Bibliometrics The Relationship between OBSE (Organization-Based Self-Esteem) and Sustainability in HR

Loso Judijanto[1], Abdul Hadi Malik[2]
[1] IPOSS Jakarta, Indonesia
[2] Politeknik Tunas Pemuda Tangerang

Article Info

ABSTRACT

This study offers a bibliometric examination of the correlation between Organization-Based Self-Esteem (OBSE) and sustainability in human resource management (HRM), utilizing data from the Scopus database spanning 2000 to 2025. The study utilizes VOSviewer and Bibliometrix software to delineate publishing trends, authorship networks, keyword co-occurrences, and topic evolution, thereby identifying intellectual tendencies and research deficiencies. Findings reveal that "sustainability," "green HRM," and "employee engagement" are prevalent study themes, highlighting the increasing incorporation of human-centered methodologies in sustainability research. Collaboration maps identify Asia—specifically India and Malaysia—as prominent research centers, linking with Europe and the United States within global networks. The results highlight OBSE as a psychological mechanism that connects employee self-esteem to sustainable performance and creativity in enterprises. Theoretically, the research expands the micro-foundations of sustainable human resource management, while practically, it emphasizes the significance of esteem-driven engagement in attaining organizational sustainability. Limitations and avenues for future research are examined.

Corresponding Author:

Name: Loso Judijanto
Institution: IPOSS Jakarta, Indonesia
Email: losojudijantobumn@gmail.com

1. INTRODUCTION

Over the past twenty years, corporations have increasingly recognized that the pursuit of sustainability encompasses not just environmental and economic strategies but also human capital management. Sustainable Human Resource Management (SHRM) focuses on incorporating ecological, social, and economic aspects into HR policies, ensuring a balance between workforce well-being, organizational resilience, and long-term sustainability goals [1] SHRM offers a framework for synchronizing organizational objectives with the triple bottom line—people, planet, and profit—by integrating sustainability principles into HR activities, including recruitment, training, and performance evaluation [2], [3] As a result, firms are transitioning from short-term performance

focuses to more comprehensive, sustainable strategies that prioritize employee development, engagement, and alignment with purpose [4] In this environment, employee-centered conceptions like Organization-Based Self-Esteem (OBSE) have become essential for comprehending how individual psychology contributes to collective sustainability outcomes.

OBSE, initially articulated by Pierce, Gardner, Cummings, and Dunham (1989), denotes an employee's self-assessed worth and proficiency within an organizational context. It signifies the extent to which employees perceive themselves as competent, valuable, and deserving members of their workplace community. Elevated OBSE has consistently been associated with enhanced job satisfaction, organizational commitment, and innovative behavior [5], [6] Employees exhibiting elevated Organizational-Based Self-Esteem (OBSE) frequently demonstrate increased engagement, resilience, and discretionary effort, hence directly improving organizational performance and flexibility [7] Given that sustainability necessitates continuous innovation and behavioral transformation, OBSE offers a crucial psychological framework for motivating employees to absorb sustainability principles and actively engage in environmental and social activities.

Nonetheless, although OBSE has been extensively examined concerning work attitudes and performance, its direct association with sustainability and sustainable HRM is still insufficiently investigated. Recent bibliometric analyses of OBSE research indicate a predominant emphasis on leadership styles, motivation, and organizational justice, with comparatively few studies connecting OBSE to sustainability themes such as green behavior, ethical HRM, or corporate social responsibility [8]. Similarly, the research on sustainable HRM has expanded significantly over the past decade [9] however it predominantly focuses on system-level or policy-level mechanisms, frequently neglecting the micro-level psychological

processes that convert sustainability strategies into everyday behavior. The absence of integrative study between OBSE and sustainability in HR constrains our comprehension of how self-perception within businesses affects sustainable actions.

Psychological ownership and identity are acknowledged as catalysts for responsible environmental behavior and corporate citizenship within the sustainability discourse [10] Employees who perceive themselves as respected and competent are more inclined to engage in sustainability activities and regard company environmental efforts as a facet of their personal duty [11] This viewpoint regards OBSE as a possible mediating framework that connects sustainable HR practices—such as eco-friendly training, inclusive engagement, and empowerment—with individual sustainability behavior. When firms foster self-esteem and a sense of belonging, employees may exhibit increased intrinsic drive to engage in long-term sustainability objectives. Therefore, comprehending OBSE's function offers fresh perspectives on the "human sustainability" aspect of organizational development.

Bibliometric tools are adept at examining the intersection and evolution of the two research streams—OBSE and sustainability in HR. Bibliometrics employs quantitative methods to examine publishing trends, citation networks, and thematic co-occurrences, thereby delineating intellectual frameworks and research frontiers [12] Such methods enable researchers to track information dissemination, identify prolific authors and institutions, and discern growing clusters or deficiencies [13] A bibliometric analysis of OBSE and HR sustainability can elucidate the connections between the two fields, identify current conceptual linkages, and highlight areas lacking integration. This evidence-based methodology establishes a basis for theoretical progress and practical direction in human sustainability.

Despite the concurrent development of OBSE and sustainability literatures, a thorough comprehension of their link remains disjointed. Robust bibliometric evidence can facilitate the synthesis of current knowledge

and guide future research towards the psychological micro-foundations of sustainable HRM [14] Through the analysis of citation trends and thematic connections, researchers and professionals can gain insights into how workplace self-esteem influences organizational sustainability outcomes, such as well-being, retention, innovation, and social responsibility.

Despite OBSE's demonstrated impact on several favorable organizational outcomes—such as performance, commitment, and citizenship behavior—its relationship with sustainability-focused HR policies has not been rigorously investigated. In contrast, the growing collection of sustainable HRM research rarely includes psychological categories such as OBSE that elucidate employee engagement with sustainability objectives. This dispersion results in a substantial information deficit regarding the relationship between OBSE and HR sustainability, as well as the academic communities or theme clusters that are promoting this integration. The lack of a comprehensive bibliometric overview obstructs theoretical integration and practical implementation, complicating the efforts of both scholars and HR practitioners to formulate interventions that link self-esteem and workplace sustainability.

