

# **A Bibliometric Analysis of Organizational Innovation, Organizational Sustainability, Organizational Performance, and Management Models**

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## ***Abstract***

*This paper presents an assessment of the themes organizational innovation, organizational sustainability, organizational performance, and management models for the period 2019-2024. The study used a comprehensive dataset from leading academic databases to identify key trends, influential publications, and emerging research frontiers in these areas.*

*The analysis uses advanced bibliometric techniques, including co-citation and co-word analysis, to map the intellectual structure and thematic evolution of literature. The results reveal a growing convergence between innovation and sustainability, highlighting interdisciplinary approaches and the increasing importance of sustainable practices in organizational innovation.*

*By identifying the main research clusters and influential authors, this paper provides a map of the current scientific landscape and highlights gaps in the literature that could guide future research directions.*

**Keywords:** Bibliometric analysis; Organizational innovation; Organizational sustainability; Organizational performance; Management models

**JEL classification:** M10, M14, O31, L35

**DOI:** 10.24818/RMCI.2025.5.1008

## **1. Introduction**

Against the backdrop of growing awareness of natural resource depletion and environmental change, the concepts of sustainability, organizational innovation, organizational performance, and management models are becoming increasingly important. Sustainability has become a topic of great interest not only for policymakers and researchers, but also for those in the organizational environment who want to conserve the resources of the organizations to which they belong as much as possible. At the same time, organizational innovation has become essential for adapting to the dynamics of global markets and maintaining the competitiveness of companies in the markets in which they operate (Wart et al., 2022; Barth et al., 2021).

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In today's economic context, performance means achieving strong financial results and creating long-term value for the organization. Furthermore, the ability to respond quickly and effectively to challenges and to implement processes that are both efficient and ethical determines a company's performance (Allui et al., 2024). Studies conducted in the Romanian ICT sector show that international expansion consolidates innovative practices and has a positive impact on organizational performance, thus contributing to growth and competitiveness in the business sector (Nicolescu et al., 2025).

In a changing economic environment, organizational performance remains a key objective for any organization that wants to stay relevant (Olariu et al., 2023). Current management models are placing increasing importance on integrating sustainability and innovation into the decision-making process. Choosing the right management model is becoming crucial to achieving lasting and sustainable performance (Elbanna et al., 2023). Thus, these models encourage flexibility, collaboration, and adaptability, providing the necessary framework for aligning employees' personal goals with those of the organization (Daddi et al., 2019).

The topic of innovation has been extensively analyzed in the literature, with an emphasis on how sustainable innovation can be supported by dynamic organizational models, but also on identifying managerial practices that contribute to its successful development (Aka, 2019; Banks, 2023). Recent studies have shown that digitizing management processes leads to innovation and improved organizational performance (Cazoni et al., 2024). Other studies highlight the importance of management style and management practices, which directly influence the formation of a culture that supports innovation and sustainability (Halmaghi et al., 2023). Furthermore, integrated strategic thinking, the use of advanced technologies, and the adaptation of business models contribute to maintaining organizational performance and even improving it (Anton et al., 2024).

## 2. Methodology

In this study, a bibliometric analysis was applied to perform the following types of analyses: analysis of the most relevant sources, analysis of author citations from a bibliometric perspective, annual scientific output of sources and information about authors, keyword mapping analysis, keyword frequency and distribution, and thematic map.

The bibliometric analysis was performed using specialized software for this type of analysis, namely Bibliometrix, and the database used is Scopus (e-information.ro). Keywords such as *sustainability*, *innovation*, *organizational performance*, and *management models* were used, resulting in 166 articles relevant to the business environment. These cover the period from 2019 to 2024, up to December 31, 2024.

The bibliometric analysis included 114 sources and 166 documents, including journal articles, conference papers, and other types of publications

relevant to the topics studied. Following a multi-stage data filtering process, the dataset was exported in CSV (Excel) format and analyzed using Bibliometrix.

### Main Information

Table 1



Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

### 3. Results and Discussion

#### 3.1 Source Productivity and Citation Impact

This section summarizes the 166 documents included in the study. In addition to the trend analysis, several bibliometric analyses were performed to identify the most relevant studies, the most productive authors, the most cited articles, the thematic map, the distribution and frequency of keywords.

