



Organizational Pride from 2018 to 2024: What Have We Learned and Where is the Field Heading?

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Abstract:

Background. *Organizational pride* has emerged as a significant emotional construct in the study of the work environment, yet systematic mapping of its intellectual development remains limited.

Aim. This study aims to present a comprehensive bibliometric analysis of *research on organizational pride* by identifying intellectual structure, geographical distribution, and thematic evolution over time.

Methods. The bibliometric approach is applied to data from scientific databases, analyzed using thematic mapping, factor analysis, and co-occurrence analysis.

Results. Knowledge production was concentrated mainly in European institutions, particularly in England and Spain, and gradually extended to Asia and North America. A significant thematic shift was identified, namely from a focus on individual employee behavior to integration with strategic issues such as corporate social responsibility. *Organizational pride* is confirmed as a driving theme with high relevance and development in the contemporary organizational behavior literature.

Conclusions. *Organizational pride* not only functions as an individual emotional response but also as a multidimensional strategic construct influenced by organizational support, leadership, and social perception.

Implementation. These findings provide a systematic foundation for researchers and practitioners to identify research gaps and guide future studies of *organizational pride* in a variety of cultural and industrial contexts.

Keywords: Organizational Pride, Bibliometric Analysis, Corporate Social Responsibility, Organizational Behavior



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INTRODUCTION

The quality of human resources is now seen as a key factor in the success of organizations in the face of increasingly competitive competition. Human resources play a driving role in all organizational activities, both in achieving operational goals and in developing strategic innovations. Not only carrying out technical functions, but also knowledge, skills, attitudes, and motivations that make human resources a strategic resource for the organization. However, this strategic potential will not develop optimally without positive psychological conditions. One of the fundamental psychological aspects that affects the quality of human resource contributions is individuals' emotional state in the workplace.

Emotions play a very important role in the work environment, not only for the individual affected but also for the team's dynamics and the organization as a whole. Employees who feel happiness and satisfaction can improve personal achievement and create a supportive work environment. Conversely, negative emotions such as frustration and anger can cause emotional dissonance, which can reduce employee motivation and productivity and damage relationships between coworkers. One of the positive emotions that arises in the work environment (Dhiya, et al., 2024).

Organizational Pride.

Organizational pride is seen as a positive emotion arising from the work experience and the employee's psychological attachment to the organization, which exerts a controlling influence on work outcomes, including job satisfaction and employee commitment through intrinsic motivational impulses. (Slijepčević, Šević, Krstić, Rajić, & Ranković, 2024). This comes when employees judge that the organization they work for is a valued, accomplished, and positive reputation, thus fostering a sense of pride in being part of the organization. When the organization is perceived positively, the resulting pride encourages employees to exhibit voluntary behaviors that go beyond the formal demands of the job. Not only emotional, but this feeling of pride in the organization is also of strategic value, as it contributes to the formation of long-term commitments and sustainable positive work behaviors through the internalization of organizational values. (Oo, Jung, & Park, 2018)(Pereira, et al., 2021)

In modern organizations, even though they have implemented human resource policies, employee commitment is low, work involvement decreases, and trends are increasing. Turnover is still widely found. This happens not only because of structural and

financial factors but also because of employees' emotional bond with the organization. Employees who do not feel proud to be part of their organization tend to show lower levels of commitment, minimal volunteer work behavior outside of formal job demands, and transactional involvement. Instead, recent research confirms that (Belmes, Abellana, & Orongan, 2025)(Kraemer, Weiger, Gouthier, & Hammerschmidt, 2020). Able to strengthen employee identification with the organization, increase long-term commitment, and encourage sustainable positive work behavior through internalizing organizational values and goals into employee self-identity. Nevertheless, despite its importance (Slijepčević, Šević, Krstić, Rajić, & Ranković, 2024). It is increasingly recognized that until now, there has been no study that systematically maps the intellectual structure, geographical distribution, and dynamics of theme shifts in this literature. As a result, researchers and practitioners do not have a comprehensive picture of how the field is developing or in which direction further research should be directed.

The novelty of this research lies in its efforts to present a systematic and comprehensive mapping of the intellectual structure, geographical distribution, and dynamics of theme development in the study of organizational pride. The findings of the study show that the development of this field is collective rather than dominated by a single central figure, although centers of knowledge production remain largely concentrated in the European region and are gradually expanding into Asia and North America. In addition, this study also reveals a shift in research orientation from initially focusing on aspects of internal employee behavior to integration with strategic issues such as *Corporate Social Responsibility* (CSR). The shift indicates a conceptual transformation of organizational pride as a psychological mechanism that not only influences individual behavior but also shapes the organization's image and its sustainability.

This research answers the following questions:

1. Who are the most prolific authors and institutions in the study of *organizational pride*, and what is the pattern of geographical distribution of their research contributions?
2. What is the most relevant and dominant journal source in publishing organizational pride research?
3. What is the pattern of the author's productivity from time to time in the study of organizational pride?

4. What are the most dominant trends in the development of organizational pride literature?
5. What is the position of organizational pride in the thematic map of the scientific literature, and what are its implications for the development of the field of organizational behavior?
6. What is the structure of dimensional organizational pride based on factorial analysis in the existing literature?
7. How is the relationship of co-occurrence organizational pride with other constructs in the literature, and what is the impact on the sustainability of human resources?

LITERATURE REVIEW

Organizational pride is a positive emotion that employees experience as a result of their membership in the organization. Tracy and Robins (2004) define Pride as satisfaction with a person's accomplishments and identity, the accomplishments of others or groups closely related to him or her (e.g., an organization), or the possession of socially valued attributes. In the context of the organization, *Pride* reflects the feelings of pleasure and self-esteem that arise from employee membership in an organization. Gouthier and Rhein (2011) developed the concept of (Jones, 2010) *Organizational Pride* can be divided into two main dimensions: Emotional Organizational Pride, which is short-term and arises from perceptions of organizational success events, and Attitudinal Organizational Pride, which is a long-lasting cognitive attitude that results from a shared perception of the organization. This distinction is important because both types of *Pride* have different antecedents and consequences for employee behavior. According to *Appraisal Theory*, *Organizational Pride* develops through cognitive assessment and ongoing emotional reactions to the organization's events or initiatives. (Ng, Yam, & Aguinis, 2019)

The main theoretical foundation for understanding Organizational Pride is Social Identity Theory, developed by Tajfel and Turner (1979), who explained that individuals define themselves based on their group membership, including the organizations they work for. When an organization achieves success or has a positive reputation, employees feel proud that the success reflects their identity positively. *The group engagement model* rooted in Social Identity Theory posits that Organizational Pride is a key driver of organizational identification, leading to increased behavioral engagement. In addition, the Appraisal Theory

of Emotion, developed by Lazarus (1991) and Tyler & Blader (2003), states that an individual's assessment of a situation shapes their emotions and subsequent behavioral responses. De Roeck and Maon (2018) explain that employees' cognitive assessments of organizational initiatives, such as CSR programs, elicit emotional responses, including Organizational Pride. Broaden-and-build theory from Fredrickson (2001, 2004) also posits that positive emotions, such as pride, expand the individual's mindset and capacity to pursue new goals and behaviors, thereby making employees who experience Organizational Pride more engaged in proactive, creative, and innovative behaviors that benefit the organization.