This study intends to perform a thorough bibliometric investigation of the correlation between Organization-Based Self-Esteem (OBSE) and sustainability in human resource management. This study aims to (1) delineate publication trends, prominent authors, institutions, and journals at the convergence of OBSE and sustainability; (2) ascertain co-citation and keyword co-occurrence networks that elucidate intellectual and thematic connections; and (3) underscore research deficiencies and nascent trajectories that may inform future inquiries. This approach aims to connect psychological and managerial viewpoints, creating an integrative framework that regards OBSE as an essential mechanism for sustained HR growth.

2. METHODS

This research utilizes bibliometric analysis to systematically chart and assess the scientific literature at the nexus of Organization-Based Self-Esteem (OBSE) and sustainability in human resource management (HRM). Bibliometric analysis is a recognized quantitative method for examining extensive academic data to identify trends, significant works, and intellectual frameworks within a discipline [12] The research employed the science mapping methodology delineated by [11] encompassing the analysis of citation patterns, co-authorship, keyword co-occurrence, and theme progression. The bibliometric method was selected as it facilitates the identification of conceptual connections between OBSE and sustainability, illustrating the integration of psychological micro-foundations in HRM with sustainability-related frameworks throughout time. This method offers an evidence-based comprehension of research production, impact, and collaboration trends among countries, authors, and institutions.

The data for this study were obtained from the Scopus database, renowned for its extensive coverage of peer-reviewed journals across various disciplines, especially in management, psychology, and sustainability studies [15] The search approach integrated key phrases pertaining to the two primary constructs: "organization-based self-esteem," "OBSE," "sustainable human resource management," "green HRM," "sustainability in HR," and "employee sustainability behavior." Boolean operators ("AND," "OR") were employed to narrow the search and identify papers about the convergence of these topics. The inclusion criteria were: (1) peer-reviewed journal articles published from 2000 to 2025, (2) authored in English, and (3) featuring at least one key term in the title, abstract, or keywords. To uphold academic rigor, conference papers, editorials, and non-scholarly texts were removed. The dataset was produced in CSV and BibTeX formats for quantitative analysis.

A bibliometric study was performed utilizing VOSviewer (version 1.6.20) and Bibliometrix (an R package for science mapping), both of which offer powerful tools for displaying and evaluating bibliographic networks [16] The analysis comprised three phases: (1) descriptive analysis, which assessed publication trends, citation frequencies, and source distribution; (2) network analysis, which investigated co-authorship, co-citation, and keyword co-occurrence to elucidate collaborative frameworks and thematic clusters; and (3) thematic evolution analysis, which examined the temporal progression of the relationship between OBSE and sustainability. Normalization methods were employed to guarantee data uniformity and reduce bias from self-citations or redundant entries. The results were further analyzed to emphasize prevailing themes, neglected areas, and prospective research avenues that use OBSE within sustainable HR frameworks.

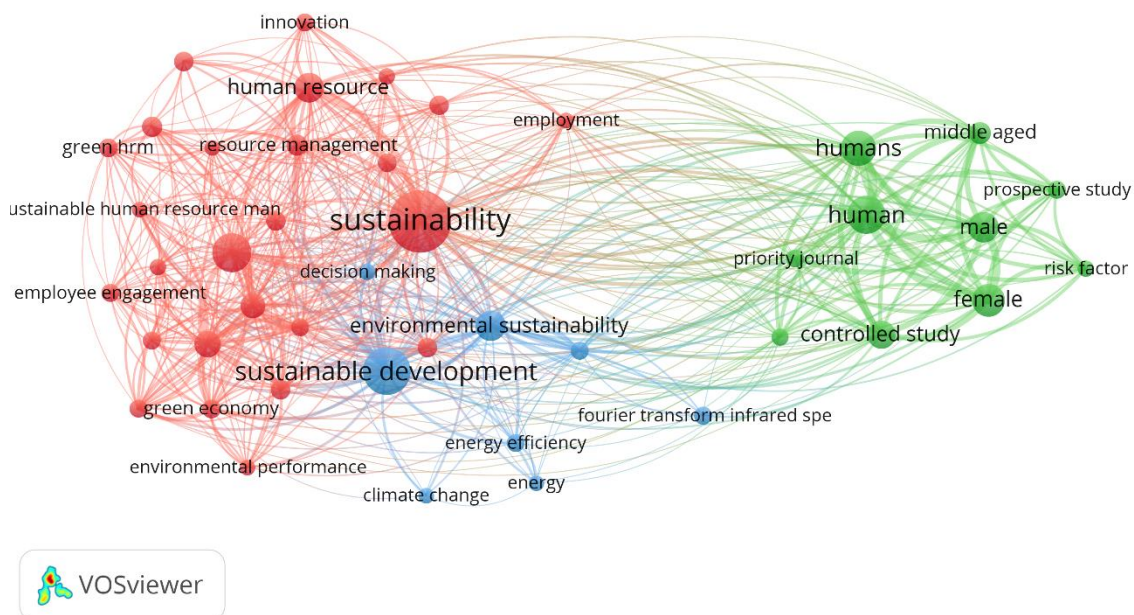## 3. RESULTS AND DISCUSSION

3.1 Keyword Co-Occurrence Network

Figure 1. Network Visualization
Source: Data Analysis Result, 2025

Figure 1 the VOSviewer visualization depicts the conceptual framework of research connecting Organization-Based Self-Esteem (OBSE), sustainability, and human resource management (HRM). The network comprises three principal clusters, shown by red, blue, and green nodes. Each node signifies a keyword or theme, with the node size reflecting its frequency of occurrence, and the thickness of connecting lines (edges) indicating the intensity of co-occurrence links among terms. The primary and most significant phrase in the network is "sustainability," signifying its crucial function as the foundational idea that integrates many study subjects in HRM, environmental management, and human studies. The robust interconnections across clusters indicate that sustainability conversations are multifaceted, incorporating environmental, organizational, and behavioral dimensions.