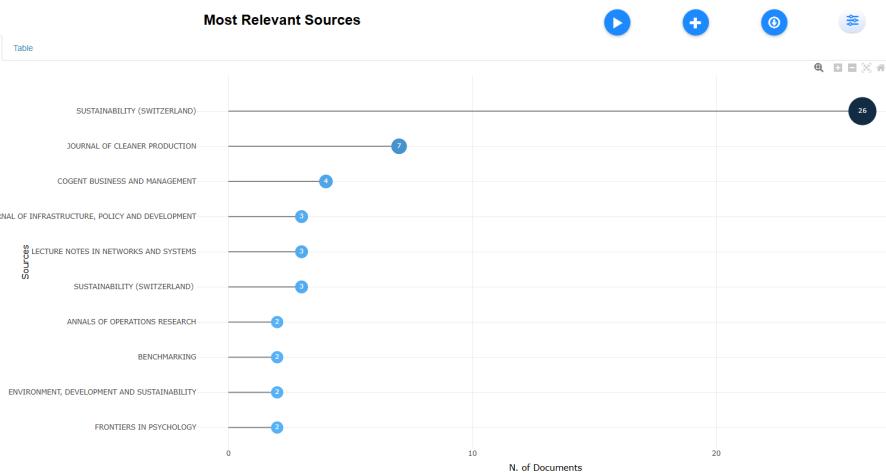
The most relevant publication is the journal *Sustainability* (Switzerland), followed by the *Journal of Cleaner Production*, two important sources in the field of business strategies. The graph clearly shows that literature is diverse and spread across several important sources, each contributing significantly to understanding the intersection between innovation, sustainability, organizational performance, and management models in an organizational context.

The source that published the least during the analyzed period is *Frontiers in Psychology*, which is mainly a publication focusing on topics in the field of psychology, not necessarily in the organizational or management sphere. Even though it ranks last in the table below, the presence of the journal shows that, over time, researchers have been interested in topics related to organizational psychology.

The most citations were made between 2019 and 2020. Between 2021 and 2024, the number of citations for studies on topics such as organizational sustainability, organizational innovation, organizational performance, and managerial models generally decreased. In 2022, the graph shows a brief increase in interest in these topics, followed by a resumption of the downward trend. This indicates that the articles or publications analyzed during this period initially had a greater impact, but for various reasons, their interest or relevance declined over time.

## Most Relevant Sources

Table 2



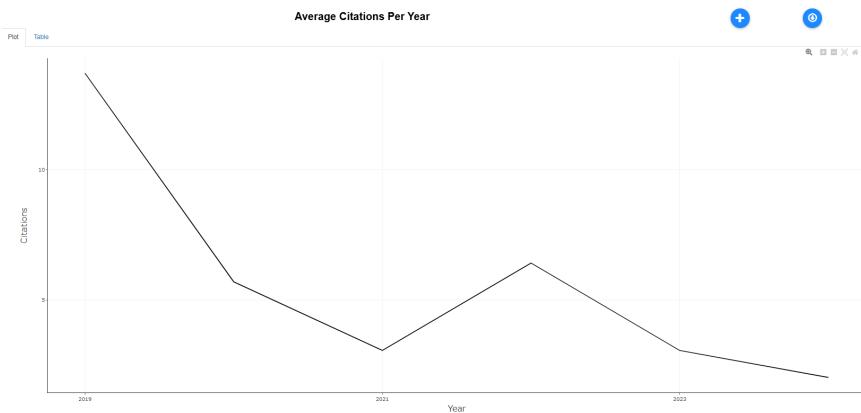
Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

There are several factors that have led to a decline in the average number of citations in recent years. One factor may be the relevance of topics to current research or even their oversaturation. Another factor may be changing citation trends or even the research models used by the scientific community.

It is also important to note the context in which these papers were published. For example, the impact of the COVID-19 pandemic can be considered another factor that influenced the number of citations during this period. Before the pandemic, many more publications showed interest in these topics, but since 2020, the number of citations has declined. In 2022, there was a temporary increase in publications' interest in these topics.

