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Bibliometric analysis of self-compassion in the discipline of business and management

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Abstract This study performed a bibliometric analysis of articles titled “self-compassion” in the discipline of business and management within the Web of Science database. According to the PRISMA guidelines, articles titled “self-compassion” were retrieved from the Web of Science database by selecting business and management category. After removing duplicate publications and those not categorized as articles, a bibliometric analysis was performed for 25 articles. The bibliometric analysis was performed using VOSviewer software. Based on the data uploaded to VOSviewer, author, organization, country, and keyword networks were created. To determine the frequencies of occurrence, analyses related to sample size, unit of study, theories, methods, and data collection tools, journals, publication years, and fields of science were conducted manually. Based on concrete findings, the majority of studies (56%) were published after 2022. Approximately 77% of the studies used an individual-based unit of analysis. In 37% of the studies, private sector employees were used as the sample. Quantitative methods were preferred in 80% of the studies. As a result of this study, potential gaps in the self-compassion literature within the business and management discipline were identified, and recommendations for future research were provided. This study provides guidance on how practitioners and HR professionals can integrate self-compassion into specific HR practices within the workplace.

Keywords Self-compassion · Bibliometric analysis · Business and management

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1. Introduction

In a rapidly evolving and competitive business landscape, psychological elements have captured the interest of both academics and practitioners as crucial factors for promoting sustainable organizational success and boosting employee motivation. One of these psychological elements is self-compassion, which stands out as a distinct aspect that influences how employees perceive themselves despite setbacks and challenges. It is characterized by the ability to treat oneself with kindness and recognize common human experiences (Neff, 2003a). As a blend of employees' awareness of circumstances and their capacity to manage emotions, self-compassion extends beyond mere emotional considerations. In the business and management arena, the effects of self-compassion can be observed in many ways, both individually and organizationally. On an individual basis, it acts as a protective factor against negative experiences, such as stress, burnout, and depression (You et al., 2022; Pereira, et al., 2022). From an organizational perspective, self-compassion aids in nurturing workplace relationships and decrease workplace misbehaviors (Anjum et al., 2022). These qualities are especially vital in organizations faced with complexity and uncertainty (Dodson & Heng, 2022). Nevertheless, self-compassion has not yet achieved the prominence it deserves within the business and management fields. Conducting a bibliometric analysis of the literature on self-compassion, which has been steadily increasing in visibility over recent years, could yield important insights into the current landscape of the field and emerging patterns. Mapping the existing research and pinpointing gaps can open avenues for future studies that bridge psychological and organizational aspects.

The purpose of this study is to examine the role of self-compassion in the business and management fields. This concept has garnered increasing attention for its potential impact on employee well-being, resilience, job performance, and overall organizational success. Despite its significance, the existing body of research on self-compassion is fragmented, with limited understanding of how it integrates into workplace dynamics. This research aims to offer a bibliometric overview of the self-compassion literature relevant to business and management. This approach allows for an exploration of the evolution of self-compassion, its related concepts, key authors, organizations, and countries contributing to the field, its theories and methods, and its presence in various journals. Bibliometric analysis provides a comprehensive, data-driven approach to synthesizing a vast array of publications, offering a clearer understanding of the thematic and methodological shifts in the field. The results of this study underscore potential areas and existing gaps for future theoretical and practical research on self-compassion in the business and management field. Furthermore, this research provides insights into how practitioners and HR professionals can incorporate self-compassion into particular HR functions in the workplace.

RQ: How has the concept of self-compassion been studied and developed within the academic literature of business and management? What are the overall landscape and key trends in this field?

2. Theoretical framework

Self-compassion closely resembles the broader concept of compassion (Neff, 2003a). Compassion involves expanding one’s awareness of the suffering of others; in this way, feelings of kindness toward others and the urge to ease their suffering come forth. Compassion inspires a person to reach out to others and to help them whenever necessary (Wispe, 1991). Individuals who encounter adverse events frequently judge themselves much more harshly and unkindly than they would judge a dear friend facing similar issues. Self-compassion denotes offering oneself the same level of compassion that one would extend to a loved

