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## THE ROLE OF CAREER MANAGEMENT IN ACHIEVING ORGANIZATIONAL SUSTAINABILITY: BIBLIOMETRIC ANALYSIS

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### ABSTRACT

*Purpose* of the study is to investigate the developing relationship between career management and organizational sustainability via a bibliometric analysis of international academic literature. Although the recent prominence of both sectors, their integration is still underdeveloped, especially in emerging economies like Kazakhstan.

*Methodology*: Drawing on 742 articles on career management (1970-2025) and 428 articles on organizational sustainability (2002-2025) sourced from the Scopus database, the analysis applies keyword co-occurrence mapping, thematic evolution tracking, and factorial analysis using VOSviewer and Biblioshiny (RStudio).

*Originality/Value*: The study highlights an increasing alignment between these career management and organizational sustainability, emphasizing common objectives in employees' development of an organization and sustained organizational performance. The analysis highlights significant research gaps, including insufficient contextualization in emerging economies and an absence of integrated HR frameworks that connect employee development to sustainable goals. Implications are derived for academic research and organizational practice, especially in Kazakhstan, where formal career management is still in its infancy. This research delineates the intellectual framework of the topic and provides ideas for formulating sustainability-focused career strategies.

*Results*: The results of the research identify key thematic clusters: career adaptability, green human resource management (GHRM), sustainable leadership, digital transformation, and stakeholder engagement. Also indicate that while career management literature emphasizes employability, self-directed career paths, and career resilience, sustainability research increasingly focuses on governance, innovation, and environmental responsibility. Merging intersections are found in themes such as green HRM and sustainable workforce strategies.

Future studies should investigate how digitalization, artificial intelligence, and green policies shape sustainable career development in organizational ecosystems.

*Keywords*: career management, organizational career management, organizational sustainability, human resource management, ESG.

### INTRODUCTION

In today's rapidly evolving business landscape, organizations increasingly identify the importance of aligning individual career aspirations with broader sustainability goals. Career management plays a pivotal role in this alignment, serving as a bridge that connects personal growth with organizational objectives. People increasingly want to work in companies that help them achieve their personal and professional aspirations. So, lots of companies focus on career management and plan it as a main branch of organizational Human Resource Management (HRM) strategy.

Career management is one of the labor market's most dynamic subsystems in a number of ways if we think of it as a unique ecosystem made up of systems and actors, specifically people and organizations [1]. Modern workers are looking for more stability, social relevance, and flexibility as a result of changing labor market conditions and the rise of new career paradigms. They are more likely to choose companies that share their

goals, both personal and professional, and show that they genuinely care about their employees. Consequently, businesses improve their capacity to draw in and keep skilled employees by making career development a key component of organizational strategy. Secondly, sustainable development and the increasing role of social and corporate responsibility is that more companies actively integrate environmental, social, and governance (ESG) principles into their operational activities. These factors require aligning employees' career growth with the company's sustainability goals. As a result, career management becomes a crucial element in ensuring the company's long-term stability. Additionally, the transition to multi-level and integrated business ecosystems: large companies are forming complex ecosystems that involve employees, partners, and communities. Effective career management in these interactions enables the alignment of employees' interests with the company's strategic objectives.

Despite the growing emphasis on sustainability in organizational strategy, integrating career management into sustainability frameworks remains underexplored - especially from a bibliometric perspective. While prior studies have addressed human capital development or sustainable HRM, few have systematically mapped the intellectual structure and thematic evolution of research linking career management to organizational sustainability. This disparity is specifically pertinent for emerging nations such as Kazakhstan, where organized career management is constrained outside major firms, and the integration of sustainability is still in its nascent stages.

The study aims to analyze the relationship between career management and organizational sustainability through a bibliometric literature review. Particularly, it aims to answer the following questions: What are the dominant research themes, intellectual structures, and evolving trends in the academic discourse on career management and organizational sustainability?

How do these two fields intersect in academic research, and what implications do these intersections have for organizational practice and future research? Thus, conducting a bibliometric literature review is essential to determine this topic's state and last trends.

Summarizing the part of introduction, we highlight that career management remains a relatively novel practice in Kazakhstan, especially among small and medium-sized enterprises (SMEs). While large organizations have begun integrating structured HRM systems, the connection between employee development and long-term sustainability is not yet institutionalized. This bibliometric study provides an insightful analysis of Kazakhstan's changing labour market and national sustainability aspirations by assessing worldwide research trends and developing ideas that can guide local adaptation.

**Literature review.** Nowadays, one of the most important areas of HRM research is the dynamic relationship between career management and organizational sustainability. In light of global labour market changes, modern organizations face workforce employability, career development, and sustainability issues. This literature review critically examines the theoretical and empirical developments in career management and organizational sustainability and the connections between them.

#### *1. Chronological review of career management*

##### *1.1 Early Foundations of Theory (1900s-1960s)*

Pioneers like Frank Parsons, who highlighted the significance of person-environment fit in career choice, helped shape career development in the early 20th century [2]. The vocational psychology movement, which was carried out by scholars such as Edward Tolman and Donald Super [2, 3], introduced theories centred on individual differences, career stages, and the significance of self-concept in career development. These early theories established the foundation for comprehending career behavior and the variables influencing career choices.

##### *1.2 Organizational Career Management's Rise (1970s-1990s)*

Individual career development offered way to organizational career management (OCM) in the 1970s and 1980s. The growing intricacy of organizational structures and the understanding of human resources' role in accomplishing organizational objectives were the driving forces behind this [4, 5]. Organizations started creating official career management systems during this time, such as leadership development initiatives, succession planning, and career planning [4, 5]. During this period, the idea of career competencies also began to gain popularity. Researchers emphasized the competencies people required to successfully manage their careers in a workplace that was changing quickly [6]. These competencies are self-awareness, career exploration, and decision-making abilities [6].