The red cluster, located on the left side of the picture, signifies the organizational and human resource management (HRM)

aspect of sustainability. Key terms such as "human resource," "green HRM," "resource management," "employee engagement," and "innovation" indicate a focus on research into the impact of HR practices on sustainable organizational performance. This cluster signifies an increasing academic focus on the role of HR policy in fostering sustainable results, especially via green HRM and employee engagement. The intricate network of red nodes surrounding "sustainability" underscores that HRM research has progressively embraced sustainability as both a strategic and operational tenet, emphasizing human-centered sustainability approaches like as employee motivation, self-esteem, and creativity. This closely correlates with the theoretical concept that OBSE functions as a psychological conduit, connecting individual self-esteem and motivation with sustainable organizational behaviors.

The blue cluster at the base of the picture emphasizes environmental sustainability and sustainable development. Terminology such as "environmental performance," "energy efficiency," "climate change," and "sustainable development" predominates this cluster, indicating the focus on research related to ecological and environmental management concerns. This cluster embodies the overarching sustainability dialogue, wherein organizations endeavor to synchronize their operations with global sustainability objectives (e.g., SDG 8 and SDG 13). The blue cluster is tightly linked to the red HRM cluster via shared nodes such as "sustainable human resource management" and "decision making," indicating an increasing convergence between environmental sustainability and human capital management. This relationship signifies that contemporary firms are acknowledging personnel, rather than solely technologies or regulations, as pivotal agents in attaining environmental performance objectives.

The green cluster, positioned on the right side, mostly comprises phrases such "humans," "male," "female," "middle-aged," and "controlled study." This cluster embodies the human and demographic aspects of the literature, presumably originating from the intersection of health, psychology, or demographic study with sustainability studies. While these categories may not be directly associated with HRM or OBSE, they signify the increasing incorporation of human behavioral variables in sustainability research, especially using experimental or psychological methodologies. The inclusion of demographic keywords indicates that next OBSE and HR sustainability research may benefit from enhanced individual-level analyses, exploring the influence of personal attributes, gender, and age on self-esteem, work engagement, and pro-sustainable behavior.

The network visualization illustrates interdisciplinary convergence among sustainability science, psychology, and human resource management. The clustering pattern indicates that sustainability research has progressed from fragmented discussions—centered on either environmental management or organizational systems—to a comprehensive perspective that encompasses human and psychological factors. Nonetheless, the visualization indicates a research deficiency: whereas the HRM and environmental clusters exhibit a robust connection via sustainability, there is minimal integration between these clusters and psychological categories like OBSE. This gap underscores a potential avenue for future study to investigate how employees' organization-based self-esteem and identity influence sustainable decision-making and environmentally responsible work habits.

The VOSviewer map demonstrates that sustainability functions as the conceptual nexus connecting three diverse yet complimentary research domains: corporate HRM practices (red), environmental sustainability (blue), and human behavioral studies (green). The image highlights the significance of linking micro-level psychological components, such as OBSE, with macro-level sustainable frameworks to attain comprehensive organizational transformation. Incorporating OBSE into sustainability and HR studies can enhance our

comprehension of how self-perception, empowerment, and belonging motivate employees to meaningfully engage with sustainability objectives. Subsequent research may enhance this interaction by utilizing multilevel models that connect individual esteem, collective human resource policy, and global sustainability outcomes.
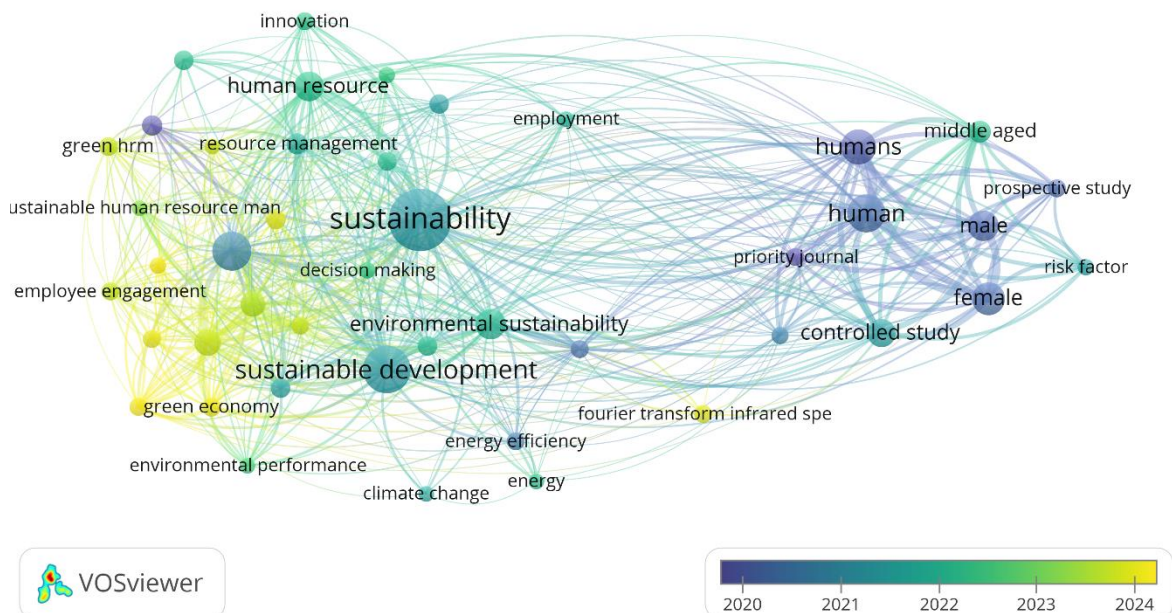

Figure 2. Overlay Visualization
Source: Data Analysis Result, 2025

The overlay visualization from VOSviewer illustrates the temporal progression of studies connecting Organization-Based Self-Esteem (OBSE), sustainability, and human resource management (HRM). The color gradient—from dark blue (representing older research) to yellow (indicating newer studies)—illustrates the theme shift that occurred between 2020 and 2024. Initial works (2020–2021), depicted in deeper hues, focused on fundamental sustainability themes such "sustainable development," "environmental sustainability," and "climate change." These studies largely focused on the environmental and policy aspects of sustainability. As time advanced toward 2022–2023 (green tones), study commenced the integration of human resource and organizational dimensions—specifically "green HRM," "employee engagement," and "innovation." This development indicates an increasing acknowledgment that human capital and psychological involvement are important for executing sustainability in businesses.