Various studies have shown that CSR activities are one of the important antecedents of *organizational pride*. Park, Jung, and Oo (2018) in their study in Korea found that CSR perception has a positive effect on *organizational pride*: when employees perceive that their organization is engaged in meaningful CSR activities, they feel proud to be part of the organization. De Roeck and Maon (2018) explain that employees believe the social status and prestige that companies gain through CSR programs reflect positively on them, in line with *social identity theory*, which states that individuals define themselves in part through their group membership. Schaefer et al. (2024) found that positive evaluations of the company's CSR program and perceptions of CSR authenticity increase the organizational pride induced by CSR, with authenticity becoming an important factor because employees can distinguish genuine CSR programs from those that are only symbolic for marketing purposes. *Organizational pride* has been shown to play an important role as a mediator between CSR perception and various positive work outcomes, as found by Park, Jung, and Oo (2018), who report that *organizational pride* mediates the relationship between CSR perception and *Organizational Citizenship Behavior* (OCB). Youn and Kim (2022) in their research in the hospitality industry found that CSR that benefits external stakeholders has a stronger influence on *organizational pride* compared to CSR that benefits employees directly, while Hameed et al. (2019) found that *organizational pride* mediates the relationship between CSR and *organizational citizenship behavior toward the environment* (OCBE).

Organizational citizenship behavior (OCB) is one of the most frequently researched consequences of *Organizational Pride*, where OCB refers to the discretionary behavior of employees that is not directly or explicitly recognized by the formal reward system but, in aggregate, enhances the effectiveness of the organization. Park, Jung, and Oo (2018) found that employees who felt proud of their organization were more likely to engage in extra-role

behaviors such as helping colleagues, taking initiative, and showing civic virtue (Organ, 1988). In addition to OCB, Yilmaz et al. (2015) prove that the perception of CSR towards organizational members has a positive relationship not only with *Job Satisfaction* but also with *employee engagement*, where *Organizational Pride* serves as a source of job satisfaction because employees feel proud to be part of an organization that they value positively. Nguyen, Cao, and Le (2022) in a study of the service industry in Ho Chi Minh City found that Work-life balance affects organizational pride, organizational commitment, and job satisfaction, showing that Organizational Pride is an important mechanism that links HR practices to affective work outcomes. Brosi et al. (2018) found that *Organizational Pride* affects the proactive behavior of employees, albeit in a complex way, in which pride based on employee effort has a direct positive effect on the proactive behavior of individuals and teams, while *Pride* based on ability has a direct negative effect on proactive behavior because it makes employees too satisfied with the status quo.

METHOD

This study uses a quantitative, bibliometric approach to analyze the development and intellectual structure of the organizational pride literature. The bibliometric method was chosen because it systematically and objectively maps publication trends, author contributions, journal sources, institutional affiliations, and the evolution of research themes based on scientific publication data. The research data were obtained from reputable international databases relevant to the keyword "organizational pride" for the period 2018-2024. Furthermore, the data are analyzed using software such as VOS Viewer to identify patterns of collaboration, author productivity, geographic distribution, and trends in topics developing in the literature. This approach allows the research to provide a comprehensive overview of the dynamics and direction of the development of *organizational pride* research globally.

The image is a PRISMA (*Preferred Reporting Items for Systematic Reviews and Meta-Analyses*) flowchart illustrating the process of selecting and filtering data in bibliometric analysis for the variable "*organizational pride*". This diagram describes the systematic stages from identification to data analysis carried out against relevant publications. In general, this flow consists of two main phases, namely *Phase 1 (Identification and Screening)* and *Phase 2 (Analysis)*.

