

# *Sustainable Organizational Performance, its Trends and Developments*

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**Abstract.** The interest in sustainable organizational performance has increased strongly in the last decade. With the rising macroeconomic pressure and unforeseen circumstances such as global pandemic, an increased number of economies battle to ensure prosperity, performance, and target trans-formation.

The aim of this study is to spot trends and developments on sustainable organizational performance observed in the academia for the last decade. More precisely, main sources of publications as well as biases within geographical, citation, authorship and thematic dimensions are to be identified. To achieve this aim, a qualitative study based on bibliometric analysis has been performed.

In total, 1286 relevant articles were retrieved for the last decade that examined sustainable organizational performance, however none of them has implemented a systematic literature review and bibliometric analysis and elaborate on progress within academic research. The bibliometric analysis within this study is based on a literature review of publications obtained from Scopus using an inclusive search strategy. In addition, the visualization of the data was carried out with the use of Bibliometrix and VOSviewer.

The article strives to contribute to the research on sustainable organizational performance, while performing keywords and co-occurrence analysis. It further defines top productive authors, structure of the research topic in the journals and countries. In addition to that, Lotka analysis has been performed to understand the interactions and structure of publications of the subject area.

The importance of the organizational framework, management and governance were identified as main keywords underlying once again that functional framework provides structure and hierarchy the entity may build on, while effective management ensures the utilization of resources within the established framework. Oversight, in turn, is organized by governance that guides both the framework and management practices.

The study comes with the conclusion and recommendations for both business and academia.

**Keywords:** *sustainable organizational performance, bibliometric analysis, bibliometrix, development, trends*

## I. INTRODUCTION

According to the World Uncertainty Index, the global uncertainty has increased since 2012 and reached its historical peak with the inception of SARS-CoV-2 in the beginning of 2020 [1]. Around the world the global uncertainty negatively reflected in global economic activities. With the impact of macroeconomic outcomes, stakeholders' pressure on the organization's performance has increased.

As per Hossin [2], sustainable organizational performance (SOP) can support organization in finding its niche and providing difference in opposite to its competition if implemented properly. How to achieve sustainability and what is meant by that towards performance is an important topic for contemporary research. Sustainable performance is said to be keeping the healthy balance between financial, social, and environmental outcomes according to Stanciu [3]. By playing a long game and engaging stakeholders, strategic leadership aims to succeed in reaching competitiveness, sustainability, and performance benefits as has been stated by Klassen [4].

As a result, sustainable organizational performance management may become not only a challenge but a potential for organizational development.

Several authors contributed to the study of SOP and highlighted its role for management; however, no structural analysis of the topic and trend development has been made so far. Research trends can be determined through extended literature review [5]. In addition to that, to achieve the aim of this study, a qualitative study of an interpretive nature to be considered [6]. Analysing literature on sustainable organizational performance and its development for specific industry, bibliometric studies, specifically systematic literature review has been implemented, which is immanently used review methodology to

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alloy the existing literature overview in the specific field as Kraus has shown it [7].

The search period analysed was from 2012 to 2023-aligned with the increased global uncertainty. The data has been extracted from SCOPUS in the August of 2023, providing a comprehensive bibliometric analysis that offers a macroscopic view of the field's evolution amidst rising global uncertainties. The bibliometric analysis has been chosen to map out the predominant themes and knowledge gaps in the literature on SOP, while utilizing the systematic nature of bibliometric methods to identify the most pertinent areas of study and under-researched topics that may hold potential for future investigation. This analysis is based on structured method to quantitatively review the volume, breadth, and evolution of research on SOP. Bibliometric analysis enabled also to summarize the current state of knowledge and distil findings as proposed by Bolbot [8]. Macroscopic view on the evolution of SOP as well as global research trends were also identified. These were summarised from a bibliometric perspective using Scopus and VOSviewer.

The aim of the study is to conduct an in-depth bibliometric analysis of SOP and combine it with current perspective on biases, while prospecting and showing demands and fortuities. On top of that, important references for further academic research are provided.

