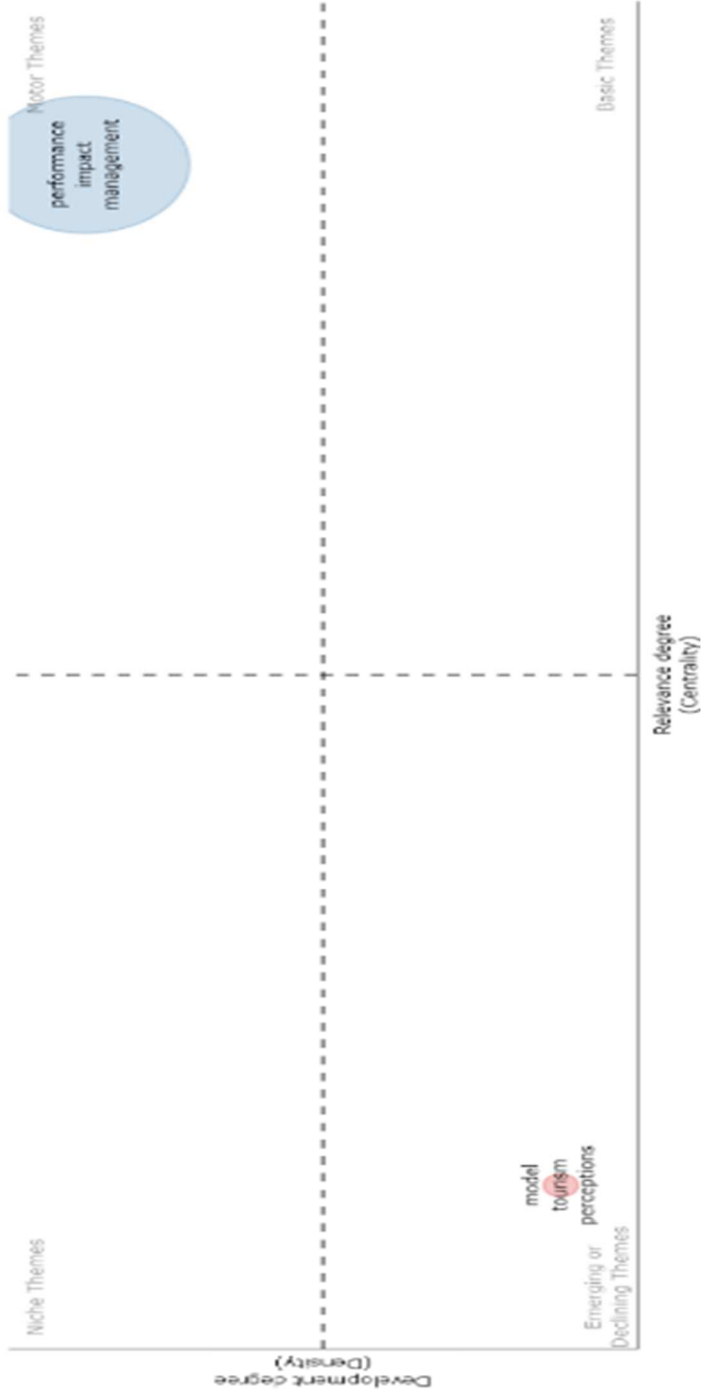
Source: own analysis based on Biblioshiny.

Figure 7. Trend Topics 2016–2022



Source: own analysis based on Biblioshiny.

Figure 8. Thematic map



Source: own analysis based on Biblioshiny.