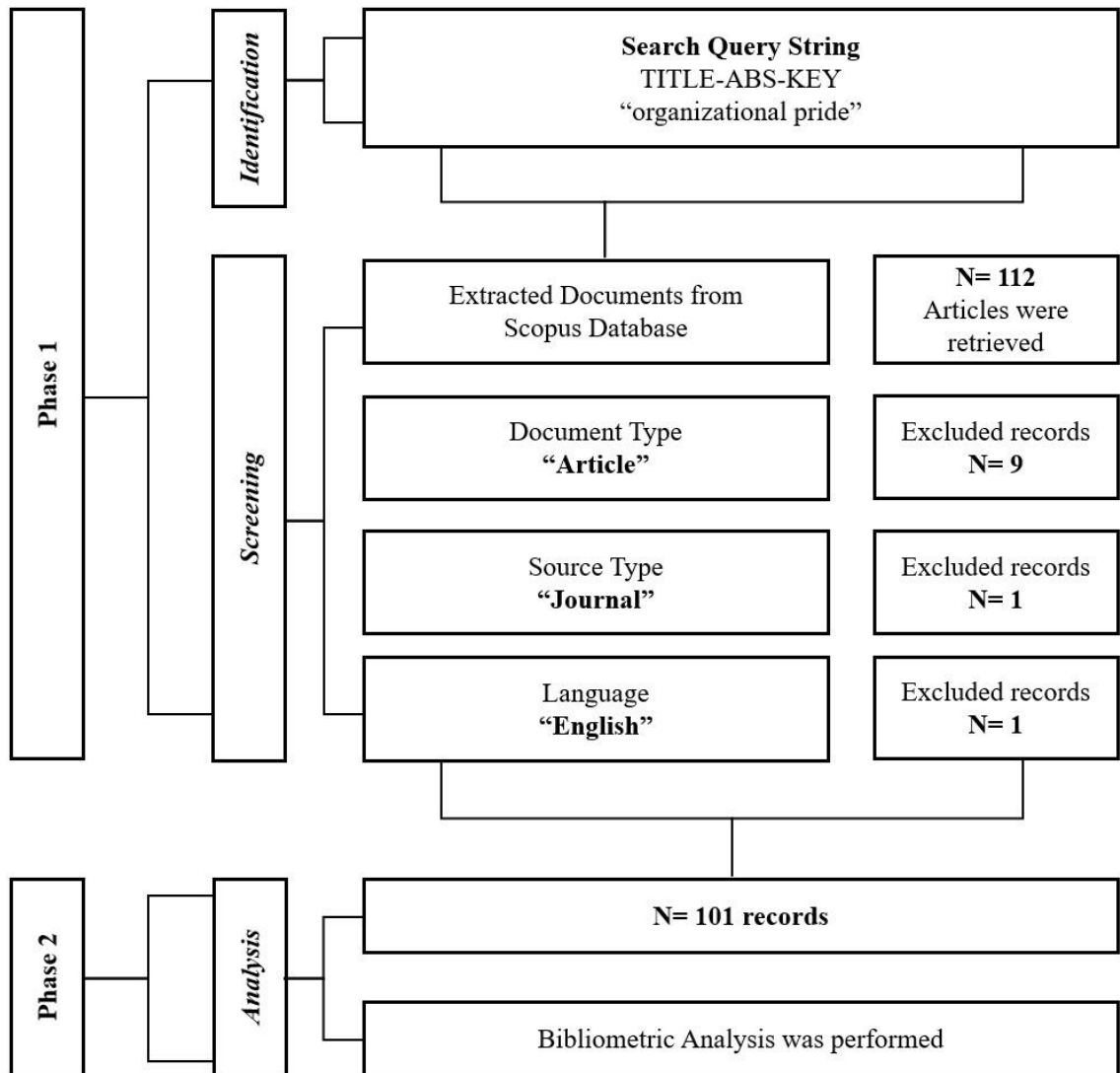


Figure 1. PRISMA Variable *Organizational Pride* Flowchart

In the *Identification stage*, the process begins with a document search in the Scopus database using the search query string "TITLE-ABS-KEY ('organizational pride)". From the initial search results, 112 articles were obtained that contained these terms in titles, abstracts, or keywords. This stage aims to collect all relevant literature and potentially be included in the analysis, without conducting a screening first.

Furthermore, at the *Screening stage*, a screening process is conducted using several inclusion criteria to ensure that only articles aligned with the research focus are analyzed. First, documents are filtered by document type (*Document Type: Article*) by excluding 9 documents that are not scientific articles (e.g., *conference papers, book chapters, or editorials*). Second, screening is carried out by source type (Source Type: Journal), which

yields 1 document that does not come from an indexed journal. Third, language selection is limited to English documents, resulting in 1 additional document being issued. After all screening stages were completed, 101 articles met the criteria for further analysis.

The last stage is *Phase 2 (Analysis)*, in which 101 articles that passed the selection stage were analyzed using bibliometric methods. This analysis was conducted to identify publication trends, author productivity, most relevant journals, collaboration between researchers, and dominant keywords related to *organizational pride*. Thus, this PRISMA diagram shows a systematic and transparent process in ensuring that the data used in the research is truly relevant, valid, and representative of the topic being studied.

DISCUSSION

Most Relevant Authors

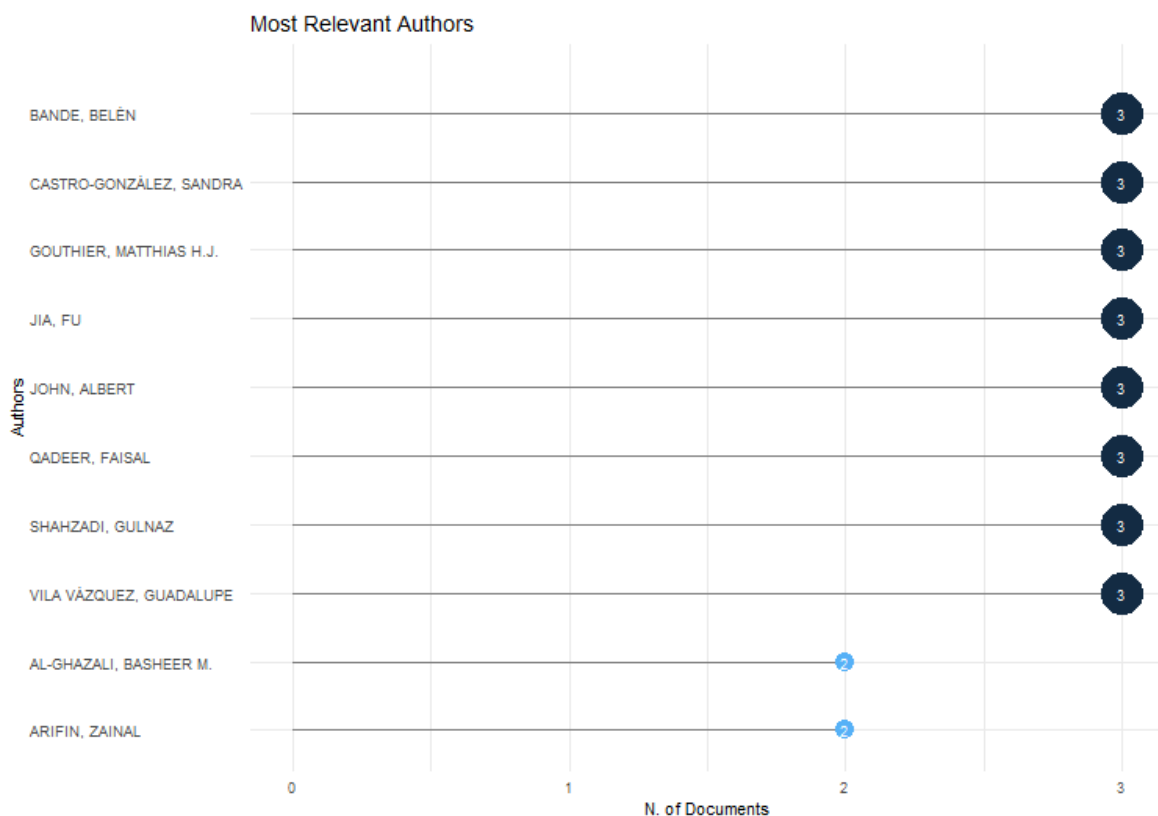


Figure 2. Most Relevant Author

The Most Relevant Authors list shows that there is a core group of researchers who have an equal level of productivity. A total of the top seven authors (ranging from Bande, Belén to Vila Vázquez, Guadalupe) have contributed 3 Articles each. This number indicates that *Organization Pride's* research is not dominated by a single "star author" or two, but rather a collective effort by a group of very active researchers. This pattern suggests that this

topic may still be in a stage of development where various research groups contribute in parallel. Focus should be on Gouthier's author, Matthias H.J., who, despite having the same number of articles (3), has the highest Fractionalized Articles score (1.25), suggesting he is often the lead author or a major contributor in small collaborative teams.

The *Fractionalized Articles* column provides important insights into author collaboration patterns. The fractional score is calculated by dividing the article's contributions among all its authors; a higher score indicates a greater contribution. Authors such as Bande, Belén; Castro-González, Sandra; and Vila Vázquez, Guadalupe had identical, high fractional scores (0.91666667), indicating that they often collaborate with each other or have a very small team of writers. In contrast, writers such as Jia, Fu, John, Albert, Qadeer, Faisal, and Shahzadi, Gulnaz had a lower fractional score (0.75), despite the same number of articles (3). This suggests that the second group tends to work in larger teams or serve as co-authors more often than *the lead* author.