one facing difficulties (Terry & Leary, 2011). It involves being affected by and receptive to one's pain, rather than evading or detaching from it, fostering the wish to ease one's suffering and nurturing oneself with kindness. It also includes providing an unbiased understanding of one's distress, shortcomings, and failures, allowing one's experiences to be viewed as part of a broader human experience (Neff, 2003a). This involves extending the same level of care, kindness, and compassion to oneself that one would offer to cherished individuals in times of hardship (Allen & Leary, 2020). It includes three dimensions: 1) offering kindness and understanding to oneself instead of engaging in harsh self-critique and judgment; 2) recognizing one's experiences as part of a broader human experience rather than feeling separated and isolated; and 3) maintaining a balanced awareness of painful thoughts and emotions rather than becoming overly identified with them. Although these dimensions of self-compassion are experienced in unique ways and are conceptually different, they also tend to mutually reinforce one another (Neff, 2003b). Self-compassion is conceptualized as an evolving process that starts with a mindful recognition of one's own suffering (noticing), continues with recognizing and empathizing with that pain (feeling), and concludes with taking steps to alleviate it (acting). Self-compassion positions mindfulness as a personal-centered expression of the noticing phase, as individuals consciously recognize their own suffering (Dodson & Heng, 2022). In the feeling stage, by considering personal experiences through the lens of shared human experiences, one comes to understand that suffering, setbacks, and feelings of inadequacy are inherent to being human, and that everyone —including yourself—deserves compassion (Neff, 2003a). In the process of taking steps to alleviate pain, self-kindness is merely one way to ease suffering (Dodson & Heng, 2022). The Web of Science (WOS) database was examined to identify academic fields in which the concept of self-compassion has been studied most extensively. I believe that exploring the concept of self-compassion within the disciplines of business and management could provide both theoretical and practical benefits. Self-compassion can play a significant role in professional life. It can influence various dynamics within the workplace. For instance, research has shown that self-compassion can positively impact wellbeing in the workplace (Kotera & Van Gordon, 2021), boost motivation for self-improvement (Breines & Chen, 2012), and strengthen resilience, job satisfaction, job performance, as well as both mental and physical health (Dodson & Heng, 2022). As stated above, self-compassion is effective in maintaining employees' mental well-being. At this point, it has been observed that self-compassion is more likely to emerge through the influence of mindfulness (Jnaneswar & Sulphey, 2023). Additionally, it can lower turnover intention and decrease emotional exhaustion (Reizer, 2019). When examined from a more strategic perspective, evidence has shown that self-compassion is influenced by entrepreneurial resilience and its dimensions and ultimately enhances the capacity for business survival (Isichei et al., 2024). In addition to entrepreneurial resilience, it has been revealed that self-compassion, along with passion diversity, plays a significant role in the development of entrepreneurial passion (Ginting-Szczesny et al., 2024). Given the importance of addressing the psychological impacts of venture failure on entrepreneurs, it has been found that self-compassion may buffer the negative effects of venture distress experiences and have a positive influence on their ability to thrive again (Coppens & Knockaert, 2024). Given the growing interest in self-compassion and its impact on workplace dynamics, bibliometric methods can be a valuable tool for quantifying and mapping the existing literature on the subject.

Bibliometric methods have been employed to offer a quantitative analysis of published works. This form of analysis focuses on identifying the body of literature, that is, publications in the broadest context, related to a specific subject area (Ellegaard & Wallin, 2015). Bibliometric analysis is beneficial for understanding and mapping the accumulated scientific knowledge and developmental intricacies of established disciplines by systematically interpreting large amounts of unstructured data. Consequently, well-executed bibliometric

studies can provide solid foundations for advancing a field in innovative and impactful ways, allowing researchers to (1) attain a comprehensive overview, (2) pinpoint areas lacking in knowledge, (3) generate new ideas for exploration, and (4) strategically position their intended contributions within the field (Donthu et al., 2021). For example, in the WoS database, bibliometric studies have been conducted on various topics within the field of business and management, such as green intellectual capital (Mer & Saini, 2024), entrepreneurship and artificial intelligence (Redondo-Rodríguez et al., 2024), board leadership in global ventures (Herrera-Barriga & Escandon-Barbosa, 2024), human capital and sustainability (Rana & Pragati, 2024), organizational identification (Chaudhary et al., 2024), and organizational learning capability (Chin & Chee, 2024). similar to the present study, these works performed analyses based on keywords, authors, publication years, citations, and countries. In this context, this study aims to provide a comprehensive overview of the concept of self-compassion in the field of business and management, identify knowledge gaps in the literature, and guide future studies that will contribute to the literature with innovative research ideas.