## Average Citations per Year

Table 3



Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

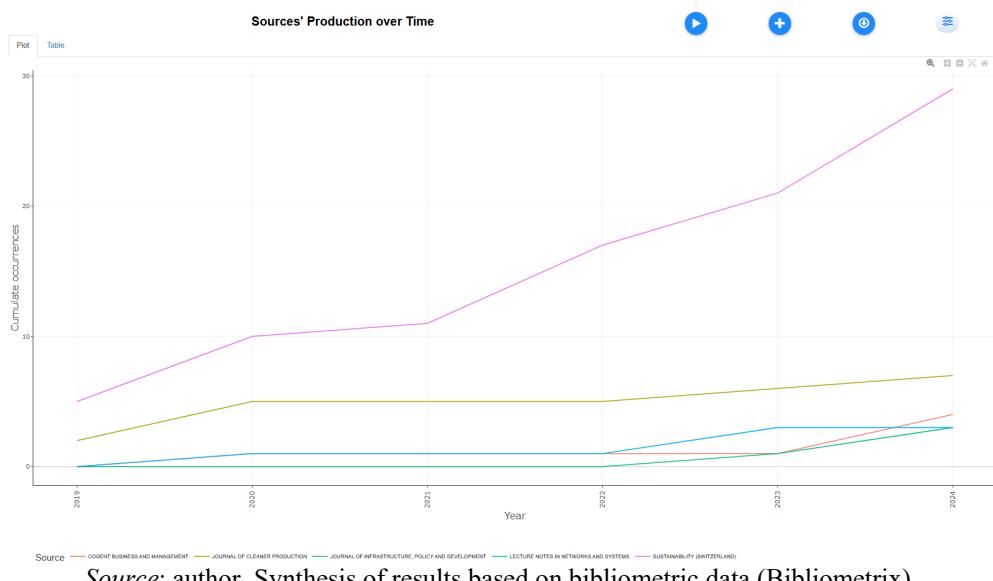
### 3.2 Overview of Publications Output and Author Affiliations

The balanced number of articles published in the journals analyzed between 2019 and 2024 can be interpreted as a sign of continued interest and research activity in the respective fields. The rapid growth of certain journals in recent years may indicate emerging trends or an increase in the importance of the topics covered by these publications. It is also possible that external factors, such as global events or changes in research and funding policy, may have influenced this output.

Sustainability (Switzerland) has the most consistent growth in the number of articles published over the entire period, reaching its peak in 2024. This may signify an increase in interest in topics related to business strategy and the environment specific to the country to which the publication belongs, or even an editorial policy that allows for a greater number of articles to be published. On the other hand, there were also publications that recorded an increase in these topics starting in 2023. The Journal of Cleaner Production has shown consistent interest in these topics.

Sources' Production over Time

Table 4



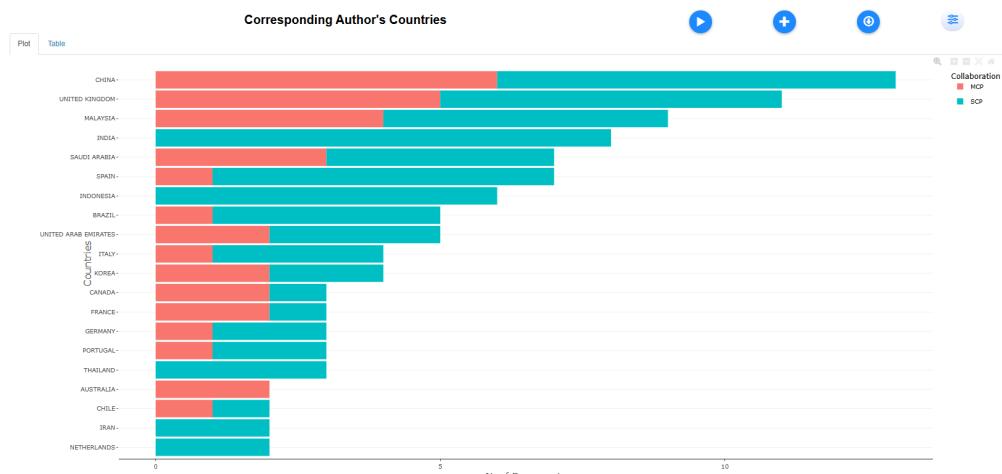
Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

The analysis of author affiliations reveals distinct patterns of research collaboration across different countries. This information is essential for understanding the dynamics of international research collaboration, but also for identifying potential opportunities for collaboration and development for the topics analyzed.