The authors' names provide clues about geographical origin and cultural diversity. Names such as Bande, Belén, and Vila Vázquez, Guadalupe (of Spanish origin, most likely related to the Universidade de Santiago de Compostela, based on previous affiliation analyses) show strong contributions from Europe. Meanwhile, names such as Qadeer, Faisal, and Shahzadi, Gulnaz (often associated with institutions in South Asia, such as the University of Lahore) indicate the existence of significant Asian research clusters. The existence of active and divided research groups in various regions indicates the potential for two or more research networks (*clusters*) that focus on different aspects of *Organization Pride*—perhaps one network focusing on the psychological/managerial aspect (European/American) and the other focusing on different cultural/organizational contexts (Asia).

Most Relevant Sources

The image shows the results of a bibliometric analysis of the most relevant sources on *the organization pride* variable. This graph shows the journals that most often publish articles on the topic. From the visualization, it can be seen that *Sustainability* (Switzerland) is the most dominant source, with 10 documents, followed by *Corporate Social Responsibility and Environmental Management*, with 6 documents each. These two journals stand out significantly from other journals, indicating that the issue of organizational pride is closely associated with sustainability and corporate social responsibility (CSR).

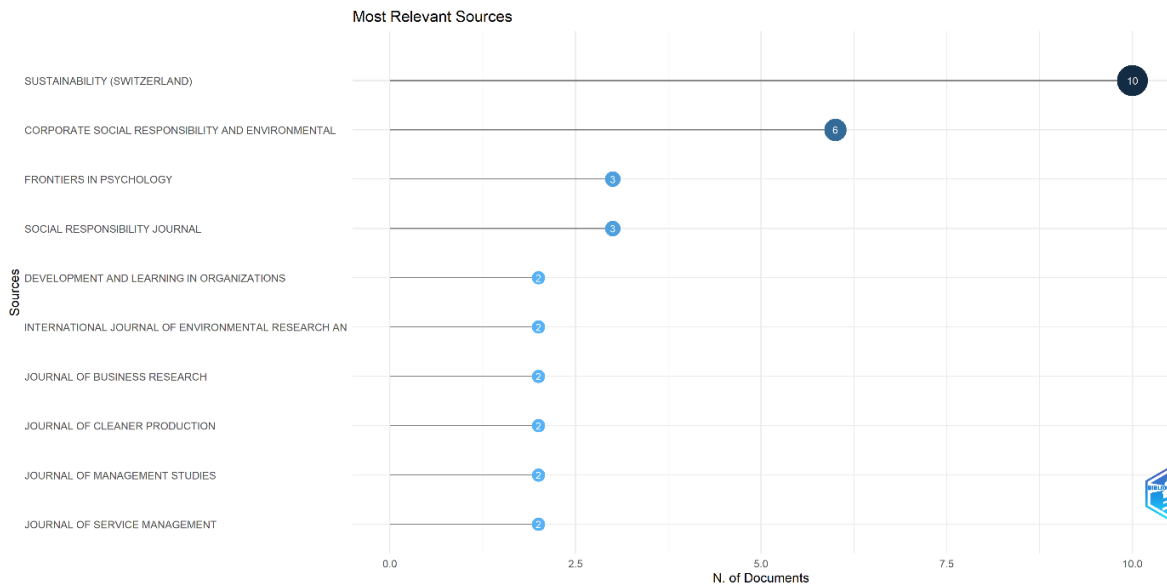


Figure 3. Most Relevant Sources

These findings show that research on *organizational pride* is widely studied in the context of organizational sustainability, social responsibility, and corporate ethics. This indicates a trend that employee pride in the organization is influenced not only by internal factors such as organizational culture and leadership, but also by the organization's external image in carrying out sustainable practices. Thus, researchers tend to treat organizational pride as a variable closely related to ethical organizational behavior and responsible for the social and natural environment.

In addition to these two main journals, there are several other journals, such as *Frontiers in Psychology* and *Social Responsibility Journal*, each of which has three documents. The existence of these journals shows that psychological and social perspectives also make a fairly significant contribution to research on *organizational pride*. *Frontiers in Psychology* highlights psychological dimensions such as employee emotions, identification, and motivation, while *Social Responsibility Journal* reinforces the link between organizational pride and corporate social values. As such, this topic is not only managerial but also multidisciplinary.

Meanwhile, journals such as the *Journal of Business Research*, *Journal of Cleaner Production*, *Journal of Management Studies*, and *Journal of Service Management* have two documents each. This shows that although *organizational pride* is a growing topic, it has attracted attention in various fields of research, from business management to service and clean production. Overall, this distribution pattern shows that *organizational pride* is

increasingly recognized as an important factor in creating a sustainable, ethical, and high-performing organization.