### *1.3 The Emergence of Global and Contemporary Career Perspectives (2000s–Present)*

How careers are developed and managed has changed significantly in the twenty-first century. New career theories and practices have emerged due to technological advancements, globalization, and the growing complexity of labor markets [7, 2]. One of the main areas of research nowadays is the idea of global careers, which entail working across national borders [7]. Scholars also thoroughly argued career concepts like the "protean careers" [8, 9], the "boundaryless career" [10], and the "kaleidoscope career" [11]. Furthermore, traditional career management concepts have been questioned by the growth of self-created migration, in which people proactively seek out foreign job possibilities [7].

### *1.4 Contemporary Practices in Career Management*

People are becoming increasingly expected to actively manage their careers in today's fast-paced, unpredictable workplace. As a result, career self-management techniques have emerged, such as networking, career planning, and ongoing education [6, 12]. Since people must acquire abilities like self-awareness, resilience, and adaptability to negotiate the challenges of contemporary careers successfully, the idea of career competencies has taken center stage in these practices [6]. Organizations are also playing a critical role in career management by offering career development opportunities like coaching, mentoring, and leadership development programs [13,14]. By encouraging employee engagement, retention, and productivity, these practices assist individuals in advancing their careers and contribute to the organization's overall success [13,14].

By being aware of the historical advancements and current practices in career and career management, we can more effectively negotiate the challenges of contemporary careers and pave the way for future success.

## *2 Chronological literature review on organizational sustainability*

Over the past few decades, organizational sustainability has significantly evolved due to growing global concerns about economic instability, social inequality, and environmental degradation. This literature review highlights important themes, approaches, and contributions from the academic community as it follows the evolution of organizational sustainability from its earliest conceptualizations to its present integrated frameworks.

### *2.1 1990s: The development of concepts of sustainability*

Formal scholarly discussion of organizational sustainability began in the 1990s. Researchers began examining the idea of sustainability in organizational practices during this time. The definition of sustainability and its applicability to corporate operations were the main goals of early research. What is meant by sustainability? Scholars focused on integrating environmental, social, and economic dimensions in their initial attempts to conceptualize sustainability during this decade. For example, the idea of the "triple bottom line" (TBL) came into being, highlighting the necessity for businesses to strike a balance between their social and environmental obligations and their profitability [15]. Moreover, to help organizations achieve sustainability, researchers started creating early models. These models frequently emphasized stakeholder engagement, waste reduction, and operational efficiency [16].

### *2.2 2000s: Expansion and Strategic Integration*

Research on sustainability grew significantly in the 2000s as academics looked into its strategic implications for businesses – the introduction of new approaches and the incorporation of sustainability into fundamental business strategies defined this decade. Scholars started looking into how strategic management tools could improve corporate sustainability. Among these were creating frameworks for waste management, leadership techniques, and sustainable supply chains [17]. Furthermore, integrated reporting gained popularity because it highlights how important it is for businesses to reveal their environmental, social, and governance (ESG) performance. The advantages and difficulties of incorporating sustainability into financial reporting were examined in early research [18].

### *2.3 2010s: The Development of Multidisciplinary Methods*

The 2010s saw the incorporation of sustainability into several other fields, including corporate entrepreneurship, digital transformation, and project management. During this time, more advanced sustainability frameworks and tools were also developed. As a driver of sustainability, corporate entrepreneurship also gained popularity during this decade. With an emphasis on innovation and value creation, researchers created frameworks for sustainable corporate entrepreneurship (SCE) [19].

#### *2.4 2020s: Integration, Purpose, and Organizational Change*

The 2020s have been marked by a focus on incorporating sustainability into organizational purpose and culture and a greater awareness of the role that organizational change and resilience play in attaining sustainability. Scholars have examined how organizations can align their strategies with broader societal and environmental goals, including incorporating sustainability into corporate culture and decision-making processes [20]. Researchers have studied the dynamics of organizational change for environmental, social, and financial sustainability, focusing on the role that stakeholder engagement, leadership, and culture play in generating sustainable change [21].

#### *3 Combining Organizational and Career Views*

By the middle of the decade, scholars started fusing organizational sustainability frameworks with career development theories. The impact of employability capital and self-perceived employability on career success and, consequently, organizational sustainability was explained by the Social Exchange Theory (SET) [22]. Conceptual models that connected career crafting, organizational commitment, and sustainable outcomes were also introduced, highlighting the importance of individual characteristics and organizational support in accomplishing these objectives [23].

#### *4. Empirical Perspectives: The Function of Organizational Procedures*

Empirical research conducted in the late 2010s deepened our understanding of how career management affects organizational sustainability. According to the research, OCM initiatives like competency development and career mentoring are crucial for improving employee outcomes like employability and subjective career success [24]. The strategic importance of funding career development programs was further highlighted by establishing the mediating role of career capital in connecting OCM practices to career outcomes [24].

### **THE MAIN PART OF THE RESEARCH**

**Methodology of the research.** This study utilizes bibliometric analysis to carefully examine the progression of research on career management and organizational sustainability. Bibliometric methods are extensively employed in social sciences to assess research effects, delineate intellectual frameworks, and monitor topic evolution across time. Bibliometric analysis is a quantitative research tool that uses statistical techniques to assess academic literature, uncovering insights into research trends, author collaborations, and topic advancements [25, 26, 27, 28]. This method has acquired attention for its capacity to visualize intricate data and find significant contributors across several domains. The subsequent sections delineate essential components of bibliometric analysis, encompassing its instruments, applications, and methodological frameworks. This approach ensures neutrality and reproducibility, providing a comprehensive overview of the academic discourse about the selected topics.

This study is based exclusively on secondary data obtained from the Scopus database, consisting of publicly accessible scientific publications. Therefore, no ethical approval was required. The research did not involve any human or animal subjects, and no personal data were collected, ensuring full compliance with ethical standards and intellectual property rights.