The recent buzzwords (2023–2024), highlighted in yellow, including "green economy," "sustainable human resource management," and "decision making," reflect a growing academic focus on integrating sustainability strategies with employee-centric and organizational behavior models. This transition corresponds with the theoretical concept that sustainable outcomes are contingent not just upon systems and regulations but also on employees' sense of belonging, empowerment, and self-worth. As firms implement sustainable HRM practices, frameworks such as OBSE become essential for comprehending how employees internalize sustainability objectives and recognize their significance in promoting these programs. The significant correlation between "employee engagement" and

"sustainability" signifies a merging of psychological well-being with strategic sustainability initiatives, highlighting the shift from environmental sustainability to human-centered sustainability research.

The overlay visualization illustrates a temporal evolution of the field, transitioning from environmental and economic sustainability to a more cohesive, human-centric perspective. The rise of HR-related and behavioral terminology in recent years indicates a paradigm shift in sustainability research, highlighting micro-level .

characteristics such as motivation, self-esteem, and organizational identity as catalysts for sustainable performance. This historical pattern indicates that the convergence of OBSE and sustainability in HR represents a nascent research field, with substantial prospects for further investigation. Researchers are increasingly acknowledging that cultivating organization-based self-esteem may be a crucial psychological mechanism for ingraining sustainability concepts inside business culture and employee behaviors.
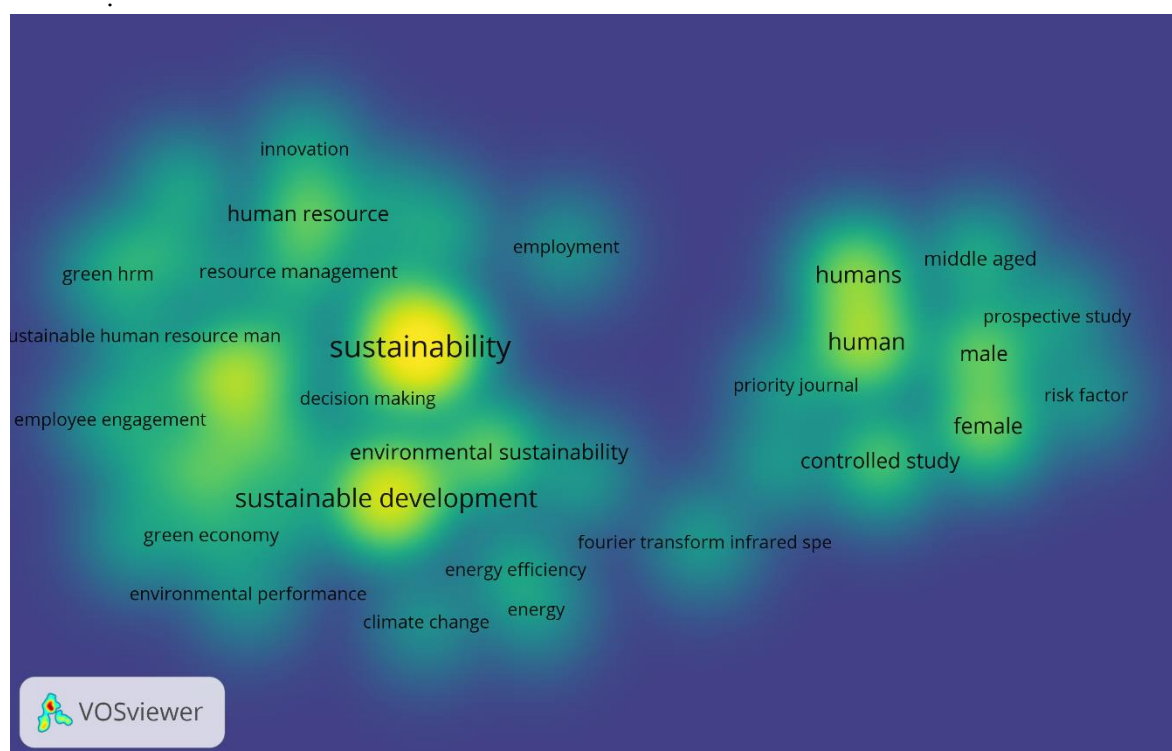

Figure 3. Density Visualization
Source: Data Analysis, 2025

The VOSviewer density visualization offers a heat map depiction of keyword frequency and co-occurrence intensity in studies concerning Organization-Based Self-Esteem (OBSE), sustainability, and human resource management (HRM). Regions highlighted in bright yellow signify areas of high research density—subjects that have garnered considerable academic focus—whereas green and blue areas denote emerging or less commonly examined themes. The most prominent concentration is observed around the terms "sustainability,"

"sustainable development," and "environmental sustainability," indicating that these are the primary focal points of the literature. Adjacent to these, fairly dense clusters encompass "human resource," "green HRM," "employee engagement," and "resource management." This pattern demonstrates a significant focus on incorporating sustainability principles into HR activities, indicating that sustainability is being implemented through people-centric strategies and organizational behavior mechanisms.