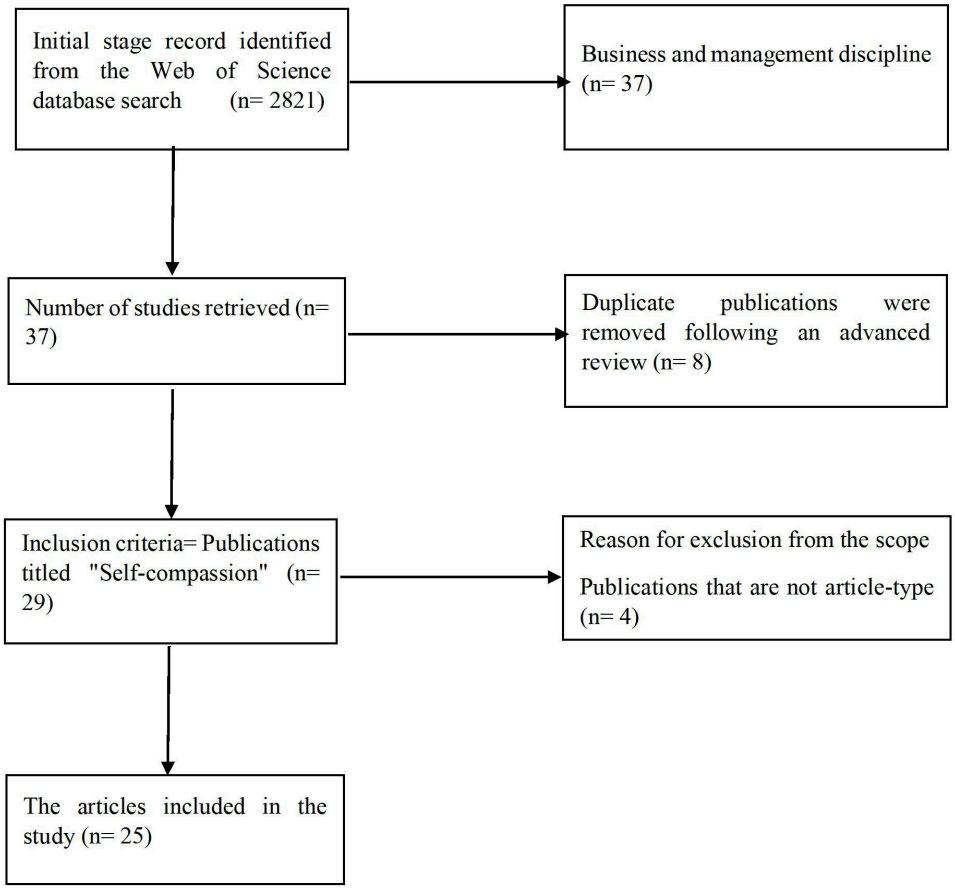
3. Method

3.1. Data sources

The Web of Science database was used to identify the study data sources. According to Falagas et al., (2008), Scopus provides approximately 20% more coverage than WoS for citation analysis, whereas Google Scholar does not provide consistent and accurate results. PubMed remains an optimal tool for biomedical electronic research. Compared to Scopus, the Web of Science (WoS) offers broader and a more current coverage of articles, particularly in terms of keyword searches and citation analysis. Therefore, the use of the Web of Science (WoS) database was selected. By typing "self-compassion" into the search bar on the Web of Science article search interface and selecting "title," a total of 2,821 articles were initially gathered. However, since this study focuses on articles on self-compassion in the business and management disciplines, filtering was required. Accordingly, only the "business" and "management" were selected from the Web of Science categories, and the process continued. Consequently, the number of articles in business and management disciplines was reduced to 37. A total of 8 duplicate studies were identified and removed, resulting in 29 remaining articles. This study considered only article-type publications, leading to the exclusion of 4 articles that did not meet this criterion, ultimately resulting in 25 articles that constituted the data source needed for the bibliometric analysis. Bibliometric analyses based on fewer than 200 publications are typically considered more appropriate for qualitative reviews than for drawing robust quantitative conclusions (Rogers et al., 2020). In this study, qualitative reviews were conducted on various aspects, such as the unit of study, sample group, theories, research method, and data collection tools. The procedure for gathering data sources was conducted following the PRISMA guidelines, as illustrated in Figure 1.