In that sense, the article is divided into four sections: i) this introduction, ii) tools and methods, iii) results and discussion and v) discussions and final remarks.

## II. TOOLS AND METHODOLOGY

### A. Tools and data synthesis

The bibliometric analysis on sustainable organizational performance has been performed using Scopus core data. Scopus is a leading bibliographic database used prominently in academia since it offers access to larger data base in comparison to other others, providing more than 26000 active serial titles, more than 243000 books and 17.5 million unrestricted access items backdated to 1970 [9].

Only SCOPUS as data source for the bibliometric analysis was used due to consistency a single database can provide, ensuring comparability of the findings. Data from different databases may content variations in indexing practices and coverage.

The efficiency and user-friendly experience while using Scopus also plays a significant role during the research. Hence, search has been performed within article titles, abstracts and keywords while identifying relevant publications.

What has been crucial for this research is the possibility of filtering of provided information within the Scopus database. For the period of 2012-2023, 1289 relevant articles were retrieved on the sustainable organizational performance and this data has been analysed using bibliometric approach. Titles, keywords and abstracts have been reviewed to make sure that they are consistent with the specified search. On top of it, manual data cleaning has been performed on the identified results to ensure data

stability and accuracy. Finally, further analysis has been performed on the extracted 1286 publication that correspondent fully to the search criteria. Author used a methodical and exacting techniques to proceed with data synthesis.

Filters have been set for the access type, research period, document type, publication stage and language.

### B. Methodology

The Scopus platform was used to collect the initial data. In addition to that, the author used modern techniques and methods of bibliometric analysis and data visualization.

As recently confirmed by Syhyda [10], bibliometrics represent formalized research, successfully combining both qualitative and quantitative components.

It was supplemented by findings from Nielsen [11], that bibliometric analysis identifies emerging trends while building on various statistical methods to analyse large data set.

In frames of the study, keywords analysis has been performed. Keyword analysis provided the opportunity to build up cornerstones of relevance and determination of the scientific topic and relevant area. Subsequently, the network of relationships between keywords (co-occurrence) was then created.

A triple combination of the pre-defined words has been used within Scopus search (“sustainable” AND “organizational” AND “performance”) for the assessment of the overall results in the first part of this article. Based on the proposed data outcome, the export of the data was done for further analysis in bibliometrix, and visualization was applied in the format of graphically mappings of material in VOSviewer. As a result, the most significant authors and journals in the area are determined, and the articles mentioned above are identified. Conducting the analysis of the co-occurrence of keywords and co-authorship on country level, as well as the topic trends, the topmost affiliates by university and by author’s country are outlined. Cluster analysis has been performed to define data patterns. Moreover, overall outcomes have been presented and reported accordingly in this article.

As a limitation the chosen research period of 2012-2023 should be mentioned. This has been done to identify the inter-relation with the historical peak of World Uncertainty Index and increase number of publications in the defined period on sustainable organizational performance. It is to bear in mind that database is not reflecting real time publications hence time gap may occur. Since keyword analysis has been performed, sentences and their context could not be analysed fully. This dependency has been however, mitigated by using visualization to recreate trend and frame analysis.

In addition, affiliations and research areas have been reviewed in more detail to better understand the concept of sustainable organizational performance and identify research gaps to be further investigated.

The research has been concluded with the findings as well as practical and research implications.

### III. RESULTS AND DISCUSSIONS ON SUSTAINABLE ORGANIZATIONAL PERFORMANCE

#### A. Systematic literature evaluation based on Scopus dataset

As part of the bibliometric analysis, citations and publication trends have been assessed since 2012 until nowadays as shown in Fig.1. Although the number of publications significantly increased while reaching its peak in 2022, the total number of yearly publications is varying between 200 and 246 for the last 3 years. It is to be mentioned that generic interest to the topic is notable only since 2018 while total number of yearly publications reached over 100.