Canada, France, and Saudi Arabia are well integrated into international research networks, while countries such as India and Italy are indicating a strong domestic research network. Countries such as China and the United Kingdom show a balance between domestic and international collaborations, suggesting flexibility in collaborations. Australia, Thailand, and the Netherlands are countries with low publication activity that can benefit from increased international collaboration to expand their research impact.

**Corresponding Author's Countries**

**Table 5**



Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

#### 4. Major Research Themes and Their Evolution

##### 4.1 Keyword Analysis

Keyword analysis was used to conceptualize the evolution and growth of studies published between 2019 and 2024 on sustainability, organizational innovation, organizational performance, and management models. The results indicate the existence of three major clusters: (1) sustainability and innovation, (2) sustainable development, and (3) management models.

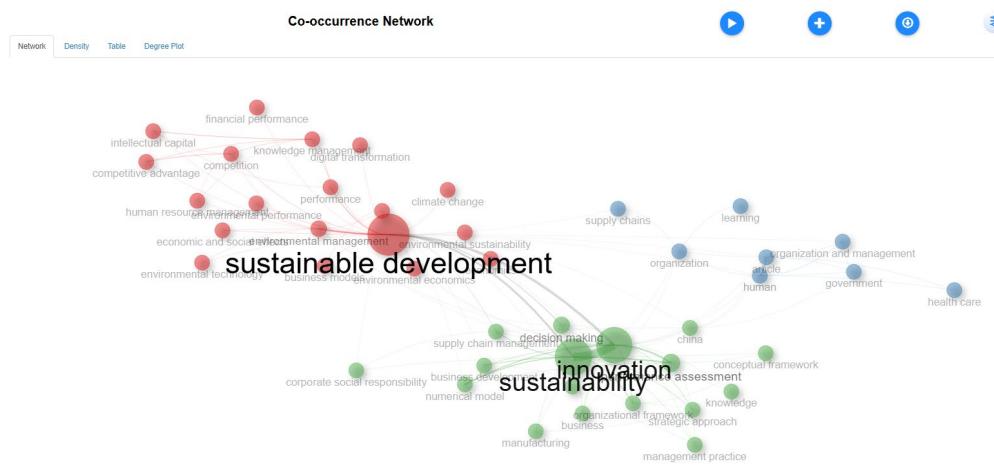
The theme of sustainability is of major importance and helps companies ensure sustainable growth and improve stakeholder perceptions and public attitudes (Figure 6). At the same time, to ensure sustainable development, organizations attach great importance to innovation, which thus becomes an important tool for sustainable development and is essential for high organizational performance.

The network is divided into three main clusters, and each cluster is associated with one of the three central concepts. Each cluster is also assigned a distinct color and reflects specific subdomains and thematic links between the concepts analyzed. At the center of the network are three major concepts: sustainable development, sustainability, innovation, and management models.

These are the most prominent nodes, suggesting that they are the most discussed topics in the analyzed literature.

### Keywords analysis

Table 6



Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

The interconnectivity of key concepts in the field of sustainability, innovation, and management practices provides a broad perspective on how these topics are addressed together in the literature. This visualization can help researchers identify emerging themes and relationships between different subfields, thus contributing to a deeper understanding of the academic landscape for these topics.

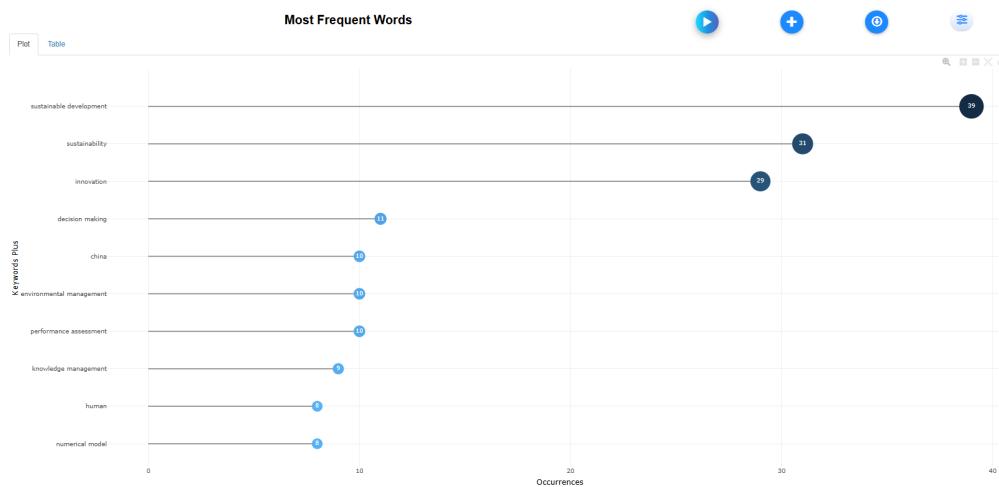
#### 4.2 Frequency and Distribution of Keywords