Most Relevant Affiliations

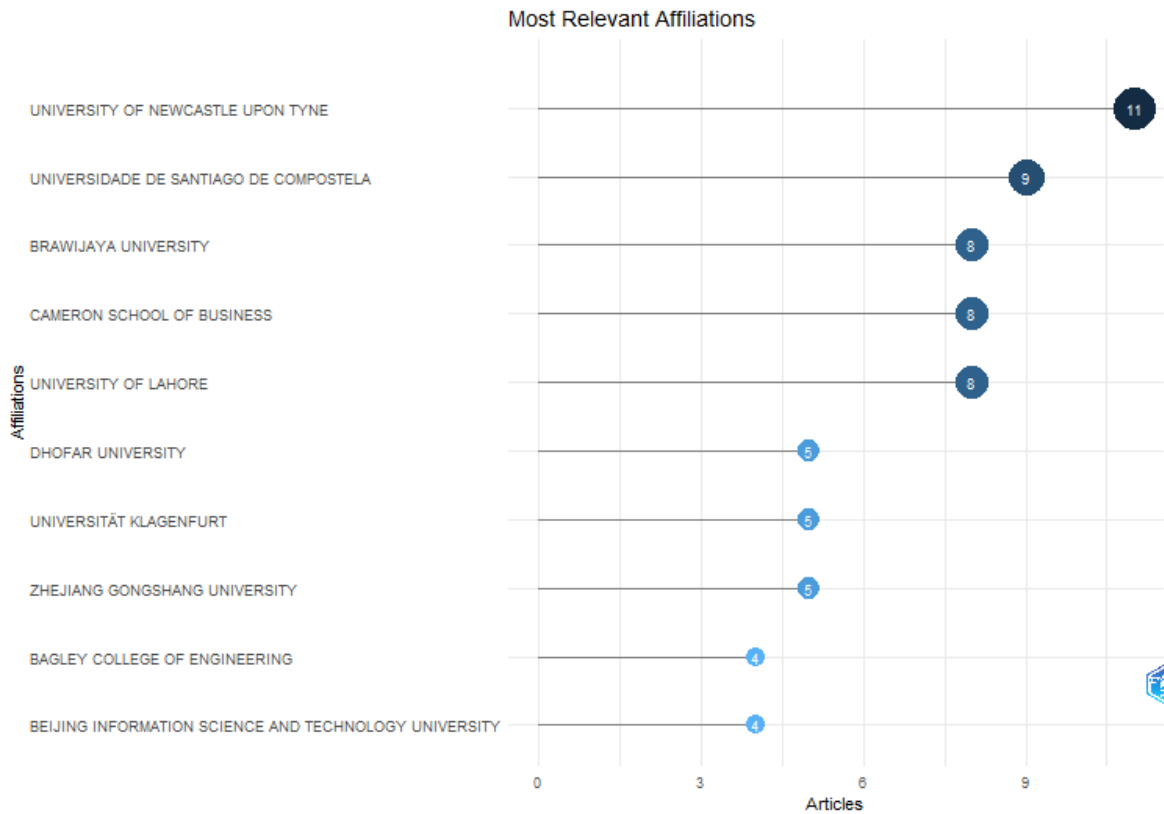


Figure 4. Most Relevant Affiliations

The Most Relevant Affiliations data show that research on Organization Pride has a fairly diverse geographical distribution, but is led by the University of Newcastle upon Tyne, with the highest contribution of 11 articles. This figure significantly places this institution in the United Kingdom as a major center of knowledge on this topic. Following him is the Universidade de Santiago de Compostela (Spain), with 9 articles, confirming the strong involvement of Europe in this research. The other three institutions—Brawijaya University (Indonesia), Cameron School of Business (USA, most likely University of North Carolina Wilmington), and University of Lahore (Pakistan)—share positions with 8 articles each, showing that the top research contributions are spread across three continents (Europe, Asia, and North America).

Judging from the affiliation names, it's clear that most of the top contributors come from research universities or business schools (e.g., the Cameron School of Business). The

presence of the business school explicitly confirms that Organization Pride's research is highly concentrated on the disciplines of Management, Organizational Behavior, and Human Resources (HR), which are relevant to the realm of organizational practice and industrial psychology. In addition, the emergence of Bagley College of Engineering (Mississippi State University) at the bottom of the rankings suggests the potential for interdisciplinary research in which Organization Pride may be studied in a technical or professional organizational context outside of a traditional business environment.

There is a striking gap between the leading institutions (Newcastle and Santiago) and the lower-middle-class institutions (Dhofar University, Universität Klagenfurt, and Zhejiang Gongshang University), which have contributed only 5 articles. This gap indicates that while some institutions have highly productive "star players," many others have more sporadic involvement. In the context of co-authorship, these top institutions are most likely to act as hubs. Researchers from affiliates with lower contributions may need to collaborate with these dominant centers to increase the impact and reach of their publications, which you can confirm through a collaborative map analysis.

Author Production Overtime

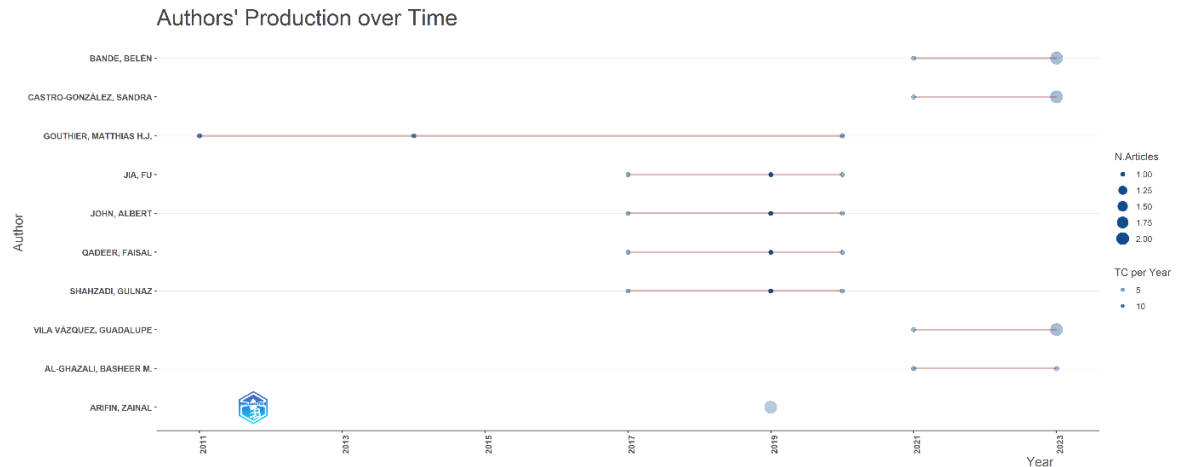


Figure 5. Author Production Overtime

The image displays the results of a bibliometric analysis of the organization pride variable, focusing on Authors' Production over Time, namely the productivity of writers over time. This graph shows the names of authors who have contributed most to organization pride-themed publications, along with their active periods in publishing scientific papers. It is evident that several authors, such as Gouthier, Matthias H.J., Bande, Belén, and Castro-

González, Sandra, have made outstanding contributions over a considerable period, demonstrating their consistency in exploring this topic.

From the graph, it can be seen that Gouthier, Matthias H.J., was one of the early writers to research the topic of organizational pride, with the first publication appearing around 2012 and continuing until 2020. This suggests that he was one of the pioneers in the study of organizational pride and that his work will likely serve as the basis for future research. Meanwhile, authors such as Bande, Belén, and Castro-González, Sandra are more active in the more recent period, around 2022–2023, which can be interpreted as representing a generation of researchers who are updating and expanding the concept of organizational pride in contemporary contexts such as positive leadership, employee well-being, and organizational sustainability.

In addition, authors such as Jia, Fu, John, Albert, Qadeer, Faisal, and Shahzadi, Gulnaz show a relatively uniform pattern of publications, with research activity centered on 2017–2021. This shows an increase in interest in organizational pride during this period, along with growing global attention to employee engagement, organizational image, and corporate social responsibility. The size of the bubble on the graph showing Total Citations (TC) per Year also indicates that some of their works have received a significant number of citations, indicating the relevance and influence of their research within the relevant literature. Finally, the emergence of authors such as Arifin, Zainal, and Al-Ghazali, Basheer M., in a more recent period (around 2019–2023) indicates that this topic is beginning to receive attention from various geographical contexts, including possible contributions from Asian researchers. This indicates that organizational pride is no longer a topic researched only in Europe or America, but has developed globally. Overall, this graph shows that interest in organizational pride research has continued to increase over the past decade, with a new wave of researchers enriching understanding of how organizational pride influences individual and organizational behavior and performance.