General trends have been identified, showing less interest in the early research years, covering the period 2012-2017, followed by active publication period since 2018. This could be explained by the “governance through goals” and increased pressure coming from Sustainable development goals on companies as identified by Biermann [12]. The 2012-2023 period shows an 11-fold increase in the published publications on the topic. Regarding citation trends, it, in general, proceeding similarly to the publication trends, showing exponential growth since 2012.

A clear correlation trend between published and cited publications is observed.

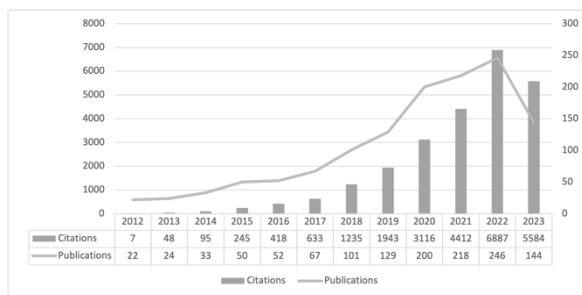


Fig. 1. Number of publications and citations on sustainable organizational performance (2012-2023)

Bibliometric results summarizing raw data output out of Scopus dataset for the research area are presented in Table I. Research fields in the Scopus dataset were used to determine the subject areas. The ranking results show that the research area is carried out in several scientific disciplines. Looking at the results, the top 5 fields have been identified: environmental sciences (17.73%), social sciences (16.87%), energy (13.99%), business, management, and accounting (11.74%) and engineering (10.25%). Since a publication may cover and refer to more than one field, there are more results (3289) than publications in total. An evaluation of disciplines and source groups revealed that the most popular research topic is sustainable development. Nevertheless, a strong fragmentation of subject areas should have been mentioned.

Regarding the evaluation of the top 10 sources, quite obviously Sustainability Switzerland journal is prevailing with significant coverage of 36.49%, publishing 354 papers in total.

In terms of affiliations, China is prevailing with 3 representing universities and 100 publications in total, following by India with 15 publications. However, there is no concentration of interest within one specific university noticed.

The evaluation of countries is confirming this trend and China - which is placing Top-1 - has been more active in the publications, representing 339 publications (10.63%) in total. Interestingly, the United Kingdom is second on the list with a total of 288 publications, representing 9.03% of the total. The United States follows in third place with 194 publications, representing 6.09% of the total. An analysis of the countries' publications shows a homogenous distribution, with an average of 100 publications represented per country.

TABLE 1. TOP 10 SUBJECT AREAS, SOURCES, AFFILIATIONS, COUNTRIES ASSOCIATED WITH SUSTAINABLE ORGANIZATIONAL PERFORMANCE RESEARCH.

Rank	Subject Area	Articles	% (of 3289)
1	Environmental Science	583	17.73
2	Social Sciences	555	16.87
3	Energy	460	13.99
4	Business, Management and Accounting	386	11.74
5	Engineering	337	10.25
6	Computer Science	303	9.21
7	Economics, Econometrics and Finance	138	4.20
8	Decision Sciences	110	3.34
9	Medicine	103	3.13
10	Earth and Planetary Sciences	58	1.76
Rank	Source	Articles	% (of 1286)
1	Sustainability Switzerland	354	36.49
2	Journal Of Cleaner Production	38	3.92
3	Iop Conference Series Earth and Environmental Science	27	2.78
4	International Journal Of Environmental Research And Public Health	26	2.68
5	E3s Web Of Conferences	20	2.06
6	Frontiers In Psychology	18	1.86
7	Business Strategy And The Environment	14	1.44
8	Sage Open	11	1.13
9	Frontiers In Environmental Science	9	0.93
10	Production Planning And Control	9	0.93
	Technological Forecasting And Social Change	9	0.93
Rank	Affiliation (Country)	Articles	% (of 3188)
1	School of Economics and Management (China)	41	1.29
2	School of Management (China)	37	1.16
3	Business School (China)	22	0.69
4	Department of Mechanical Engineering (India)	15	0.47