#### *Data Source and Collection Strategy*

The Scopus database served as the direct source due to its broad indexing of peer-reviewed articles across several fields, guaranteeing high-quality and comprehensive data retrieval. Two separate queries were conducted using “career management” and “organizational sustainability.” Search queries were conducted in Scopus using the following terms in title, abstract, and keywords fields: TITLE-ABS-KEY (“career management”) and TITLE-ABSKEY (“organizational sustainability”). Separate searches were preferred to allow a focused analysis of thematic structures within each domain before assessing their intersections. The retrieved documents were refined to enhance domain specificity by restricting the subject categories to Business, Management, and Accounting; Economics, Econometrics, and Finance; and Multidisciplinary Studies. Only journal articles published in English were included, ensuring methodological consistency. Each dataset was analyzed separately to capture the thematic development of each concept independently before identifying intersections in the discussion.

The initial search for “career management” yielded 1,460 documents. After refinement based on disciplinary focus and document type, 742 articles remained for bibliometric analysis. Similarly, the initial search



for “organizational sustainability” returned 861 documents, which were reduced to 428 after applying the same refinement criteria. The time frame was set between 1970 and 2025 for career management and 2002 and 2025 for organizational sustainability, aligning with the earliest recorded scholarly contributions in each domain.

*Bibliometric Analysis Techniques.* Network analysis, thematic mapping, and conceptual trend identification were conducted using VOSviewer [29] and Biblioshiny (R-Studio) [30], two specialized bibliometric tools. VOSviewer was employed for network visualization and overlay mapping, focusing on keyword co-occurrence analysis to identify clusters of dominant research themes and emerging areas of inquiry. The dataset was exported in RIS format for processing in VOSviewer. Using a minimum threshold of five keyword occurrences, the career management dataset produced 67 pertinent keywords, while the organizational sustainability dataset produced 59.

Simultaneously, Biblioshiny (R-Studio’s Bibliometrix package) was utilized for a more nuanced exploration of thematic structures. The following analytical techniques were applied:

1. *Thematic evolution analysis* – to track shifts in dominant research themes over time.
2. *Thematic mapping* – to position research topics within a two-dimensional strategic diagram, highlighting emerging and declining themes.
3. *Factorial analysis* – to identify latent conceptual structures and relationships within the literature.
4. *Treemaps and trending topics analysis* – to visualize topic prominence and evolution in the field.

The dataset for Biblioshiny was exported in BibTeX format, ensuring compatibility with R-Studio’s bibliometric tools.

*Keyword Co-Occurrence and Refinements.* A minimum threshold of 5 occurrences was established for co-occurrence analysis to guarantee statistical relevance in network creation. In the career management dataset, all 67 identified keywords met this threshold, contributing to the network and thematic analysis. However, in the organizational sustainability dataset, 59 keywords met the threshold. In comparison, five keywords (sensemaking, case study, COVID-19, article, and structural equation modelling) were excluded due to their contextual irrelevance to the study’s core themes.

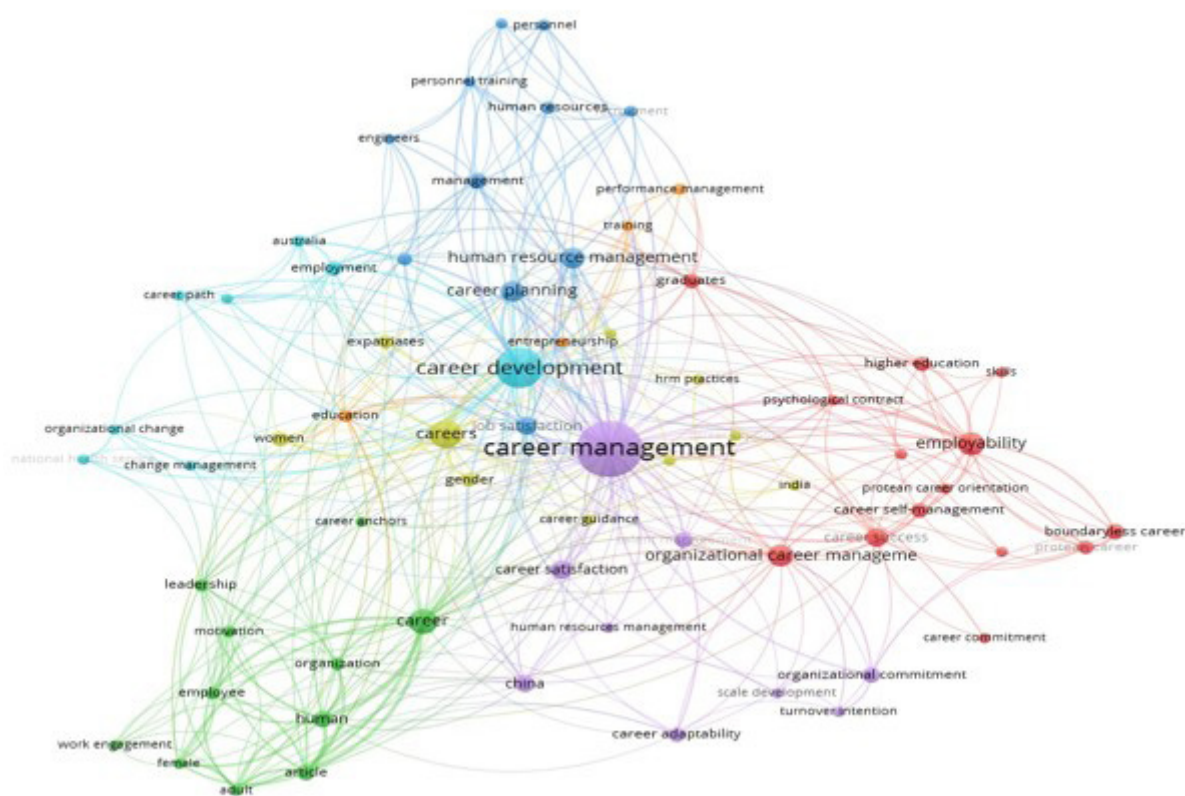
This bibliometric review combines network visualization and conceptual evolution analysis to deliver a comprehensive and systematic assessment of academic contributions. It elucidates the intellectual foundations and prospective directions of research on career management and organizational sustainability.