Conversely, the right-hand section of the visualization—characterized by terms such as "human," "female," "male," and "controlled study"—exhibits lower density, suggesting that research on the demographic and psychological dimensions of sustainability is comparatively underdeveloped. This gap highlights the insufficient emphasis on the psychological micro-foundations of sustainability, including OBSE, identity, and self-worth in the workplace. The comparatively lower density in this area indicates potential for further investigation into the impact of employees' organizational self-esteem on sustainable engagement and environmentally conscious work behaviors. The heat map illustrates a developing yet uneven landscape: sustainability is well established as a research core, whereas the incorporation of OBSE and HR-related psychology into sustainability frameworks is emerging as a promising but yet young academic field.
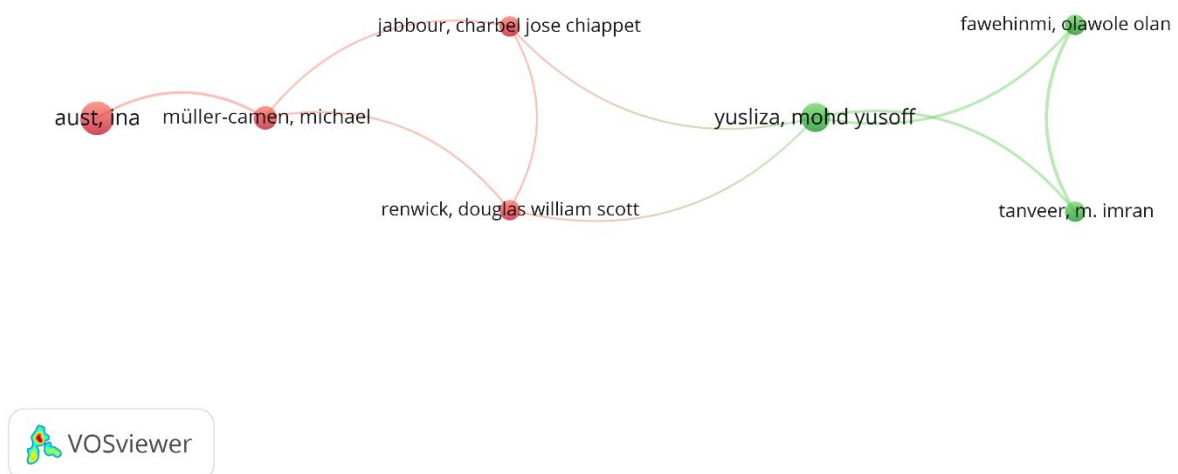
3.2 Co-Authorship Network

Figure 4. Author Collaboration Visualization
Source: Data Analysis, 2025

Figure 4 illustrates a author collaboration network reveals two prominent clusters representing leading scholars in the intersection of sustainability and human resource management research. The first cluster (in red) is anchored by Ina Aust, Michael Müller-Camen, Douglas W. S. Renwick, and Charbel J. Chiappetta Jabbour, who are known for foundational works on sustainable HRM and green HRM from a European perspective. Their research emphasizes institutional sustainability reporting, HR policy integration, and environmental performance within organizations. The second cluster (in green) centers around Mohd Yusoff Yusliza, Olawole Olanrewaju Fawehinmi, and M. Imran Tanveer, representing a newer and more Asia-centric research network focusing on green HRM practices, employee engagement, and sustainability behavior in emerging economies. The linkage between Jabbour and Yusliza suggests growing international collaboration bridging Western conceptual frameworks and Asian empirical applications. Overall, this network highlights

an evolving global research community that is increasingly interconnected, reflecting both regional diversity and cross-disciplinary integration in sustainable HR scholarship.
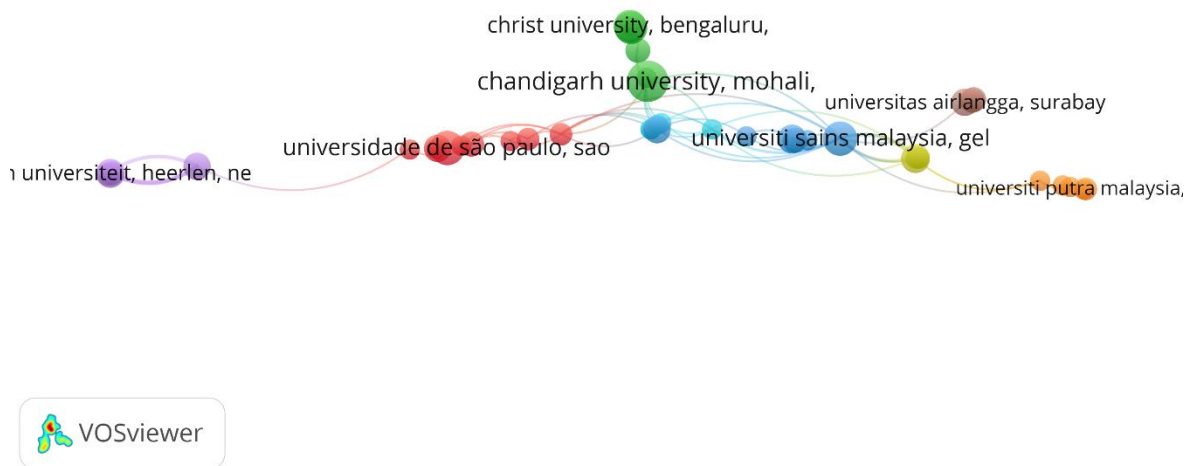