5	School of Business Administration (China)	12	0.38
6	School of Management and Economics (China)	9	0.28
	Department of Business Administration (Pakistan)	9	0.28
8	School of Business (China)	8	0.25
	Department of Management (Italy)	8	0.25
10	School of Management (Malaysia)	7	0.22
	Department of Management (Romania)	7	0.22
	Department of Accounting (Indonesia)	7	0.22
	Department of Business Administration (Taiwan)	7	0.22
	Department of Economics and Management (Italy)	7	0.22
	College of Economics and Management (China)	7	0.22
	Bucharest University of Economic Studies (Romania)	7	0.22
<b>Rank</b>	<b>Country</b>	<b>Articles</b>	<b>% (of 3188)</b>
1	China	339	10.63
2	United Kingdom	288	9.03
3	United States	194	6.09
4	Italy	133	4.17
5	Indonesia	124	3.89
6	Spain	117	3.67
7	Australia	116	3.64
8	Malaysia	113	3.54
9	Portugal	94	2.95
10	Pakistan	93	2.92

*B. Fundamental notion, Research trends and Scientific Discussions on sustainable organizational performance*

Keyword analysis may be performed to outline the emerging trends and pivotal networks which supports visual exploration as suggested by Zhu [13] and Cheng [14].

Fig 2. represents the results of a keyword cluster analysis of the 75 most common keywords used in the publications by authors since 2012. In total, 6664 keywords were identified and analysed, 512 meeting the thresholds of 5 minimum number of co- occurrences, subsequently treated within keyword analysis from 2012 until 2023.

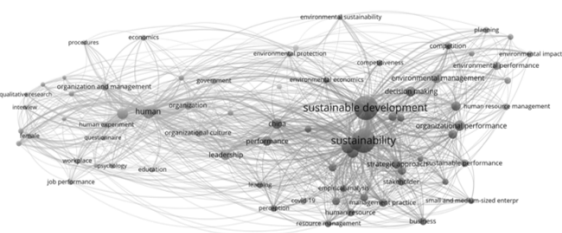


Fig. 2. 5 main research clusters (based on most frequently used keywords)

As presented in Fig 2., five clusters have been identified, showing relations of sustainable organizational per-

formance and top related clusters around sustainable development (red), human resources (green), environmental management and performance (blue), covid 19 (purple) and governance (yellow).

Author has analysed further and established the overview of research trends with the main objective to establish the fundamental notion of SOP.

In general, the keywords with the highest occurrences of keywords have been analyzed, showing sustainable development (422), sustainability (415), innovation (124), performance assessment (117), organizational framework (105) as most arises. This finding provides the opportunity to investigate associations related to sustainable organizational performance further as well to understand notion and trends on scientific discussions around the topic.

Sustainable organizational performance alludes to the ability of an organisation to achieve its objectives and deliver values to stakeholders over longer run at the same time ensuring operational sustainability and lowering its environmental impact. As has been underlined by [2], “Sustainable organizational performance is the result of positive organizational support” [2] and is the reason to differentiate from competitors. Moreover, according to [15] organizational performance is a result from leadership at all levels. Put it another way, leadership is responsible for setting the strategic direction and empowerment to drive sustainable organizational performance as well to seize opportunities.

Key association identified groups around sustainable development. Some authors highlight the importance of going beyond traditional practices while targeting organizational development. In general, two trends have been identified: one emphasizing the human element impact, another technology or product driven approach impacting the corporation at most. Based on [16] key element of sustainable development is organizational citizenship (people-view) that is based on 3-factor approach: individual factors, leadership styles and organizational factors. Furthermore, the relationship between organizational citizenship and organizational performance to be treated as nuanced and significant, suggesting that behaviours extend beyond formal role requirements to impact on organization’s efficiency and effectiveness. Organizational citizenship drives a range of voluntary actions by employees that positively contribute to organizational goals, including beyond initiatives. These actions collectively enhance overall organizational performance. On the other hand, [17] are supporting product-view, stating that business analysis in addition to product design and testing increase sustainable innovation performance, thus impacting sustainable organizational performance. Author believes that this is the combination of both- people and product view that drives development and, in turn, organizational performance.