*Limitations.* This study only included English-language publications that were indexed in Scopus. Although this guarantees the dataset’s consistency and accessibility, it might leave out important studies that have been published in other languages, especially those from non-Anglophone or regional contexts.

Additionally, the study only looks at journal articles – conference proceedings, book chapters, and dissertations are not included. This decision may restrict the representation of new or interdisciplinary research in the field, even though it promotes methodological uniformity.

**Results of the research.** This section presents the main findings of the bibliometric analysis. Thematic clusters, keyword frequencies, and network visualizations trace both domains’ intellectual structure and research evolution. Emerging convergence points between career management and organizational sustainability are also highlighted. This bibliometric study covers a body of studies on organizational sustainability and career development. The results, which show important theme groupings, methodological tendencies, and shifting study paths, are described below.

Through this study, researchers sought to expose how sustainability and career management ideas have changed over time, what scholarly dialogues predominate in each sector, and how they interact in theoretical and pragmatic ramifications. Before the study, the results revealed a disjointed attitude toward sustainability and career development, which were sometimes viewed as independent research topics. Nonetheless, the post-analysis data show a growing convergence between these spheres, underlining the need for HRM, creativity, and flexibility as uniting factors (figures 1 and 2).



Note: Compiled by VOSviewer on the basis of dataset

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The following substantial patterns can be seen in the career management research bibliometric network visualization:

The crucial position of career planning and development: The analysis's dominant cluster shows the close relationship between career management research and career development, career satisfaction, and career adaptability. These factors demonstrate an increasing focus on individual career growth strategies in response to organizational demands and changes in the labor market.

Emerging research on protean and boundaryless careers suggests that the growing importance of protean career orientation, career self-management, and boundaryless careers suggests a change from conventional, hierarchical career structures to more fluid and flexible career paths that place emphasis on individual agency and adaptability.

HRM, performance management, and training are essential topics that highlight how HR policies influence career paths. This emphasizes how crucial talent management is strategically in today's businesses. (Figure 1).

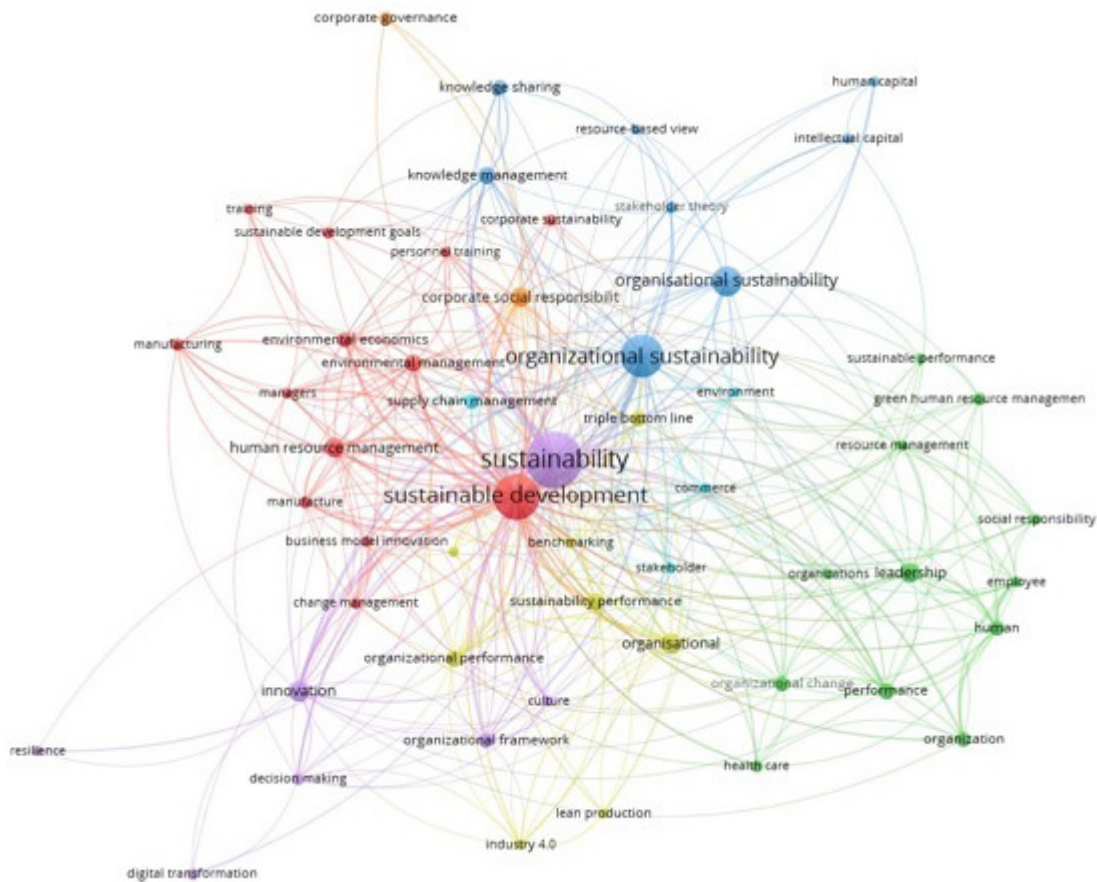


Figure 2 – Thematic mapping organizational sustainability and related concepts

Note: Compiled by VOSviewer on the basis of dataset

The keyword co-occurrence network focused on "organizational sustainability" is shown in Figure 2. Strategic theory (blue), environmental - HRM integration (red), leadership and employee behavior (green), innovation and transformation (purple), industrial modernization (yellow), and knowledge governance (orange) are the six main thematic clusters that the network reveals. The fundamental ideas of "sustainability" and "sustainable development," around which different thematic domains converge, are at the heart of the network. Connecting ideas like "organizational performance," "CSR," and "green HRM" shows how the field has become more interdisciplinary. The dynamic evolution of sustainability research is indicated by emerging points like "digital transformation" and "resilience," which point to a future characterized by innovation, adaptability, and the development of human capital. An evolution trends from environmental compliance and towards the strategic integration of sustainability into fundamental business operations.