The analysis of the frequency of terms highlights both the dominant themes and how they stand out in a conceptual framework that can guide future research. The concept that appears most frequently in the analyzed articles is sustainable development, with 39 occurrences, positioning sustainable development as one of the main themes. Concepts such as sustainability and innovation are also identified as major concerns. This position provides a clear picture of the main topics of interest to the scientific community.

Another topic of interest in literature is the concept of decision-makers. Although it appears less frequently than the first three topics mentioned above, this concept is gaining ground on the list of topics of interest to the authors of the journals analyzed and highlights the importance of management practices in supporting innovation and sustainable development in companies.

## Most Frequent Words

Table 7



Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

The frequency of key terms present in the analyzed articles contributes to understanding the thematic network within the specialized literature. At the center of this visualization is the expression sustainable development, highlighted as the most important and most frequently occurring in the analysis. This central positioning indicates that recent research in the field of management and innovation has sustainable development as its conceptual core.

The concepts of sustainability and innovation have medium visual dimensions and, although they indicate a high frequency in the analyzed articles, they are secondary. Furthermore, the appearance of the concepts in the same dimension suggests that sustainability is approached in an integrated manner, through the ability of organizations to innovate and, implicitly, to adapt to the demands of the external environment.

## Wordcloud

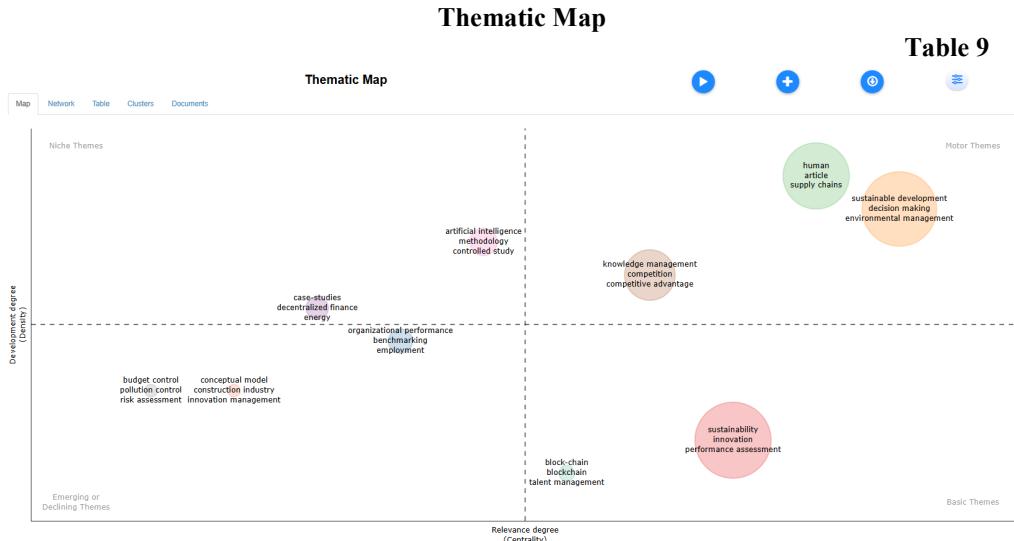
Table 8



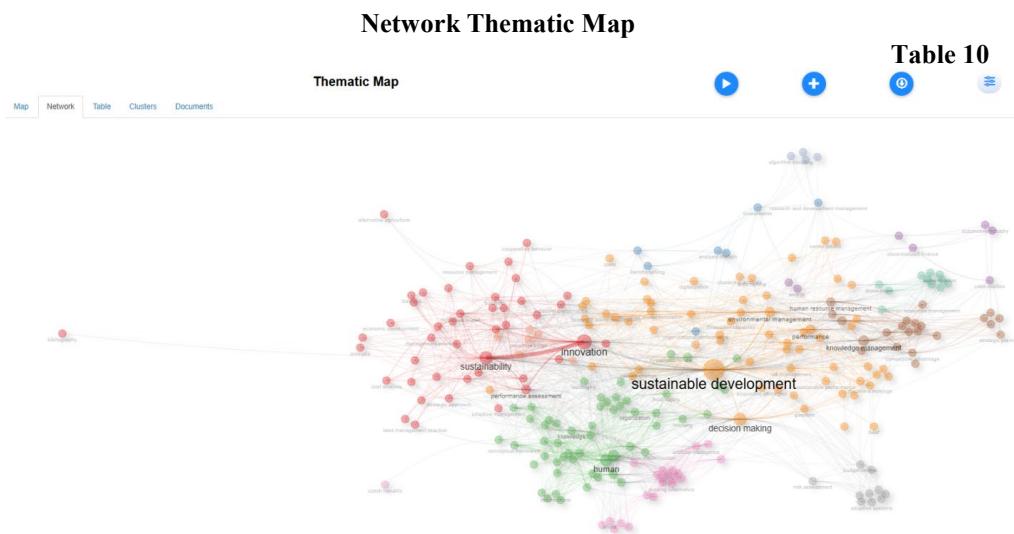
Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

### 4.3 Thematic Map

The thematic map shows the connections between the main themes identified in the analyzed literature, highlighting how the relationships between them are structured and thus contributing to the outline of the research field.



Source: author, Synthesis of results based on bibliometric data (Bibliometrix) (Centrality)



Source: author, Synthesis of results based on bibliometric data (Bibliometrix)

The topics identified as well developed and very central to the field of research, such as Sustainable development, Knowledge management, Decision

making, Competitive advantage, are fundamental for the integration of sustainability, innovation, technological development, and organizational leadership. Their centrality suggests that research in these areas has a significant and consistent impact on the evolution of the field (Rauter et al., 2023; Khan et al., 2023).