Further association identified is around organizational framework. Several studies illuminate the multifaceted approached to enhancing common organizational framework and organizational performance across different sectors. Especially the need for leveraging technology and adopting forward-thinking management practices to navi-

gate the complexities of sustainability challenges have been explored within this cluster. [18] is discussing the adoption of big data analytics-powered artificial intelligence to develop circular economy capabilities based on resource-based view, founding that organizational flexibility and industry dynamism moderate the relationship between technologies and sustainable outcomes. This, obviously, offers additional insights into technological perspective enabling for sustainability. [19] are proposing a moderating model in which cultural dimensions represent significant differences between performance orientation and institutional collectivism. [20] thru interpretive structural modelling approach implies that “knowledge management practices and decentralization may proliferate the organizational growth and development”.

Sustainability is recognized to be associated within next cluster. Sustainability involves assessing a company’s performance while using a broad set of metrics to encompass economic, environmental, and social considerations as per [21]. According to [22], sustainability is a company’s ability to implement enduring strategies while generating social and economic values. [23] confirms the importance of the firm effect on sustainable organizational performance, regardless the firm size. On top of that, the research of [24] underlines “the need of a long-term plan for reaching the organizations aim” of sustainability.

The importance of innovation and cutting-edge perspective build next cluster around sustainable organizational performance. Research is increasingly focusing on technology and innovation that is exploring how to merge sustainability with innovation while offering a competitive edge [25] [26]. The traditional economic viewpoint suggest that innovation is to be pursued primarily for shareholder value creation while providing less attention to a social value. To include this second dimension, [27] newly developed sustainable innovation framework and implies not just making incremental improvements but fundamentally change corporate approach to prioritize sustainability and societal values alongside economic gains. Based on this framework, further research has been conducted and presented by [28], showing that “a greater emphasis on sustainable innovations has a positive impact on the organizational performance and competitive advantage of firms”, highlighting the pivotal role of human capital and outlining critical paths for upcoming research.

Strong association between sustainable organizational performance and performance assessment has been identified as a last cluster. Several authors, among others, [29] enhance performance assessment and sustainable practices while proposing methods and models for improving performance thru strategic management and organizational practices. Thus, [29] is using principal component analysis and cluster analysis while identifying patterns in successful adoption of sustainable production programs, identifying six dimensions of environmental performance in total. Furthermore, to assess corporate performance, it has been amplified that traditional management methods are insufficient. [30] emphasizes the control system while incorporating critical success factors, addressing the im-

portance of structured and continuous improvement process.

Table II shows the main keyword clusters generated by VOSviewer. In addition to that, it also shows number of items that build the cluster: cluster red representing 34 items, cluster green representing 28 items, cluster blue representing 10 items, cluster yellow representing 2 items and cluster purple representing 1 item accordingly.

TABLE 2. THE MOST IMPORTANT KEYWORD CLUSTERS OBTAINED WITH THE VOSVIEWER.

Cluster (items)	Keywords in a VOSviewer Network
Cluster Red (34)	business, business development, china, competition, competitiveness, conceptual framework, corporate social responsibility, decision making, empirical analysis, environmental economics, human resource, industrial performance, innovation, knowledge, knowledge management, learning, literature review, management practice, manufacturing, numerical model, organizational framework, organizational performance, perception, performance, performance assessment, questionnaire survey, resource management, small and medium-sized enterprise, stakeholder, strategic approach, supply chain management, sustainability, sustainable development, sustainable performance
Cluster Green (28)	adult, article, controlled study, delivery of health care, economics, education, employee, female, government, health care delivery, human, human experiment, humans, interview, job performance, leadership, male, organization, organization and management, organizational culture, organizational innovation, procedures, psychology, qualitative research, questionnaire, theoretical study, total quality management, workplace
Cluster Blue (10)	circular economy, environmental impact, environmental management, environmental performance, environmental protection, environmental sustainability, human resource management, planning, supply chains, sustainability performance
Cluster Yellow (2)	commerce, structural equation modelling
Cluster Purple (1)	covid-19