Figure 5. Affiliation Collaboration Visualization
Source: Data Analysis, 2025

Figure 5 reveals a depiction of the institutional collaboration network illustrates the geographical and institutional distribution of research pertaining to sustainability and human resource management. The clusters demonstrate robust regional connections among universities in Asia, South America, and Europe, signifying that sustainability in human resources has emerged as a genuinely global study subject. The blue cluster, spearheaded by Universiti Sains Malaysia and Universiti Putra Malaysia, exemplifies Malaysia's pivotal position as a regional center for research encompassing green HRM, organizational sustainability, and employee engagement. The green cluster, comprising Christ University Bengaluru and Chandigarh University Mohali from India, reflects the South Asian research community's strong engagement in sustainability and human resources discourse. The red cluster headquartered on Universidade of São Paulo, Brazil, links Latin American scholarship that emphasizes sustainable development and business responsibility. Notable yet peripheral relationships have emerged between Universitas Airlangga (Indonesia) and Open Universiteit (Netherlands), reflecting an increase in cross-continental academic engagement. The graphic highlights a collaborative network across many regions, with Asian universities increasingly leading in publication activity, hence promoting multidisciplinary and intercultural information exchange in sustainable human resources and organizational self-esteem research.
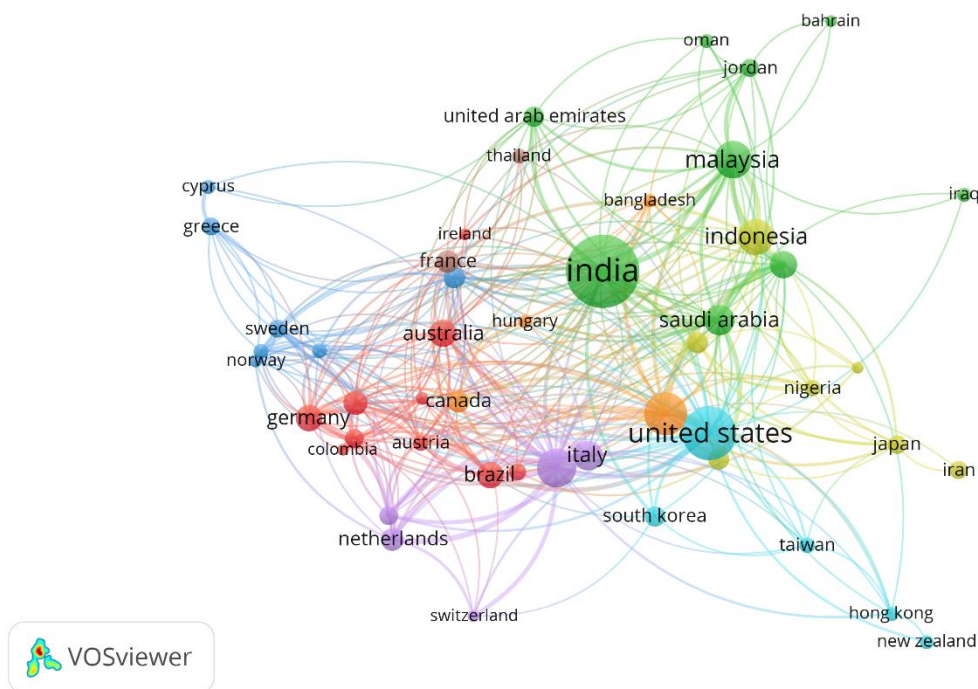
Figure 6. Country Collaboration Visualization
Source: Data Analysis, 2025

Figure 6 reveals the country collaboration network demonstrates the worldwide distribution and interconnection of research in sustainability and human resource management (HRM), highlighting certain geographical clusters with robust transnational connections. The predominant nodes—India, Malaysia, and the United States—reflect these countries' significant contributions to the discipline, both in publication output and international collaboration. India has become the primary nexus, establishing extensive links with Asian and Middle Eastern nations including Malaysia, Saudi Arabia, Indonesia, Bangladesh, and the United Arab Emirates, indicative of an increasing South–South research collaboration trend centered on sustainable human resource practices in developing economies. The United States and European nations (Germany, Netherlands, Italy, France) sustain robust intra-regional connections, indicating their ongoing function as knowledge exporters that influence the conceptual and methodological underpinnings of sustainability and OBSE studies. Concurrently, Southeast Asian

nations, such as Indonesia and Thailand, exhibit heightened integration with worldwide research networks. The image highlights a multi-polar collaborative ecosystem, wherein Asia has emerged as a dynamic hub for sustainability and HR research, integrating Western theoretical frameworks with specific empirical situations via active international partnerships.

3.3 Citation Analysis

This table delineates the 10 most cited scholarly works that have profoundly influenced the conceptual development of Green Human Resource Management (GHRM) and its contribution to organizational sustainability. Covering the period from 2001 to 2020, these articles embody both basic and modern viewpoints on the intersection of human resource strategies, employee engagement, and environmental strategy in fostering sustainable performance. The chosen studies examine essential themes including pro-environmental behavior, talent sustainability, cultural transformation, and the incorporation of circular economy principles,

highlighting the increasing acknowledgment of human capital as a catalyst for ecological accountability and organizational resilience. Collectively, these studies offer an extensive examination of the evolution of GHRM from a conceptual framework to a vital strategic function within sustainable business models.

Table 1. Top Cited Research

Citations	Authors and year	Title
815	Daily, B.F., Huang, S.-C. (2001)	Achieving sustainability through attention to human resource factors in environmental management
692	Saeed, B.B., Afsar, B., Hafeez, S., ... Tahir, M., Afridi, M.A. (2019)	Promoting employee's proenvironmental behavior through green human resource management practices
469	Masri, H.A., Jaaron, A.A.M. (2017)	Assessing green human resources management practices in Palestinian manufacturing context: An empirical study
443	Chaudhary, R. (2020)	Green Human Resource Management and Employee Green Behavior: An Empirical Analysis
438	Boudreau, J.W., Ramstad, P.M. (2005)	Talentship talent segmentation, and sustainability: A new hr decision science paradigm for a new strategy definition
414	Hancock, N.T., Cath, T.Y. (2009)	Solute coupled diffusion in osmotically driven membrane processes
363	Renwick, D.W.S., Jabbour, C.J.C., Muller-Camen, M., Redman, T., Wilkinson, A. (2016)	Contemporary developments in Green (environmental) HRM scholarship
284	Del Giudice, M., Chierici, R., Mazzucchelli, A., Fiano, F. (2020)	Supply chain management in the era of circular economy: the moderating effect of big data
267	Galpin, T., Whittington, J.L., Bell, G. (2015)	Is your sustainability strategy sustainable? Creating a culture of sustainability
246	Haddock-Millar, J., Sanyal, C., Müller-Camen, M. (2016)	Green human resource management: A comparative qualitative case study of a United States multinational corporation

Source: Scopus, 2025

The bibliometric data presented highlights the foundational contributions that have shaped and broadened the field of Green Human Resource Management (GHRM) study. The seminal study by [17] which has been cited 815 times, laid the conceptual groundwork connecting sustainability and human resource elements, highlighting the dependence of environmental management performance on employee engagement, training, and corporate culture. [18] developed the talentship paradigm, framing human resource management as a decision science crucial for attaining long-term sustainability and strategic distinctiveness.