Figure 1

PRISMA phase of literature review (Page et al., 2021).



3.2. Data analysis

VOSviewer software was used to perform a bibliometric analysis of articles titled "self-compassion" published in the Web of Science database. VOSviewer software is frequently used in bibliometric analyses. The ease of use of VOSviewer and the fact that it does not require coding knowledge were key factors in its selection. In addition, for small and medium-sized datasets, VOSviewer facilitates rapid network generation and analysis. For instance, authors such as Mer & Saini (2024), Kumar et al. (2024), and Oyewola & Dada (2022) employed VOSviewer in their bibliometric studies. The identified articles from the Web of Science database were exported in "tab delimited file" format, with the record content set to "full record." Based on the data uploaded to VOSviewer, author network (number of papers, citations, and total link strength of authors), organization network (number of papers, citations, and total link strength of organizations), country network (number of papers, citations, and total link strength of countries), and keyword networks (occurrences and total link strength) were created. In addition to VOSviewer, I performed manual analyses. I created an Excel file containing data on sample, unit of study, theories, methods and data collection tools, journals, publication years, and fields of science, in order to identify the frequency of occurrences. I also organized and presented the data visually in figures. The findings obtained from the analyses were comprehensive and detailed. This analytical endeavor provided valuable insights into identifying trends in the literature and potential gaps that could arise in the future. Weinberg (1974) defined bibliographic matching as the relationship established between two documents when there is a high percentage of keywords, descriptors,

citations, or other simple indicators about the subject to which they are related. Therefore, the bibliographic matching of the two studies indicates the existence of the possibility that these two studies address a related subject. Each group of connections is called a cluster. The creation of clusters is extremely important for bibliometric studies. The fact that no cluster was mentioned in the current study weakens the study. The clusters obtained because of the analyses need to be explained by adding them.

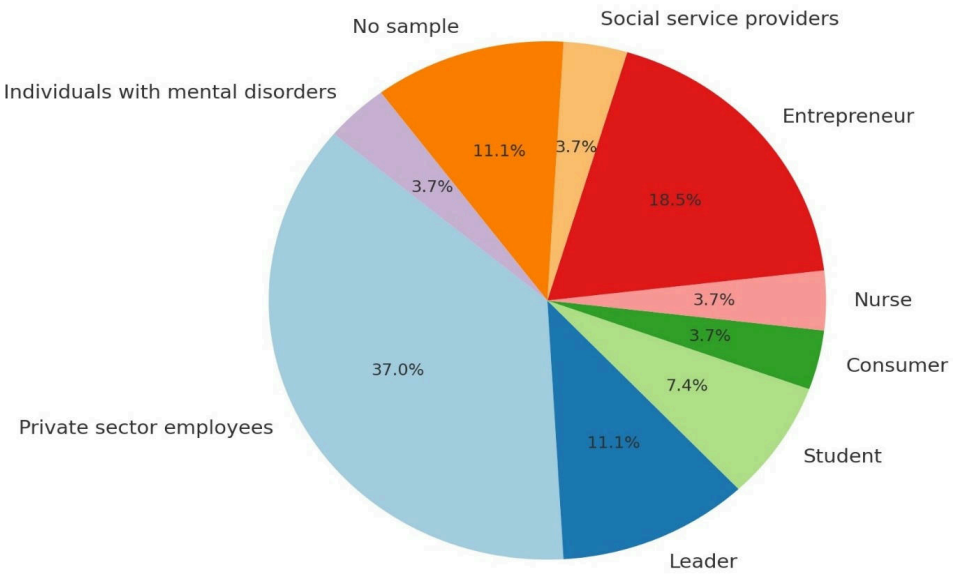
4. Findings

In accordance with the bibliometric analysis, articles titled "self-compassion" were analyzed from various perspectives, leading to significant findings. The sample groups used in the articles, unit of study, theories employed, research methods and data collection tools, journals, publication years, fields of science, author network, organization network, country network, and keyword network were examined, providing a detailed exploration of the self-compassion literature within the business and management discipline and identifying future trends.