Based on trend topics and term frequency, the trend topic chart has been established as shown in Fig 3. showing the importance and development of keywords in addition to the field trends. The chart has an intuitive nature and is a list of the top five trends in relation to the main research topics each year. It is important to note that, in addition to the fragmentation of subject areas, there are research topics with a longer period of attraction for research. The focus on health care delivery (2014 – 2022), organization and management (2014-2022), united states (2014-2020) and government (2016-2022). In terms of frequency of occurrence of keywords, only sustainability and sustainable development were at the center of the documents. They reached a frequency of > 400 keywords. Covid-19 outbreaks and sustainable development goals are the most recent research topics listed. However, the frequency of terms is lower than 100 term occurrences.

The trend themes were summarized in Fig. 3.

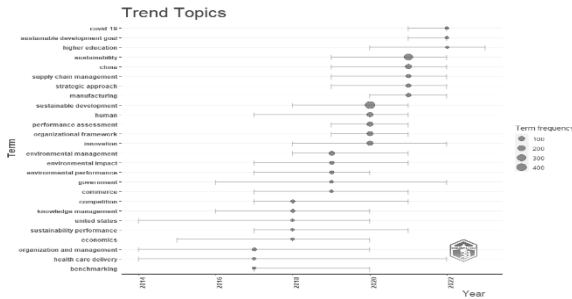


Fig. 3. Topic trends

Hence, it should be noted that in 2020 the main trend topic was sustainable development followed by human, organizational framework, and performance assessment with highest term frequency. Followed by sustainability, supply chain management, China and strategic approach as research trend topics in 2021. Interesting observation is that such topics as organizational innovation, delivery on health care, task performance and management are long-lasting, being researched for decades and with still prominent level of research interest.

In the last two years, since the global coronavirus pandemics, health care sector has been appearing again in the center of research as a respond to the unprecedented uncertainty and unpredictability of normal social life. The combination of this external environment together with the increasing interest regarding sustainable development goals, put the pressure on governance systems at the forehead.

The keywords were spread across different subject areas, and the observation of an unambiguous association with a specific research area was repeated.

C. Metric of the topmost cited documents

The metric of the most cited documents was carried out to identify the most influential and intensively cited documents.

The upmost and second studies examined sustainability at the organizational level, while the third-place ranked article focused on sustainability in an environmental context and the fourth placed article on people management. The top-5 list is concluded by research on eco-innovation.

According to Eccles, who discussed impact of corporate sustainability on organizational processes and performance, stated that the boards of directors of high sustainability companies are more likely to be formally responsible for sustainability, whereas top executive reimbursement incentives are more likely to be a function of sustainability metrics (1st place, 976 citations) [31].

Evans stated that changes to business models to be seen as a rudimentary path to perceive innovations for sustainability (2nd place, 582 citations) [32].

Geissdoerfer considers value-based view of sustainability performance on the so-called circular business models and necessity to integrate the concept on an organizational level (3rd place, 529 citations) [33].

El-Kassar & Singh develops and tests a holistic model on drivers of green innovation, considering its effects on overall organizational performance (4th place, 475 citations) [34].

The top-5 list on most cited articles is concluded by Cheng who investigates resource-based view on eco-innovation (350 citations). [35]

D. Lotka Analysis on most productive authors

For a bibliometric analysis a Lotka law has been confirmed while investigating the frequency distribution as proposed by Lotka [36] and supported by Zhi [37]. Which does a grouping of the number of authors and the number of articles the authors produced. The results show the productivity of the authors in the research area. Table III is illustrating the rank, number of articles, the number of authors of the same group and global share. 92.13% of the author have only one article published in the research area. 6.09% have published 2 articles. The remaining 1.78% of the authors have published at least 3 times and up to the maximum of 10 articles.