During the 2010s, the discipline underwent considerable empirical growth. [19] and [20] investigated the influence of GHRM practices on employee pro-environmental behavior and the formation of green organizational identity, whereas [21] presented empirical evidence from the

Palestinian manufacturing sector, emphasizing contextual challenges and the adaptation of green HR practices in developing economies. In addition, [22] consolidated recent advancements in environmental HRM, unifying theoretical frameworks and advocating for interdisciplinary approaches that merge HR strategy with business sustainability efforts.

Additional diversification of themes is apparent in works like [23] which underscore the establishment of a sustainability culture as a prerequisite for lasting organizational change, and [24] who performed a comparative qualitative analysis demonstrating how multinational corporations integrate green HRM within various cultural contexts. [25] expanded the discourse to encompass supply chain management and the circular economy, presenting big data as a moderating variable in sustainable operations. [24] while primarily concentrating on osmotically driven processes, exemplify the transdisciplinary growth of sustainability research impacting the environmental agenda of HRM.

These studies collectively demonstrate a distinct progression in GHRM literature, evolving from initial conceptual connections between HR and environmental management to advanced models that incorporate human behavior, technological innovation, and organizational culture. This conceptual advancement highlights the essential role of human resources in attaining sustainability, not solely as an administrative function but as a strategic ally in integrating environmental stewardship and social responsibility into the essence of corporate operations.

Practical Implications

This bibliometric research provides numerous practical insights for human resource managers, sustainability strategists, and organizational leaders. The recognition of "sustainability," "green HRM," and "employee engagement" as prominent themes highlights the necessity of incorporating human-centered sustainability policies into company strategy. Organizations can utilize OBSE-

enhancing practices—such as democratic decision-making, recognition systems, and developmental feedback—to bolster employees' sense of belonging and perceived organizational value. Elevated Organizational-Based Self-Esteem (OBSE) among employees correlates with enhanced commitment to sustainability objectives, increased participation in environmentally friendly efforts, and diminished opposition to organizational transformation [22] Secondly, the patterns of international collaboration indicate that sustainable HRM is developing into a global discipline; therefore, practitioners must implement cross-cultural and context-sensitive HR strategies that harmonize global sustainability standards (e.g., SDGs, ESG metrics) with local values and employee expectations. The strong connection among "innovation," "decision-making," and "sustainability" indicates that enhancing self-esteem within teams can promote inventive behaviors, which are essential for maintaining organizational agility and facilitating green transformation.

Theoretical Contributions

This study theoretically enhances the literature on the micro-foundations of sustainable HRM by emphasizing Organization-Based Self-Esteem (OBSE) as a crucial psychological mechanism linking employees' self-perception to sustainability performance. Prior HR sustainability frameworks have primarily concentrated on macro-level regulations (Ehnert et al., 2016; Guerci & Carollo, 2016), neglecting the impact of individual identity and self-worth on sustainable behavior. The bibliometric data indicates that OBSE can connect the psychological and strategic aspects of sustainability, so expanding ideas such as Social Identity Theory (Tajfel & Turner, 1986) and the Resource-Based View (Barney, 1991) into the realm of HR sustainability. High-OBSE personnel are more inclined to internalize corporate ideals, demonstrate proactive green behaviors, and bolster the social capital essential for long-term sustainability. This study methodologically establishes a scientometric foundation for

future OBSE-sustainability research, offering a global overview of the authors, organizations, and nations leading this burgeoning interdisciplinary domain. The aggregation of keywords and analysis of temporal evolution enhance theoretical comprehension by illustrating the transition of study focus from environmental sustainability to human-centric and psychological sustainability.

Limitations and Future Research Directions

Although this study is extensive, it has drawbacks. The investigation predominantly utilized the Scopus database, which, although comprehensive, may omit pertinent publications from alternative databases like Web of Science or Google Scholar. This may restrict the dataset's comprehensiveness, especially with grey literature and non-English articles. Moreover, bibliometric approaches prioritize quantitative citation trends and may inadequately capture the qualitative subtleties of theoretical advancement or nascent discussions within OBSE and HR sustainability research. A further restriction pertains to the temporal scope: while the study included articles until 2025, bibliometric patterns may evolve swiftly due to post-pandemic changes in workplace behavior, ESG reporting, and digital HRM. Subsequent study should use systematic literature reviews (SLR) or meta-analyses to enhance bibliometric results with more profound theoretical synthesis. Researchers are urged to empirically investigate the role of OBSE in mediating the relationship between sustainable HRM practices (such as green training, empowerment, and ethical leadership) and organizational sustainability performance across various cultural and industrial contexts.

4. CONCLUSION

This bibliometric study provides a comprehensive overview of the intellectual landscape and research evolution connecting Organization-Based Self-Esteem (OBSE) with sustainability in human resource management (HRM). The findings reveal that sustainability, green HRM, and employee engagement are central themes shaping this interdisciplinary domain, with research shifting from environmental and policy-level approaches toward human-centered and psychological perspectives. The network and density visualizations indicate that the field is characterized by strong international collaboration, particularly among institutions and scholars from Asia and Europe, highlighting the emergence of a global knowledge community in sustainable HRM.

Theoretically, the study establishes OBSE as a psychological bridge linking individual self-worth and organizational sustainability performance, contributing to the broader understanding of the micro-foundations of sustainability. Practically, the results encourage organizations to design HR systems that foster employee esteem, inclusion, and empowerment as levers for achieving sustainable transformation. However, the study acknowledges limitations regarding database coverage and the lack of qualitative insights. Future research should integrate bibliometric mapping with empirical models and cross-cultural analyses to further elucidate how OBSE mediates sustainable HR practices across industries and regions. Overall, this study advances both scholarly and managerial understanding of how self-esteem underpins sustainability-oriented human resource strategies.