The central theme, career management, strongly co-occurs with several important ideas, suggesting important areas for scholarly study. The importance of career development and career planning shows that structured career growth is the main focus of career management research. Moreover, one important subtheme is employability, which emphasizes the growing academic focus on workforce preparedness and flexibility in light of labor market dynamics. According to HRM and organizational career management practices, corporate policies and individual career trajectories appear closely related. Results of thematic mapping analysis are presented in table 1:

Table 1 – Summary of keyword frequencies, thematic clusters, and trend periods

Cluster Theme	Keywords	Relevance
Career Management	Career adaptability, self-management	Dominant in recent years
Organizational Sustainability	CSR, ESG, innovation	Emerging strategic themes
Cross-cutting Themes	Green HRM, leadership	Connect both research areas

Note: Compiled by the authors based on the results of bibliometric analysis (figure 1 and 2)

A noteworthy intersection between career management and organizational sustainability is revealed by comparing the two analyses, especially in the following areas:

1. The importance of HRM in supporting career advancement and environmentally friendly business practices is emphasized in both research areas. Long-term organizational stability and employee well-being can both be enhanced by sustainable HRM practices.

2. According to ideas like career adaptability in career management and organizational resilience in organizational sustainability, encouraging workforce flexibility helps an organization weather environmental and market shocks.

3. Innovation is emphasized as a major driver in both bibliometric analyses. Innovation is associated with business models, digital transformation in organizational sustainability, and entrepreneurship and career self-management in career management. This implies that encouraging an inventive workforce can support long-term company expansion.

4. Organizational sustainability focus on CSR is consistent with career management's discussions of career satisfaction and employee engagement, emphasizing how moral and welcoming corporate practices boost employee loyalty and motivation.

The study's next step, where Sankey diagrams make bibliometric analysis, intends to reveal how research priorities have changed in response to managerial, technological, and economic advancements by organizing the analysis across various periods. It also clarifies how companies combine sustainability principles with human resource strategies by highlighting the relationship between career management and sustainable business ecosystems, showing how research themes related to career management and sustainability have changed over time.

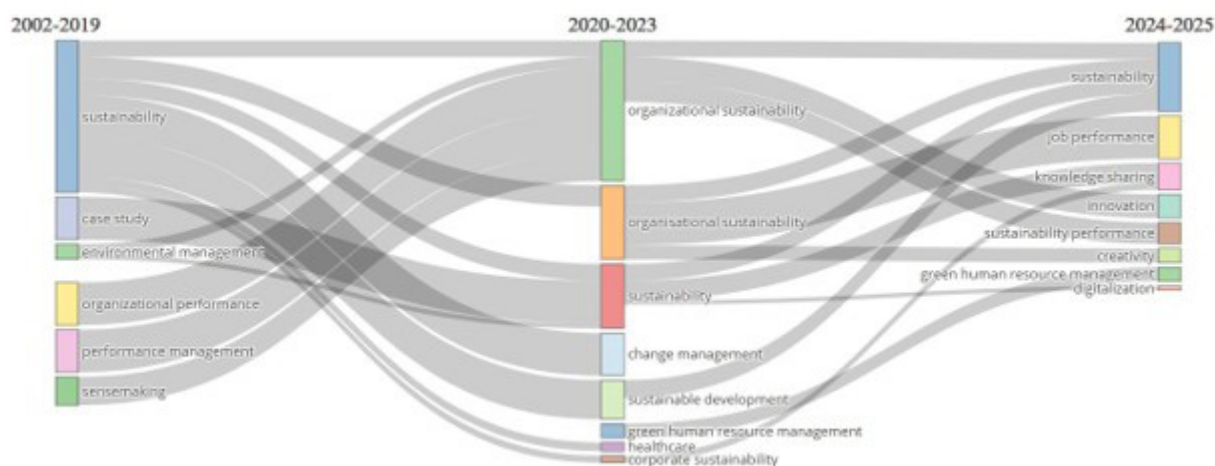


Figure 3 – Research on sustainability  
Note: Compiled by VOSviewer on the basis of dataset

The development of important themes in organizational performance and sustainability management is highlighted by the bibliometric analysis of research on sustainability conducted between 2002 and 2025.



2002-2019: Sustainability, case studies, environmental management, and organizational performance were the main topics of the first phase of the study. The popularity of "case studies" during this time indicates that empirical methods, which focused on real-world applications of sustainability principles, were prevalent.

The term "sustainability" gave way to "organizational sustainability" and "corporate sustainability" in 2020-2023, signifying a change in the direction of incorporating sustainability. There is increasing interest in integrating sustainability with human capital strategies, as evidenced by the rise of green HRM, sustainable development, and change management.

2024-2025: Current patterns show that themes are becoming more varied and include creativity, innovation, digitalization, job performance, and knowledge sharing. This implies a change from conventional environmental sustainability to a more all-encompassing framework that takes employee performance and technology-driven innovation into account (figure 3).

Key themes in career management research have dynamically evolved over time, reflecting shifts in workforce expectations and organizational strategies, according to bibliometric analysis.

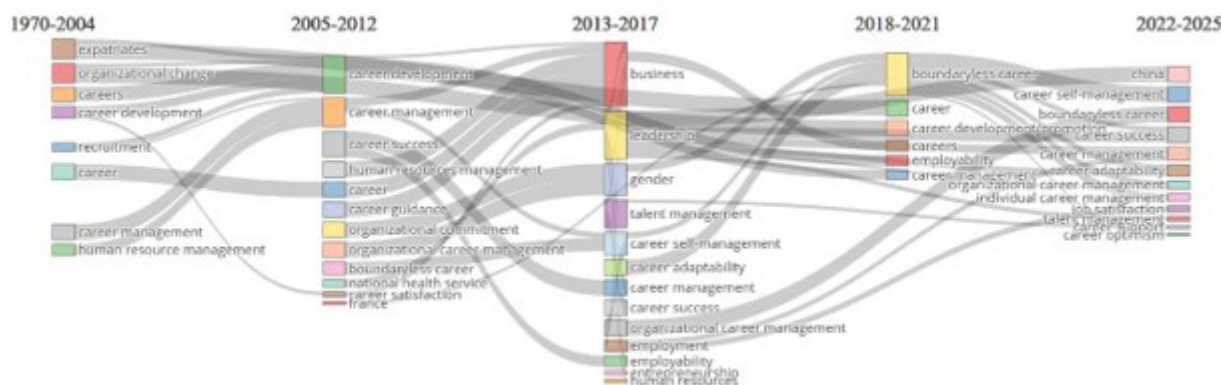


Figure 4 – Research of career management

Note: Compiled by VOSviewer on the basis of dataset

From 1970 to 2004, the main research areas were human resource management, career development, and career management. Concepts like organizational change and expatriates indicated the focus on global workforce mobility and restructuring.