TABLE 3. LOTKA ANALYSIS ON AUTHORS PRODUCTIVITY

Rank	N. Articles	N. Authors	Share
1	1	3735	92.13%
2	2	247	6.09%
3	3	51	1.26%
4	4	10	0.25%
5	5	5	0.12%
6	6	1	0.02%
7	7	3	0.07%
8	10	2	0.05%

Fig. 4. illustrates the productivity of the fifteen top authors in the last ten years in the research area. The larger the circles are the more articles the author has produced. The most productive author over time is Li J with 10 articles in total and a strong level of citations in 2021. The second author with an output of 10 articles in total in the research area is Zhang, H.

Here the limitation on technical possibilities of bibliometrics to be mentioned. Bibliometric analyses authors by first and last name which could possibly lead to outcome merge on different authors with same name.

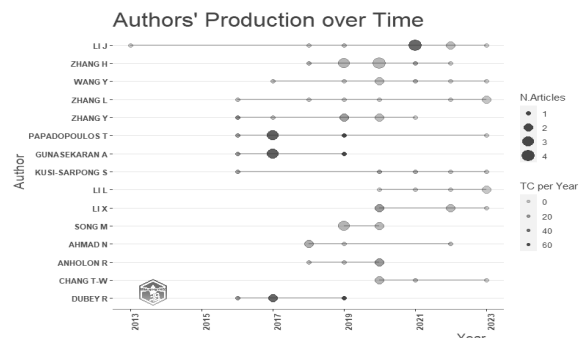


Fig. 4. Authors production over time.

E. Bibliometric analysis based on co-occurrences

The evaluation of the countries with the most publications based on VOSviewer visualizations has been executed.

In general, 112 countries have been identified. Fig. 5. shows the thirty most eloquent countries in terms of research on sustainable organizational performance topic for the period 2012-2023. The top-10 most productive countries were China (185 articles), United Kingdom (171 articles), United States (116 articles), Malaysia (78 articles), Italy (74 articles), Spain (71 articles), Indonesia (66 articles), Australia (60 articles), Pakistan (58 articles) and Germany (52 articles). Below the cluster distribution is shown, representing 4 clusters in total. Red cluster includes European countries (like Netherlands, UK, and Germany), blue cluster includes Asian countries (like China and Malaysia), following by green cluster representing the US and south European countries (like Portugal and Spain), completing by yellow cluster representing Middle East countries.

Here the clear trend is not an observable and European countries are over-representing, however the distribution is quite homogeneous in all regions.

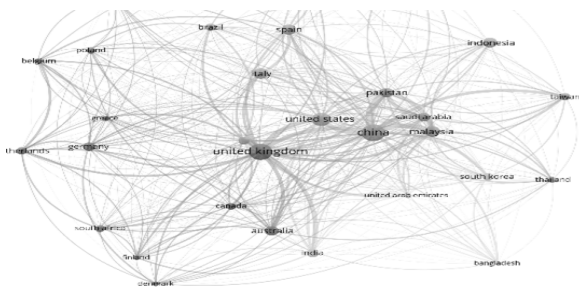


Fig. 5. The most eloquent countries

In addition to that and to spot the research trends on journals publishing articles on the research topic, further visualization has been performed. Fig. 6 presented the top thirty sources related to the research topic. The main productive journal identified has been Sustainability (Switzerland) publishing 352 articles on sustainable organizational performance so far and has been cited 5396 times in total. The second most popular publishing source was the Journal of cleaner production while publishing thirty-eight articles in total and showing 2777 times citations in total. The third most productive source has been identified being IOP Conference series: earth and environmental science with twenty-seven publications in total, showing 63 citations in general. However, in terms of total citations on the third-place Technological forecasting and social change to be mentioned with 1375 citations and nine publications in total.

The analysis conducted within this subchapter confirms the results analysed in the Scopus dataset.



Fig. 6. The most eloquent sources

IV. FINAL REMARKS

This bibliometric study explored trends and development in the field of sustainable organizational performance. The article shows biases based on the countries, citations, authors, keywords as well as co-occurrences analysis.