4.1. Sample groups

Analysis was conducted on the composition of the sample groups used in the articles. Figure 2 shows the proportion of each sample group.

Figure 2
Distribution of sample groups



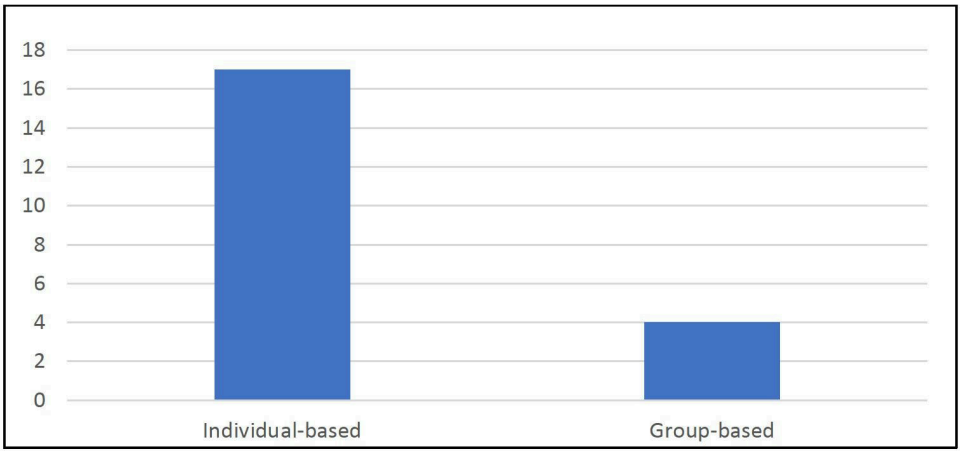
A total of eight different sample groups were considered in the articles. The most commonly used sample group in the articles was private sector employees. The number of articles that considered entrepreneurs as a sample group is also notable. Studies that did not involve a sample group were conceptual in nature.

4.2. Unit of study

Articles can be written on an individual or group basis. Figure 3 illustrates the unit of analysis that is most frequently preferred in articles on self-compassion. The numbers on the left axis represent the number of articles.

Figure 3

Frequency of Study Unit



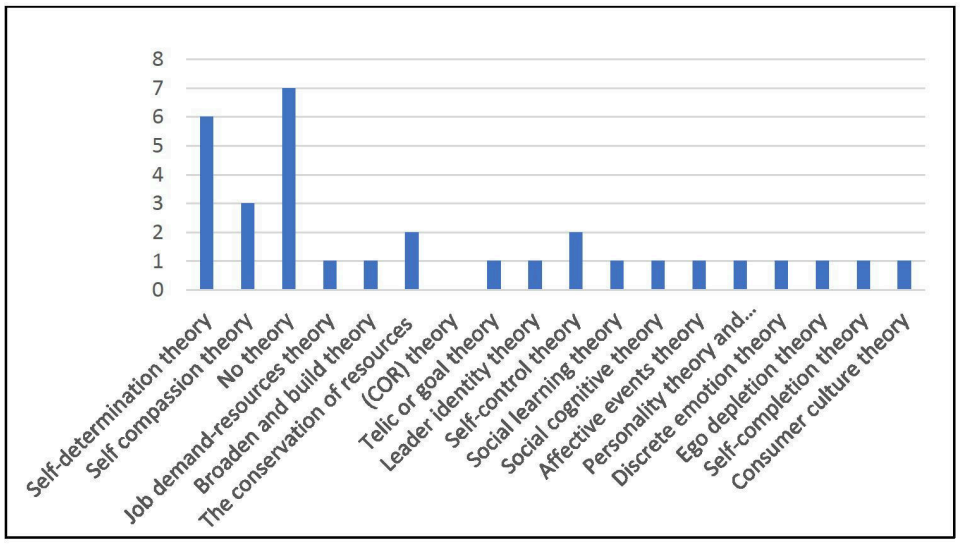
Articles on self-compassion were predominantly published on individuals, while the number of group-based articles was relatively low.

4.3. Theories

The theoretical framework in the articles was analyzed to determine which theories are based and how frequently. Figure 4 presents the theories and their frequency of use. The numbers on the left axis represent the number of articles.

Figure 4

Frequency of Theories



Footnote: The information regarding the theories used could not be accessed due to the content of two publications being unavailable as they were not open-access.