Between 2005 and 2012, research on career success, career adaptability, and organizational commitment was conducted. Individual career paths and the function of organizations in promoting career development were given increasing attention. 2013–2017: The rise of business, leadership, talent management, and gender indicate a move toward strategic human resource management. Including entrepreneurship and career self-management emphasizes the gig economy and self-directed career paths, which are becoming increasingly important.

2018–2021: Key topics like employability, career development/promotion, boundaryless careers, and career adaptability indicate a paradigm shift towards flexible career paths. The emphasis on career self-management further supports the trend of employees taking charge of their career advancement.

2022–2025: In addition to country-specific studies, recent research strongly emphasizes job satisfaction, career optimism, and career satisfaction. These themes point to a growing interest in local career dynamics and worker satisfaction (Figure 4).

Both analyses emphasize how career management and sustainability are intertwined, especially through organizational sustainability initiatives and green HRM practices. They also acknowledge how innovation, digitization, and knowledge exchange influence professional pathways and environmentally friendly corporate operations. The emphasis on performance management (job performance, career success, employability) and its connection to organizational and individual development is a recurring theme in both analyses.

Referring to the tree map bibliometric analysis type, the authors of this research aim to discover that certain aspects of career management, such as talent development or work-life balance, are frequently linked to organizational sustainability. Also, the analysis might reveal growing interest in areas like green career management or sustainable leadership development and find unexpected links between career management, sustainability, and other fields like psychology or environmental science.

Furthermore, the analysis could reveal which research methods are most commonly used in this field, highlighting a need for more diverse approaches and showing which industries or sectors are most represented in the literature, potentially highlighting areas needing more research. The treemap visualizations display key thematic clusters, which signify prevailing fields of study, related ideas, and developing scholarly interests.

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Figure 5 – Domain of career management  
Note: Compiled by VOSviewer on the basis of dataset

The career management dataset indicates an academic focus on individual career paths and their compatibility with labour market demands. It spotlights a substantial emphasis on career growth (10%), employability (3%), and career success (2%). Notably, themes like career adaptability (2%) and job satisfaction (2%), as well as career satisfaction (2%), indicate a growing interest in subjective career outcomes and their psychological aspects.

Several related themes, including organizational career management (3%), talent management (2%), and human resource management (3%), point to a concurrent line of inquiry into how organizations support professional development.

In keeping with present labor market tendencies, the percentages for boundaryless careers (2%) and protean careers (1%) represent a paradigm shift toward more dynamic and self-directed career paths.

Regional differences in career management research are implied by geographic references like China (2%), India (1%), France (1%), and Australia (1%), which may be caused by various labor market structures and policy frameworks (figure 5).



Figure 6 – Domain of organizational sustainability  
Note: Compiled by VOSviewer on the basis of dataset

The dataset identifies sustainability (18%) and organizational sustainability (12%) as the two most commonly occurring terms in organizational sustainability as the main pillars of this field's research. There is a strong correlation between corporate governance and sustainability initiatives, as evidenced by the presence of leadership (1%), corporate social responsibility (2%), and sustainable development (5%).

Themes connected with innovation, like knowledge management (1%), knowledge sharing (2%), and innovation (2%), imply that knowledge-driven strategies and sustainability are frequently studied together. Furthermore, legitimacy (1%), resilience (1%), and stakeholder theory (1%) indicate a growing scholarly interest in organizational adaptability and stakeholder engagement in sustainable business practices.

The prevalence of digitalization (1%) and Industry 4.0 (1%), which highlights the importance of digital transformation in sustainable organizational strategies, indicates a convergence of sustainability and emerging technologies (Figure 6).

According to this bibliometric analysis, career management research is increasingly focusing on employability, career transitions, and organizational support systems to keep up with changes in the global labor market. Research on organizational sustainability, meanwhile, shows a strong basis in digital innovation, environmental responsibility, and corporate governance.

It is becoming more widely acknowledged that career management and organizational sustainability go hand in hand in creating long-term value for companies. Emerging themes in sustainability that are essential to comprehend this relationship are revealed by bibliometric analysis, especially when considering sustainable organization management, which prioritizes ecological, social, and economic factors in business operations [31, 32]. OCM is changing, with a notable move toward personal accountability for professional growth. Flattening organizational hierarchies and the demise of traditional employer-employee contracts contribute to this shift, which calls for high levels of self-awareness among staff members to spot growth opportunities [23]. In their pursuit of sustainability, companies must assist their staff in developing sustainable careers that match personal ambitions with corporate objectives.

The bibliometric analysis reveals meaningful insights relevant to both scholarly inquiry and organizational application. It emphasizes the importance of embedding career development initiatives alongside sustainability frameworks within contemporary organizational structures - an imperative particularly relevant for developing contexts such as Kazakhstan, where such practices are still underrepresented.

The analysis identifies key thematic concentrations, novel areas of exploration, and cross-disciplinary linkages within the literature. The research could explore how technological innovation shapes career trajectories, how sustainable organizational policies influence employee engagement, and how artificial intelligence can be strategically aligned with long-term career planning and institutional sustainability efforts.