An interest increase is observed in publications on sustainable organizational performance in general from theoretical perspective and as empirical research since 2012. Several authors confirmed the increase importance of sustainability and corporate responsibility reporting in their studies, validating additional value as part of social and economic benefits for the organization [38], [39].

As a matter of fact, several studies have exhibited that regulatory and customer pressures affect sustainable organizational responses, providing at the time challenges and opportunities for companies [40], [41]. Other authors are indicating on inner-company pressure to perform sustainable, notifying that sustainability and environmental awareness strengthen the process of employees' identification with the company, positively influencing its image [42]. Hence, the author refers to the need to apply multi-factor view to analyse sustainable organizational performance, its influence, and dependencies further. These studies, in turn, will stimulate companies to implement sustainable angle in their positioning and long-term strategy.

[43] brings SOP on the next level and illustrates the impact mapping as a research-based but practical approach for materiality assessment of prioritizing corporate sustainability impacts. Such causal pathway has been, however, criticised by other authors due to one-dimensional perspective of theory-based evaluation and, in turn, been currently developed further by [44] while also considering socio-demographic and behavioural drivers.

From the analysis conducted in this paper, several emerging trends and key concerns on SOP have been identified. For the current study, 1286 relevant articles were retrieved on sustainable organizational performance. Keyword analysis has been performed to outline the emerging trends and pivotal networks which support visual exploration. In total, 6664 keywords were identified and analysed in the field of sustainable organizational performance.

Regarding the evaluation of the top 10 sources, quite obviously Sustainability Switzerland journal is prevailing with significant coverage of 36.49%, publishing 354 papers in total on sustainable organizational performance.

In terms of affiliations, China is prevailing with 3 representing universities and 100 publications in total, following by India with 15 publications. However, there is no concentration of interest within one specific university noticed.

Notable observation was the evaluation on the authors, showing that 92.13% of the authors have only one article published on sustainable organizational performance so far, independently of the industry research has been performed on.

Further research could be performed considering all limitations mentioned, foremost the research period of the article being 2012-2023.

To put it in a nutshell, bibliometric analysis for sure, observes the past publications, however the general trends and interests of the researchers have been reflected and could be emphasize in the future research on sustainable organizational performance. Based on the study performed, it has been identified that there is none major subject areas and industry that prevail with research in the topic.

In future research, it will be beneficial to test SOP through a specific industry lens, by studying it in a real context. This will provide the possibility to assess and adapt enlarged performance perspective in companies that recognize and include sustainable goals in their strategy and its implication by management.

The contributions of this paper are multifaceted:

Firstly, a comprehensive synthesis of current knowledge on SOP has been conducted, offering a valuable reference point for practitioners, researchers and policymakers.

Secondly, by revealing the discrepancies between the volume of research in SOP thru several angles like keyword, main authors and its productivity, publication countries and affiliations, the study highlights critical gaps, guiding future research to these less explored areas. In addition, it illuminates the ongoing academic quest and lays out a strategic blueprint for advancing further research.

Through multifaceted keyword analysis, emerging trends and key networks were identified that afford a visual and analytical understanding of the field's evolution. The analysis of 6,664 keywords in SOP has provided a scaffold for identifying research frontiers and thematic convergences.

Future studies, building upon the limitations and findings of this study, are poised to delve deeper into SOP's application in several industries by exploring real cases, potentially shaping the industry's evolution towards sustainability. The high level of single-publication authors digests a need for increased interdisciplinary collaboration

which may lead to more robust and comprehensive research outcomes.

**Declarations.** The manuscript has not been previously published, submitted or uploaded to any archive or preprint server. Any tables or figures displayed in the manuscript are of authors own creation, and she holds the copyright for these materials. The author has no relevant financial or non-financial interests to disclose. Author is a PhD Scholar at BA School of Business and Finance, Latvia. She is researching in the field of agile leadership and sustainable organizational performance as well as private banking. ORCID ID: <https://orcid.org/0000-0001-6012-7749>

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