Trend Topics

Organizational pride often serves as an important mediator between perceptions of corporate social responsibility (CSR) and various positive work outcomes. For example, in a study in Korea, Park, Jung, & Oo (2018) found that CSR perception has a positive effect on organizational pride, and this pride then mediates the relationship with Organizational Citizenship Behavior (OCB). This study also shows that individual strengths such as

collectivism orientation and person-organization fit strengthen the effects of CSR → pride → OCB.

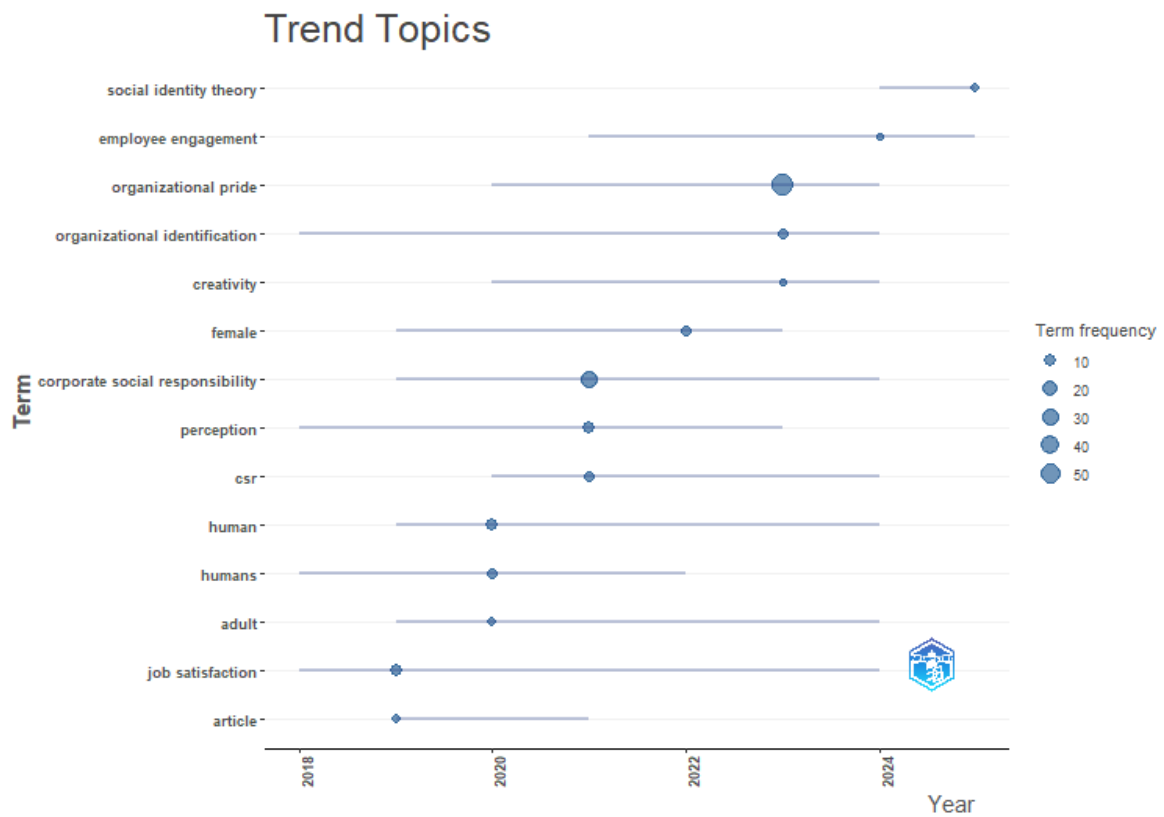


Figure 6. Trend Topics

In addition, Ayse Kucuk Yilmaz et al. (2015) found that the perception of CSR towards organizational members (pride in membership) is positively related not only to job satisfaction but also to employee engagement. This confirms that organizational pride not only functions as a feeling or affection, but also has an effect on how employees are engaged and motivated in their duties.

Research in developing countries also shows that organizational pride can be spurred by how organizations treat employees through work-life balance. Nguyen, Cao, & Le (2022) in the service industry in Ho Chi Minh City found that work-life balance affects organizational pride as well as organizational commitment and job satisfaction. This means that a more holistic HR intervention not only supports the formal functionality of the job but also the personal well-being of employees, thereby fostering pride in the organization.

Other research highlights that organizational pride is relevant not only to internal behaviors such as satisfaction and engagement but also to external behaviors and customer

orientation. For example, Kraemer, Weiger, & Gouthier (2020) in a six-wave panel study showed that organizational pride drives customer-oriented behavior, and that the relationship is dynamic in a spiral pattern: increased pride increases customer orientation, which can then further strengthen pride, provided it exceeds a certain threshold.

In addition, research on the work environment shows that internal communication, CSR, and organizational support affect how organizational pride develops and influences employees' environmental behavior. CSR initiatives and internal CSR communication positively affect organizational pride, which, in turn, increases pro-environmental behavior in the workplace.(Fatima, Badar, Waqas, Ayub, & Haris, 2023)