The results show a rising convergence of sustainability research with career management. Common themes cover the value of human capital, career flexibility in changing conditions, and the strategic purpose of green HRM. Organizational sustainability prioritizes digital innovation and corporate governance, whereas career management centres on individual agency and employability. Still, these categories progressively combine through ideas such as sustainable leadership, self-directed careers, and employee well-being - signifying a transition towards cohesive HR strategies in sustainable firms.

*The implications:* The bibliometric results have important branches for academic research and organizational practice promoting long-term employee engagement and retention; organizations should align career management strategies with sustainability goals. Moreover, future studies should examine how digital transformation and artificial intelligence affect career development, especially concerning automation, remote work, and changing skill requirements. Finally, multidisciplinary partnerships between sustainability researchers and career management scholars can further enhance this field by shedding light on how career strategies support more general corporate sustainability goals.

The theoretical underpinnings and new directions of career management and organizational sustainability research are highlighted in this bibliometric analysis. The results indicate a changing academic environment where self-directed career management, career adaptability, and sustainability-driven HRM practices are becoming increasingly popular. In order to improve theoretical contributions and real-world applications in sustainable workforce management, future research should keep examining these intersections.

By filling these practice-oriented and research-oriented voids, Kazakhstan and beyond will have a stronger, more sustainable, and talent-driven organizational scene.

## CONCLUSION

This bibliometric study analyses the changing interaction between organizational sustainability and career management. The terrain of research shows increasing awareness of the interdependence between personal paths of employment and more general organizational objectives for sustainable development. Important conclusions show the change towards more dynamic, self-directed career paths, as shown by developing ideas like boundaryless and protean professions. Research on organizational sustainability concurrently emphasizes more and more including ESG ideas in the primary corporate strategy. The study points out various areas of convergence between sustainability and career management. These cover the value of human capital development, the way technology shapes career paths and sustainable business practices, and the increasing focus on resilience and adaptation in both personal careers and corporate organizations. Emerging themes such as green HRM, sustainable leadership, and the inclusion of sustainability into workforce planning point to a future study agenda spanning organizational sustainability goals with personal career development. Topics like digitization, Industry 4.0, and innovation in both sectors are becoming increasingly important, suggesting the need for multidisciplinary solutions to handle the difficulties of the changing work environment.

Finally, our bibliometric analysis emphasizes the need for a more combined strategy for organizational sustainability and career management. Future studies should concentrate on creating frameworks that match personal career aspirations with organizational sustainability goals, how technology developments affect sustainable career development, and how leaders might help promote career development and organizational sustainability. By filling in these research voids, scholars and practitioners can help create more resilient, flexible, and sustainable organizational ecosystems supporting individual career success and long-term organizational sustainability.

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## ҰЙЫМДЫҚ ТҰРАҚТЫЛЫҚҚА ҚОЛ ЖЕТКІЗУДЕ МАНСАПТЫ БАСҚАРУДЫҢ РӨЛІ: БИБЛИОМЕТРИЯЛЫҚ ТАЛДАУ

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### АНДАТПА

*Зерттеу мақсаты* библиометриялық талдау арқылы мансапты басқару мен ұйымдық тұрақтылық арасындағы дамып келе жатқан байланысты зерттеу болып табылады. Соңғы жылдары бұл екі салаға деген қызығушылық артқанымен, олардың интеграциясы әлі де жеткіліксіз дамыған, әсіресе Қазақстан сияқты дамушы экономикасы бар елдерде.

*Әдіснамасы.* Scopus мәліметтер базасынан алынған 742 мансапты басқару мақаласы (1970-2025) және 428 ұйымдық тұрақтылық мақаласы (2002-2025) негізінде зерттеу VOSviewer және Biblioshiny (RStudio) құралдарын қолданып, кілт сөздердің қатар пайда болуын карталау, тақырыптық эволюцияны қадағалау және факторлық талдау әдістерін қолданады.

*Зерттеудің бірегейлігі/құндылығы.* Зерттеу мансапты басқару және ұйым тұрақтылығы арасындағы өсіп келе жатқан өзара тоғысу нүктелерін көрсетіп, ұйымдағы қызметкерлерді дамыту мен ұйым қызметінің нәтижелілігін ұзақ мерзімді сақтаудағы ортақ мақсаттарды айқындайды. Сонымен қатар, зерттеу маңызды олқылықтарды анықтайды, соның ішінде дамушы экономикаларда жеткілікті қарастырылмауы және қызметкерлерді дамыту мен тұрақты даму мақсаттарын байланыстыратын біріктірілген HR құрылымдарының жетіспеушілігі. Қазақстанда ресми мансапты басқару әлі де дамудың бастапқы кезеңінде болғандықтан, бұл зерттеу академиялық зерттеулер мен ұйымдық тәжірибеге арналған ұсыныстар береді. Сондай-ақ, бұл зерттеу тақырыптың интеллектуалды негізін анықтап, тұрақтылыққа бағытталған мансап стратегияларын қалыптастыруға арналған идеяларды ұсынады.

*Зерттеу нәтижелері* келесі негізгі тақырыптық кластерлерді анықтайды: мансапқа бейімделу, жасыл адам ресурстарын басқару (GHRM), тұрақты көшбасшылық, цифрлық трансформация және мүдделі тараптарды тарту. Талдау көрсеткендей, мансапты басқару бойынша зерттеулер жұмысқа орналасу мүмкіндігі, өзін-өзі басқару мансаптық жолдары және мансаптық тұрақтылыққа көбірек назар аударады, ал тұрақтылық зерттеулері басқару, инновация және экологиялық жауапкершілік тақырыптарын кеңінен қамтиды. Бұл екі бағыттың түйісу нүктелері жасыл HRM және тұрақты жұмыс күшін дамыту стратегияларында байқалады.

Болашақ зерттеулер цифрландыру, жасанды интеллект және жасыл саясаттың ұйымдық экожүйелердегі тұрақты мансаптық дамуға қалай әсер ететінін негізге ала отырып, жүргізілуі қажет.