On the other hand, the themes that are central to the field but not yet highly developed form the basis of research and are essential to a general understanding of the field. These are Sustainability, Innovation, Performance Assessment, and Talent Management, and indicate that sustainable development and innovation are core themes but still require further exploration (Good et al., 2023; DiVito et al., 2023).

The themes with low centrality and low development, including Risk assessment, Innovation management, and Organizational performance, may indicate new directions for research or topics that are losing interest in the academic community (Kimpimäki et al., 2022).

Highly specialized topics with a high degree of development but low centrality are important for certain subfields but are not central to the entire research community. In this quadrant, we find topics such as Artificial Intelligence, Controlled Study, and Decentralized Finance. These topics are of great interest to specialists and can offer valuable insights but are not yet widely integrated into mainstream research (Barth et al., 2021).

## 5. Conclusions

This paper provides an overview of the evolution of academic studies on sustainability, innovation in the organizational environment, organizational performance, and management models between 2019 and 2024. The analysis also identifies three major clusters: (1) sustainable development, (2) innovation and sustainability, and (3) management practices. These three clusters help researchers expand their areas of research, and practitioners in the field become aware of the growing importance of these three constructs.

The limited number of studies analyzed, the use of a single database (Scopus), and the restricted period are some of the limitations of this bibliometric analysis that future studies should address. Future studies should include more bibliographic databases, such as Web of Science, Google Scholar, and other relevant sources, to ensure broader and more representative coverage of the available literature. An analysis over a longer period could provide a more complete picture of trends and developments in the field of sustainability and organizational innovation, allowing for more accurate identification of inflection points and significant changes in academic approaches.

The integration of other methods of analysis, such as social network analysis, content analysis, and case studies, can improve understanding of the interconnections and impact of various research topics on organizational and societal practices. By highlighting the main thematic clusters and international

collaborations, our study provides a guide for researchers and practitioners in identifying emerging research directions and opportunities for collaboration. By highlighting limitations, the study also underscores the need for more comprehensive and interdisciplinary approaches in the future.

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