Most Relevant Word

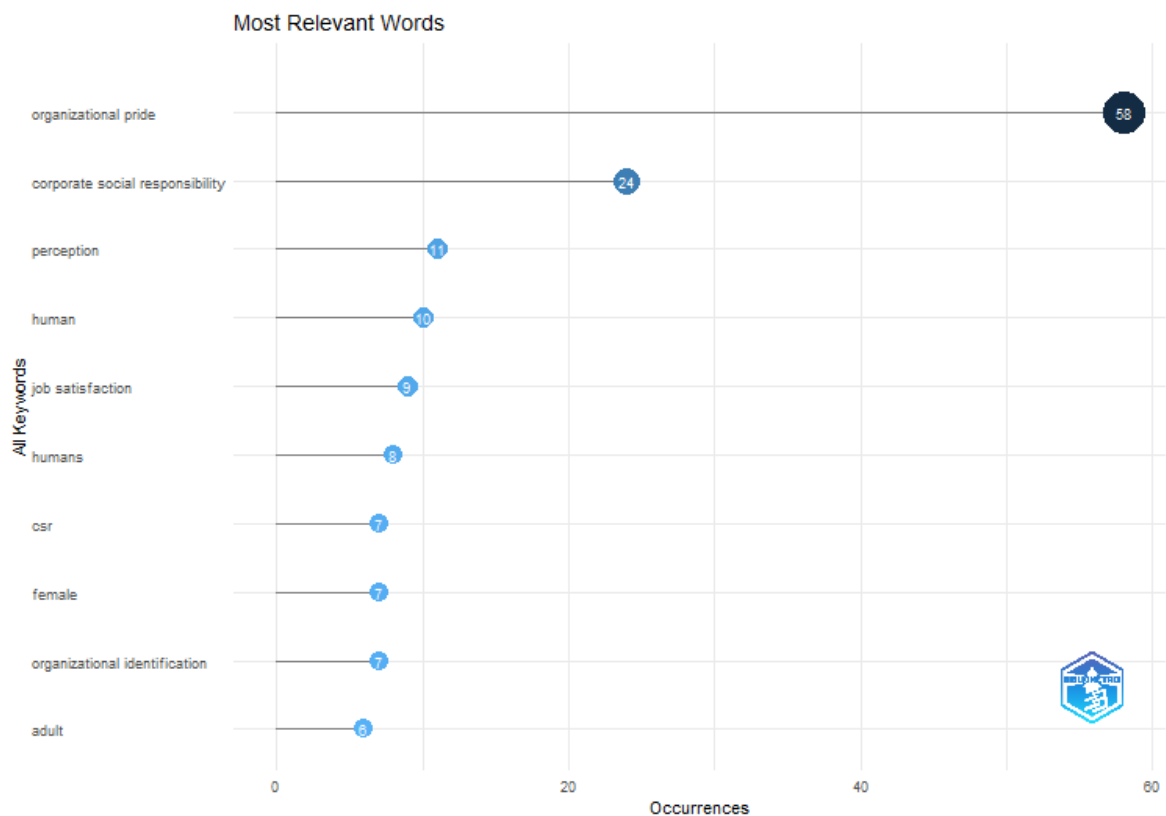


Figure 7. Most Relevant Words

The image displays the results of a bibliometric analysis of the most relevant words in research on the theme of organizational pride. Based on the data, the most frequently occurring term is "organizational pride," with 58 appearances, indicating that this concept is at the center of discussion in the related literature. This confirms that pride in the organization has become an important issue in the study of organizational behavior and

human resource management. According to Gouthier and Rhein (2011), organizational pride is a form of positive emotion that arises from employees' perceptions of their organization's achievements and reputation and directly contributes to employee work motivation and loyalty. Thus, the high frequency of this term signals growing academic attention to the emotional and affective roles of employees in modern organizations.

The second-most frequent term is Corporate Social Responsibility (CSR), with 24 appearances. The relationship between CSR and organizational pride has been studied extensively because CSR is considered the primary driver of organizational pride. According to Park, Jung, and Oo (2018), employees' positive perceptions of organizational CSR activities can increase organizational pride, which in turn has implications for organizational citizenship behavior (OCB) and affective commitment. These findings show that organizational pride is shaped not only by internal factors such as organizational culture but also by the organization's external image in the eyes of the public. In other words, CSR is one of the strategic mechanisms that strengthens the emotional bond between employees and the organization.

In addition, words such as perception (11), job satisfaction (9), and organizational identification (7) also appear frequently, indicating a close relationship between individual perception and psychological outcomes in the context of organizational pride. According to Kraemer, Weiger, and Gouthier (2020), a positive perception of an organization can strengthen organizational identification, which is the extent to which individuals associate themselves with the organization, which ultimately fosters a sense of pride in being part of the organization. Meanwhile, job satisfaction was also found to be one of the main impacts of organizational pride (Yilmaz et al., 2015). This means that the higher employees' pride in their organization, the greater their job satisfaction, which in turn contributes to improved employee performance and retention.

The emergence of words such as female, human, and adult indicates a research focus that also considers demographic aspects and individual contexts in the study of organizational pride. Research by Nguyen, Cao, and Le (2022), for example, found that personal factors such as age and work-life balance can affect the level of pride in the organization. In addition, the use of the word human(s) indicates that recent research emphasizes a humanistic approach to understanding organizational behavior, in which pride is considered a reflection of human values and the meaning of work. Thus, the findings of these most relevant words show that organizational pride is now not only seen as an

emotional concept, but also as an important indicator in creating a sustainable, inclusive, and human well-being-oriented organization.

Thematic Map

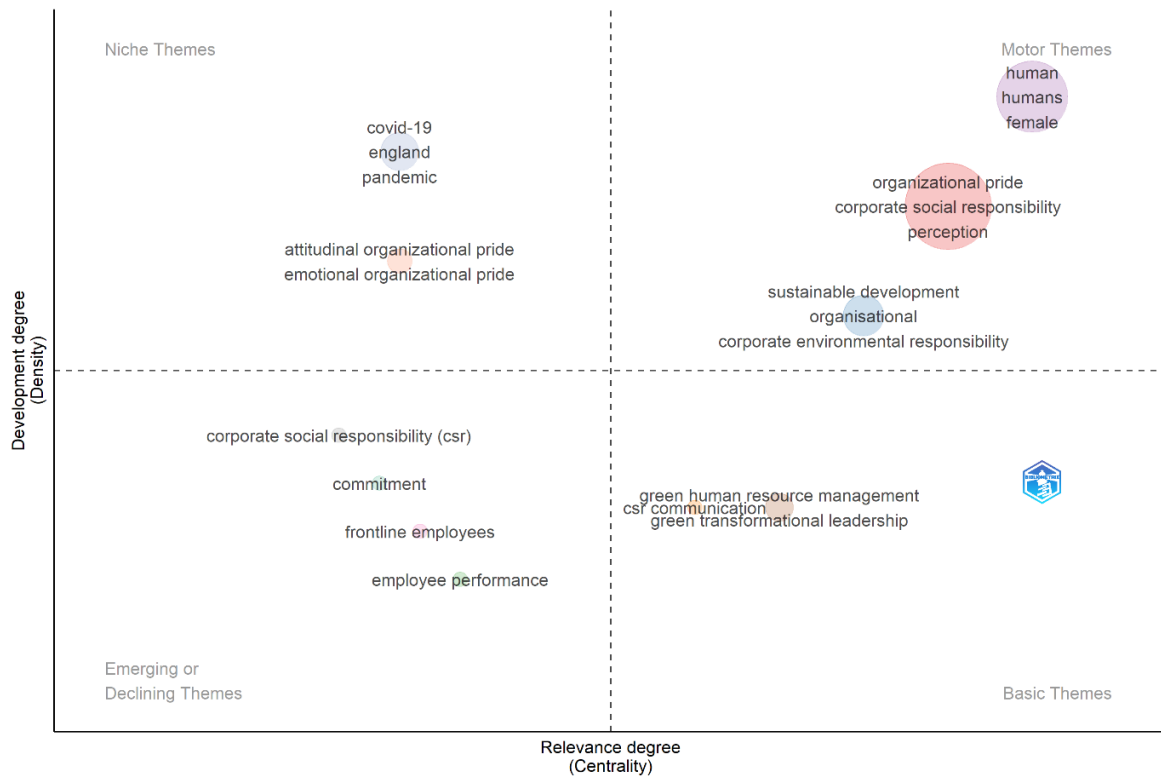


Figure 8. Thematic Map

The thematic map above shows research on organizational pride across two main dimensions: degree of development (density) and degree of relevance (centrality). In general, this map groups research themes into four quadrants: motor themes, basic themes, niche themes, and emerging or declining themes. From the analysis results, it can be seen that organizational pride falls within the motor themes quadrant, indicating that this theme is highly relevant and well-developed in the scientific literature. From this position, it can be concluded that pride in the organization is one of the concepts that is central to attention and the main driver in the study of contemporary organizational behavior. (Tracy & Trethewey, 2005)