*Кілт сөздер:* мансапты басқару, ұйымдық мансапты басқару, ұйымдық тұрақтылық, адам ресурстарын басқару, ESG.

## РОЛЬ УПРАВЛЕНИЯ КАРЬЕРОЙ В ДОСТИЖЕНИИ ОРГАНИЗАЦИОННОЙ УСТОЙЧИВОСТИ: БИБЛИОМЕТРИЧЕСКИЙ АНАЛИЗ

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### АННОТАЦИЯ

*Цель исследования* изучить развивающиеся взаимосвязи между управлением карьерой и организационной устойчивостью с помощью библиометрического анализа международной академической литературы. Несмотря на растущее значение обоих направлений, их интеграция остается недостаточно развитой, особенно в развивающихся экономиках, таких как Казахстан.

*Методология:* Анализ основан на 742 статьях по управлению карьерой (1970–2025) и 428 статьях по организационной устойчивости (2002–2025), полученных из базы данных Scopus. Применены методы картирования совместной встречаемости ключевых слов, отслеживания тематической эволюции и факторного анализа с использованием VOSviewer и Biblioshiny (RStudio).

*Оригинальность/Ценность:* Исследование подчеркивает возрастающее сближение управления карьерой и организационной устойчивости, акцентируя их общие цели в развитии сотрудников и поддержании устойчивой организационной эффективности. Анализ выявляет значительные пробелы в исследованиях, включая недостаточную контекстуализацию в развивающихся экономиках и отсутствие интегрированных HR-структур, связывающих развитие сотрудников с устойчивыми целями. Выводы исследования имеют важные последствия для академической науки и организационной практики, особенно в Казахстане, где формальное управление карьерой находится на начальном этапе развития. Работа формирует интеллектуальную основу данной темы и предлагает идеи для разработки карьерных стратегий, ориентированных на устойчивое развитие.

*Результаты:* Выделены ключевые тематические кластеры: адаптивность карьеры, "зеленое" управление человеческими ресурсами (GHRM), устойчивое лидерство, цифровая трансформация и вовлечение заинтересованных сторон. Установлено, что если исследования по управлению карьерой в основном акцентируют внимание на трудоустройстве, самостоятельном построении карьерного пути и карьерной устойчивости, то исследования по устойчивому развитию все больше сосредоточены на управлении, инновациях и экологической ответственности. Пересечение данных направлений обнаруживается в таких темах, как "зеленое" HRM и стратегии устойчивого кадрового развития.

Перспективы будущих исследований указывают на изучение влияния цифровизации, искусственного интеллекта и "зеленых" стратегий на устойчивое развитие карьеры в организационных экосистемах.

*Ключевые слова:* управление карьерой, организационное управление карьерой, организационная устойчивость, управление человеческими ресурсами, ESG.

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## ҚАЗАҚСТАНДА ЛОГИСТИКА ҚАҒИДАТТАРЫ НЕГІЗІНДЕ ЖҮК ТАСЫМАЛДАУ ЖҮЙЕСІН ӘЗІРЛЕУ

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## АНДАТПА

*Зерттеудің мақсаты.* Қазақстанның көлік-логистикалық жүйесінде автокөлікпен жүк тасымалдаудағы бірнеше таңдап алынған көрсеткіштерді (маршруттардың тиімділігі, логистикалық хабтардың өткізу қабілеті, екі сатылы қызмет көрсету сапасы) теориялық және әдіснамалық тұрғыдан терең зерттеп, цифрлық және әлемдік жарияланымдарға негізделген жаңа модель әзірлеу.

*Зерттеу міндеттері:*

Әлемдік және отандық ғылыми әдебиетті (M. Christopher, Simchi-Levi, Гаджинский, Миротин и т.б.) екі сатылы логистикалық модельдің негізгі индикаторлары (маршрут ұзындығы, жүгіріс шегіне әсері, хаб өткізу қабілеті) бойынша терең талдау;

Мәліметтер базасынан алынған нақты көрсеткіштер (жол жұмыстарының уақыты, ағын көлемі, кідірістер, қызмет көрсетудің өткізу қуаты) негізінде модельдің практикалық жөнделуі мен бағалануы;

Қазақстандағы таңдалған өңірлік жол инфрақұрылымына цифрлық үлгілер енгізу, жолдардың сапасын, тәулік маусымдық өзгерістерді есепке алу арқылы модельді нақтылау;

Алынған нәтижелер негізінде локальды пилоттық қолдану үшін математикалық модель ұсынып, транспорттық және логистикалық көрсеткіштердің өзгерісін бағалау (шығындар, кідірістер, өткізу қабілеті, қарқындылық).

*Әдіснамасы.* Жүйелерді басқару теориясы жүйеде қатынастарды қалыптастыруды талап етеді. Логистикалық жүйелердің құрылымын талдау кезеңінде жүйелік тәсіл қолданылды — элементтердің өзара әрекеттесуін сипаттау және жүк тасымалдау процесінің тұтас моделін қалыптастыру.

Есептерді жалпылау және ұтымды шешу әдістері кәсіпорындарды біріктіру және логистикалық операцияларды жоспарлау бойынша әмбебап шешімдерді шығаруда қолданылды. Маршруттардың экономикалық тиімділігін зерттеу және жол жұмыстарының кезектілік моделін құру кезек теориясын қолданды, бұл көлік ағындарының инфрақұрылымға әсерін бағалауға және логистикалық операциялардың реттілігін негіздеуге мүмкіндік берді. Зерттеу объектісінің сапалық және сандық сипаттамасы жүргізіледі және жүк көлігі жүйесіндегі элементтердің өзара әрекеттесу заңдылықтары анықталады. Көлік-логистикалық алмасудың жұмыс істеу процесінде автомобиль жолының жабдықтаудағы рөлі және оның жолдың өзіне әсері анықталады.

*Нәтижелер.* Таңдау критерийі бойынша жол жүк тасымалдау жүйесінің элементі ретінде көрінеді, бұл көлік-логистикалық кеңістіктің үнемі өзгеріп отыратын жағдайында оның экономикалық тар-