In self-compassion articles, the theories most commonly used to construct the theoretical framework were self-determination theory and self-compassion theory. There were also articles that did not employ any theoretical frameworks, and their number constituted a significant proportion of the total. The conservation of resources theory and the self-control theory were among the other prominently used theories.

4.4. Research methods and data collection tools

The most commonly preferred research methods and data collection tools in the articles were examined, and their frequency of use was analyzed. Figure 5 illustrates the frequency of research method usage, while Figure 6 presents the frequency of data collection tool usage. The numbers on the left axis represent the number of articles.

Figure 5

Freuency of Research Methods

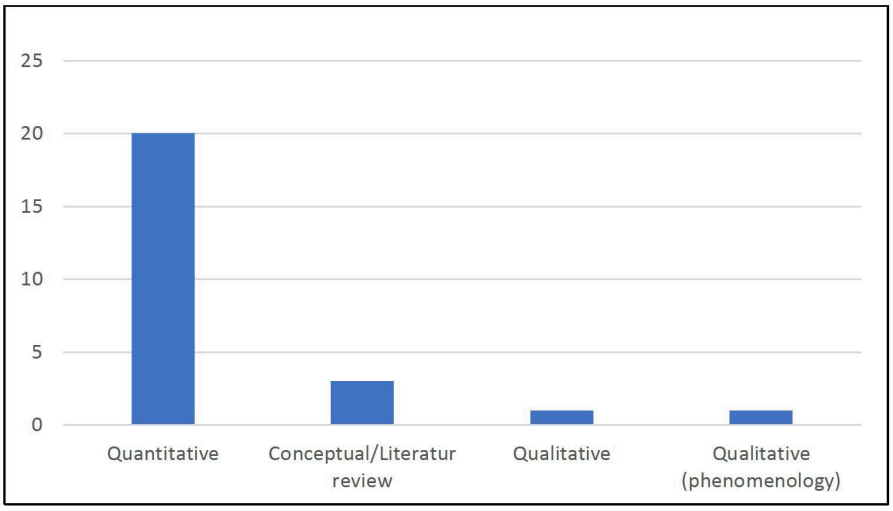
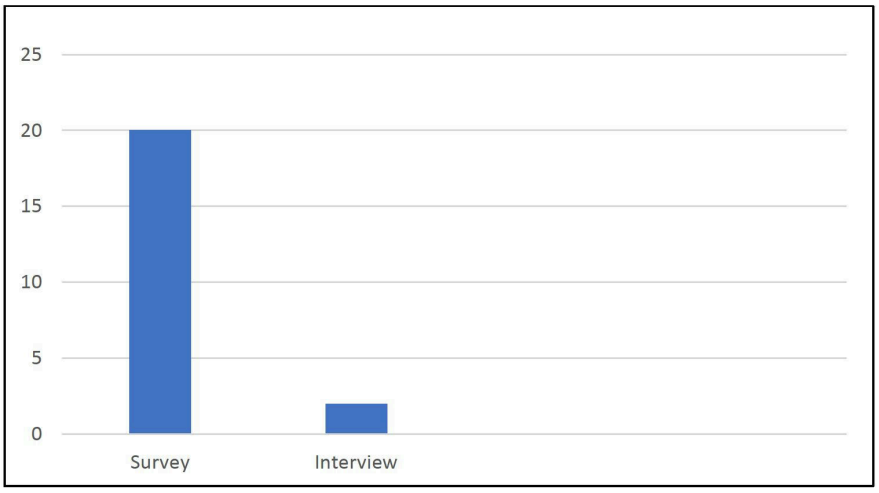