REFERENCES

[1] I. Ehnert, S. Parsa, I. Roper, M. Wagner, and M. Muller-Camen, "Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies," *Int. J. Hum. Resour. Manag.*, vol. 27, no. 1, pp. 88–108, 2016.

[2] R. Kramar, "Beyond strategic human resource management: is sustainable human resource management the next approach?," *Int. J. Hum. Resour. Manag.*, vol. 25, no. 8, pp. 1069–1089, 2014.

[3] M. Guerci, M. Rahimian, and L. Carollo, "A paradox view on green human resource management: Insights from the Italian context," *Int. J. Hum. Resour. Manag.*, vol. 27, no. 2, pp. 212–238, 2016.

[4] D. W. S. Renwick, T. Redman, and S. Maguire, "Green human resource management: A review and research agenda," *Int. J. Manag. Rev.*, vol. 15, no. 1, pp. 1–14, 2013.

[5] D. G. Gardner, L. Van Dyne, and J. L. Pierce, "The effects of pay level on organization-based self-esteem and performance: A field study," *J. Occup. Organ. Psychol.*, vol. 77, no. 3, pp. 307–322, 2004.

[6] Y. W. Chung and J. Y. Yang, "The mediating effects of organization-based self-esteem for the relationship between workplace ostracism and workplace behaviors," *Balt. J. Manag.*, vol. 12, no. 2, pp. 255–270, 2017.

[7] J. Lee and R. Peccei, "Perceived organizational support and affective commitment: the mediating role of organization-based self-esteem in the context of job insecurity," *J. Organ. Behav. Int. J. Ind. Occup. Organ. Psychol. Behav.*, vol. 28, no. 6, pp. 661–685, 2007.

[8] Y. Wang, Y. Yang, Z. Qin, Y. Yang, and J. Li, "A literature review on the application of digital technology in achieving green supply chain management," *Sustainability*, vol. 15, no. 11, p. 8564, 2023.

[9] V. N. Amrutha and S. N. Geetha, "A systematic review on green human resource management: Implications for social sustainability," *J. Clean. Prod.*, vol. 247, p. 119131, 2020.

[10] T. A. Norton, S. L. Parker, H. Zacher, and N. M. Ashkanasy, "Employee green behavior: A theoretical framework, multilevel review, and future research agenda," *Organ. Environ.*, vol. 28, no. 1, pp. 103–125, 2015.

[11] P. Paillé and N. Raineri, "Linking perceived corporate environmental policies and employees eco-initiatives: The influence of perceived organizational support and psychological contract breach," *J. Bus. Res.*, vol. 68, no. 11, pp. 2404–2411, 2015.

[12] N. Donthu, S. Kumar, D. Mukherjee, N. Pandey, and W. M. Lim, "How to conduct a bibliometric analysis: An overview and guidelines," *J. Bus. Res.*, vol. 133, pp. 285–296, 2021.

[13] M. Aria and C. Cuccurullo, "bibliometrix: An R-tool for comprehensive science mapping analysis," *J. Informetr.*, vol. 11, no. 4, pp. 959–975, 2017.

[14] S. E. Jackson, D. S. Ones, and S. Dilchert, *Managing human resources for environmental sustainability*, vol. 32. John Wiley & Sons, 2012.

[15] A. Martín-Martín, E. Orduna-Malea, M. Thelwall, and E. D. López-Cózar, "Google Scholar, Web of Science, and Scopus: A systematic comparison of citations in 252 subject categories," *J. Informetr.*, vol. 12, no. 4, pp. 1160–1177, 2018.

[16] N. Van Eck and L. Waltman, "Software survey: VOSviewer, a computer program for bibliometric mapping," *Scientometrics*, vol. 84, no. 2, pp. 523–538, 2010.

[17] B. F. Daily and S. Huang, "Achieving sustainability through attention to human resource factors in environmental management," *Int. J. Oper. Prod. Manag.*, vol. 21, no. 12, pp. 1539–1552, 2001.

[18] J. W. Boudreau and P. M. Ramstad, "Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition," *Hum. Resour. Manag. Publ. Coop. with Sch. Bus. Adm. Univ. Michigan alliance with Soc. Hum. Resour. Manag.*, vol. 44, no. 2, pp. 129–136, 2005.

[19] B. Bin Saeed, B. Afsar, S. Hafeez, I. Khan, M. Tahir, and M. A. Afridi, "Promoting employee's proenvironmental behavior through green human resource management practices," *Corp. Soc. Responsib. Environ. Manag.*, vol. 26, no. 2, pp. 424–438, 2019.

[20] R. Chaudhary, "Green human resource management and employee green behavior: an empirical analysis," *Corp. Soc. Responsib. Environ. Manag.*, vol. 27, no. 2, pp. 630–641, 2020.

[21] H. A. Masri and A. A. M. Jaaron, "Assessing green human resources management practices in Palestinian manufacturing context: An empirical study," *J. Clean. Prod.*, vol. 143, pp. 474–489, 2017.

[22] D. W. S. Renwick, C. J. C. Jabbour, M. Muller-Camen, T. Redman, and A. Wilkinson, "Contemporary developments in Green (environmental) HRM scholarship," *Int. J. Hum. Resour. Manag.*, vol. 27, no. 2, pp. 114–128, 2016.

[23] T. Galpin, J. L. Whitttington, and G. Bell, "Is your sustainability strategy sustainable? Creating a culture of sustainability," *Corp. Gov.*, vol. 15, no. 1, pp. 1–17, 2015.

[24] J. Haddock-Millar, C. Sanyal, and M. Müller-Camen, "Green human resource management: a comparative qualitative case study of a United States multinational corporation," *Int. J. Hum. Resour. Manag.*, vol. 27, no. 2, pp. 192–211, 2016.

[25] M. Del Giudice, R. Chierici, A. Mazzucchelli, and F. Fiano, "Supply chain management in the era of circular economy: the moderating effect of big data," *Int. J. Logist. Manag.*, vol. 32, no. 2, pp. 337–356, 2021.