In the quadrant of motor themes, organizational pride appears alongside terms such as corporate social responsibility (CSR) and perception. This shows a strong conceptual connection among the three topics. According to Park, Kim, and Kwon (2017), employees'

positive perceptions of a company's CSR activities can foster a sense of pride in the organization, which, in turn, increases pro-organizational commitment and behavior. Thus, organizational pride is not only seen as an individual feeling, but also as a result of a positive image of the organization built through social responsibility and ethical values. The prominence of this theme confirms that CSR plays an important role in strengthening an employee's emotional connection to their organization. (Kim, Lee, & Fairhurst, 2017)

Meanwhile, in the niche themes quadrant, themes include attitudinal organizational pride and emotional organizational pride, as well as terms related to the pandemic, such as COVID-19 and pandemic. These themes are more specific and are being developed in a more limited scope. This shows that the emotional and attitudinal dimensions of organizational pride are beginning to receive attention as an important aspects to study more deeply, especially in crisis situations such as the pandemic. In line with research by Kraemer and Gouthier (2021), the emotional dimension of organizational pride plays an important role in maintaining employee attachment during times of uncertainty and organizational change. This means that although this theme is not as popular as organizational pride overall, its potential to grow in the future is substantial.

The basic themes quadrant features topics such as sustainable development, corporate environmental responsibility, and green human resource management. These themes are highly relevant, but the level of development remains relatively low. This indicates that research on organizational pride is beginning to be integrated with sustainability and environmental responsibility issues. According to Kim, Lee, and Fairhurst (2017), organizations that adopt sustainability strategies tend to foster a sense of pride among employees because employees feel they are part of an entity that contributes positively to society and the environment. Thus, the future direction of research seems to be moving towards understanding organizational pride as a result of organizational sustainability strategies, with a holistic integration of social, emotional, and environmental aspects.

Finally, in the emerging or declining themes quadrant, themes such as employee performance, frontline employees, and commitment are still in the early stages of development or experiencing a decline in research interest. However, the potential for integration between organizational pride and employee performance remains relevant. Several previous studies have shown that organizational pride positively contributes to improved work performance and loyalty. Thus, while these themes are not yet the main

research, organizational pride is often considered the result of a positive organizational environment, in which a supportive work culture increases employees' sense of pride and attachment to the company. The connection with keywords such as engagement, well-being, and performance also confirms that pride in the organization is an important psychological factor affecting employee performance and well-being.

On the left side of the map, groups of terms such as stakeholder, career satisfaction, and identification represent the external and relational dimensions of organizational pride. These themes show that pride arises not only from the organization's internal identity but also from how it is perceived by outsiders. According to research by Kraemer and Gouthier (2021), organizational pride can come from a company's reputation and the public's positive perception of organizational ethics and social responsibility. Thus, the relationship between organizational pride and stakeholder perceptions is an important direction for understanding the external impact of organizational pride.

Finally, the collection of terms such as social responsibility, perceived organizational support, and collectivism in the upper middle shows that the social dimension and collective values are still important foundations in organizational pride research. Park, Kim, and Kwon (2017) emphasized that when organizations emphasize social responsibility and concern for employees, this strengthens individuals' sense of collective pride. Thus, the results of this factorial analysis confirm that organizational pride is a multidimensional concept influenced not only by internal factors such as culture and leadership, but also by social perceptions, collectivist values, and employees' emotional experiences in the workplace.

Co-occurrence

Based on the co-occurrence network map, it can be seen that the topic of organizational pride is at the core of a broad research cluster, primarily connected to industrial psychology and organizational behavior. The dominant red cluster shows a strong relationship between organizational pride and performance variables, as well as work attitudes such as job satisfaction, employee engagement, and organizational citizenship behavior (OCB). This is in line with research by Gouthier and Rhein (2011), who stated that organizational pride serves as a crucial driver of employee extra effort at work. In addition, the connection between the concepts of social identity theory and organizational identification in the map confirms that pride arises when employees feel their identity aligns with the company's values (Kraemer & Gouthier, 2014).

groups contribute in parallel. This pattern reflects the openness of the topic to exploration from various scientific perspectives.

In terms of affiliation and geography, the University of Newcastle upon Tyne and the Universidade de Santiago de Compostela dominate knowledge production, confirming the central role of European institutions in the development of this field. Nevertheless, the presence of Brawijaya University, University of Lahore, and Cameron School of Business shows that research contributions are beginning to expand into Asia and North America, indicating a gradual, increasingly diverse global expansion.

Analysis of topic trends and most relevant words revealed a significant shift in research orientation. If, in the early days of the organizational pride study, it focused more on internal employee behaviors such as job satisfaction and organizational identification, then the latest developments show an increasingly strong integration with strategic issues, especially Corporate Social Responsibility (CSR). This shift reflects the conceptual transformation of organizational pride from a mere individual emotion to a psychological mechanism that contributes to the formation and sustainability of the organization more broadly.

The findings of the thematic map emphasize that organizational pride serves as a theme motor, a theme of high relevance and strong development in the scientific literature. This position confirms that organizational pride is not a fringe concept, but rather a central construct in the study of contemporary organizational behavior. This is reinforced by the results of a factorial analysis, which show the multidimensional nature of organizational pride, influenced by internal factors such as culture and leadership, as well as external factors such as social perception and employee emotional experience. The co-occurrence analysis further confirms that organizational pride is a strategic construct influenced by organizational support and directly impacts the sustainability of human resources.

Overall, this study helps fill the literature gap by providing a systematic map of the development of organizational pride studies. These findings are expected to serve as a reference for future researchers to explore gaps that have not been widely studied, especially in non-Western contexts, the public sector, and the relationship between organizational pride and the ever-evolving issues of sustainability and corporate social responsibility.

Involvement

In general, this research presents strategic implications for scientific development, organizational practices, and policy formulation at the national and global levels. In the

academic realm, this study presents a systematic mapping of the intellectual structure, geographical distribution, and dynamics of thematic evolution in the study of organizational pride, providing a conceptual foothold for strengthening theories and informing future research directions. For organizations and society, the shift of research attention to strategic issues such as corporate social responsibility (CSR) and sustainability shows that organizational pride not only influences individual behavior but also contributes to the formation of an organization's reputation, legitimacy, and long-term durability. At the national level, these findings reflect a country's scientific contribution to the global research landscape while opening space to expand international collaboration networks and improve academic competitiveness. As for the international community, the results of this research encourage more inclusive cross-border collaboration and affirm the relevance of organizational pride as a psychological mechanism that supports responsible and sustainable organizational governance practices in the era of globalization.

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