Figure 6

Frequency of Data Collection Tools



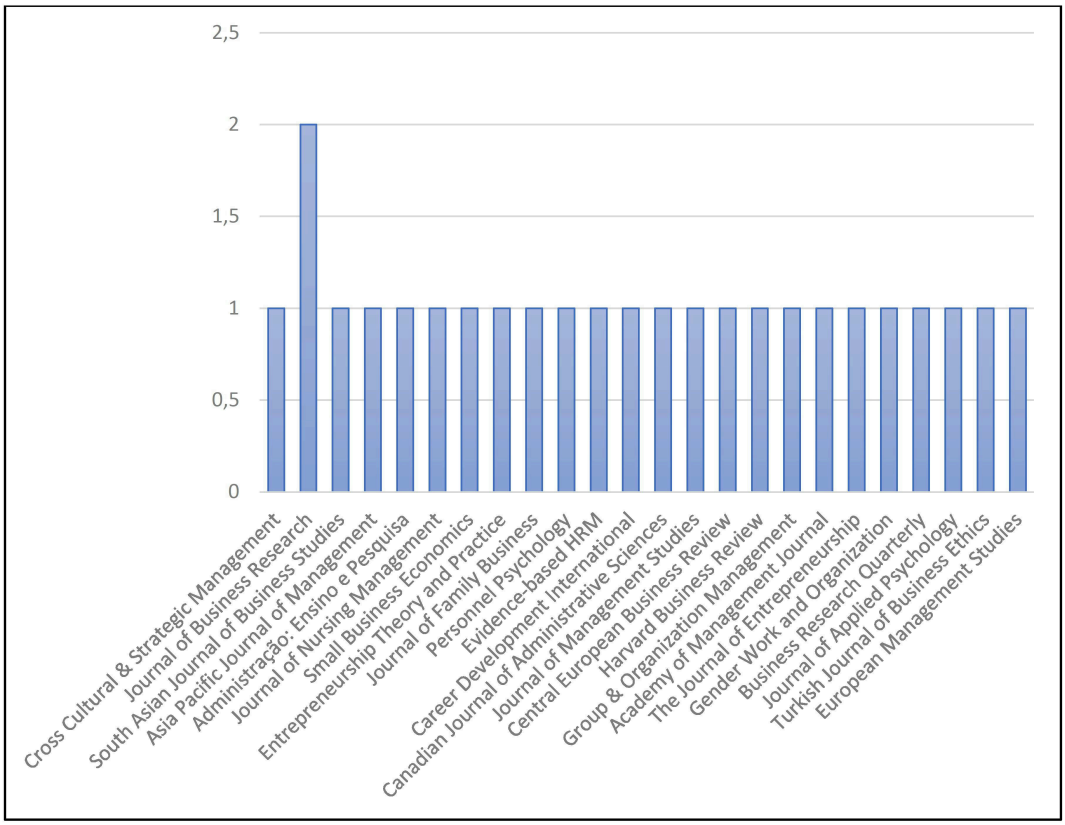
The most frequently used research method in the articles was quantitative. The survey technique was the most commonly employed data collection tool. The number of conceptual studies surpassed that of qualitative studies, which were notably few. Increasing the diversity of methods and data collection tools in future studies can contribute to a better understanding of the self-compassion phenomenon. In particular, qualitative methods, such as case studies, ethnographic research, and phenomenology, can be valuable for studies on self-compassion.

4.5. Journals

It is important to examine which journals have published self-compassion articles in the business and management in order to understand the trends in journal preference. Figure 7 shows the frequency of self-compassion articles published in various journals. The numbers on the left axis represent the number of articles.

Figure 7

Frequency of Journals



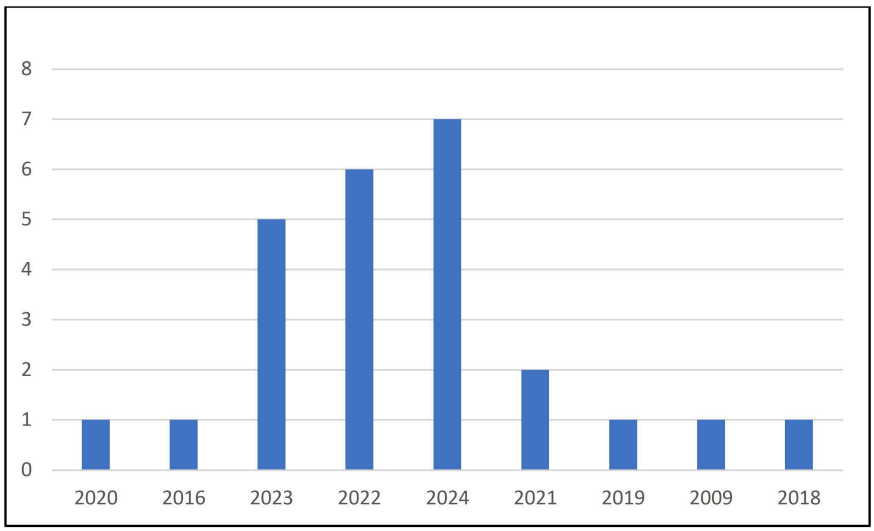
Self-compassion articles were generally published in various journals within the disciplines of business and management. Only the “Journal of Business Research” has published two different articles on self-compassion.

4.6. Publication year

Figure 8 illustrates the frequency of self-compassion studies published in different years. The numbers on the left axis represent the number of articles.

Figure 8

Frequency of Publication (year)



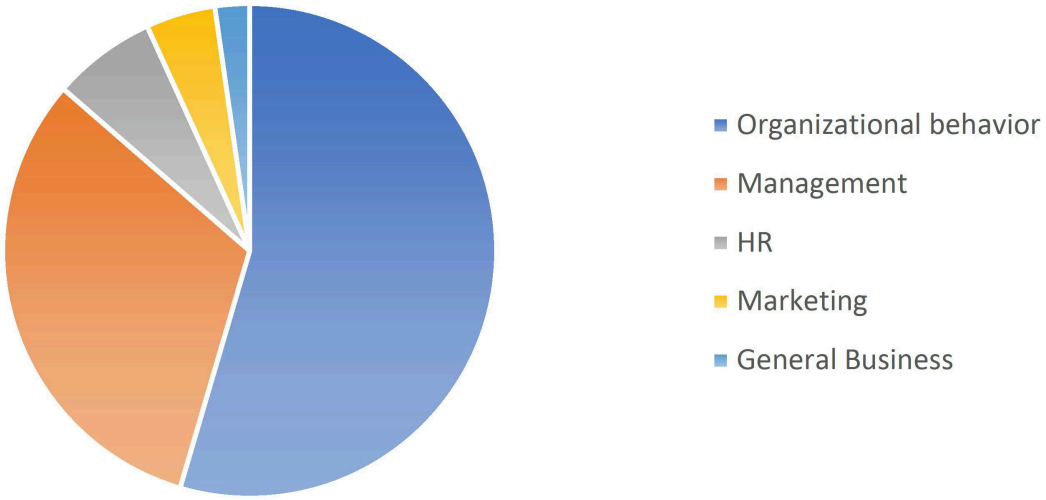
The publication history of self-compassion studies has been relatively recent. The first study in the discipline of business and management was published in 2009, and no other studies were published until 2016. In particular, from 2022 onwards, the number of articles on self-compassion has gradually increased.

4.7. Disciplines in science

The academic disciplines of the articles were investigated. Figure 9 presents the frequency of articles on self-compassion in various academic fields.

Figure 9

Frequency of Fields of Science



Articles on self-compassion were most frequently published under organizational behavior discipline. This has been followed by a significant number of studies in the discipline of management. The number of studies on self-compassion in the disciplines of HR, marketing, and general business is comparatively low. Although there are overall gaps in the self-compassion literature, recent years have seen a concentration of research in the discipline of organizational behavior. Although tracking the gaps in this area remains

important, there is a particular need for more studies in the subfields of business, such as human resource (HR) and marketing.

4.8. Author network

A total of 78 authors have conducted studies on self-compassion in the disciplines of business and management. The number of self-compassion-related studies per author was low (Figure 10). Remy E. Jennings and Klodiana Lanaj conducted two studies on self-compassion, whereas the other authors in the group conducted only one study each. The three most cited authors are Yasuhiro Kotera, Remi Ohshima, and Michelle van Laethem, with each having 61 citations. Four authors follow closely behind in terms of citations, with each of these authors having 60 citations: Yuval Engel, Stephany Noordijk, Afra Spoelder, and Marco van Gelderen. 11 authors have not received any citations. Two authors have high link strength, namely Remy E. Jennings and Klodiana Lanaj, with a total link strength of 5. The authors' information with at least 10 citations is presented in Table 1. The term total link strength is commonly used in bibliometric studies, particularly in network analysis and data visualization. It is used to measure the total intensity of the connections between authors. The total link strength aids in the identification of key connections and relationships. This enables the determination of authors who have engaged more frequently, thereby highlighting the researchers who are more central and influential within the field.

Figure 10
Author Network

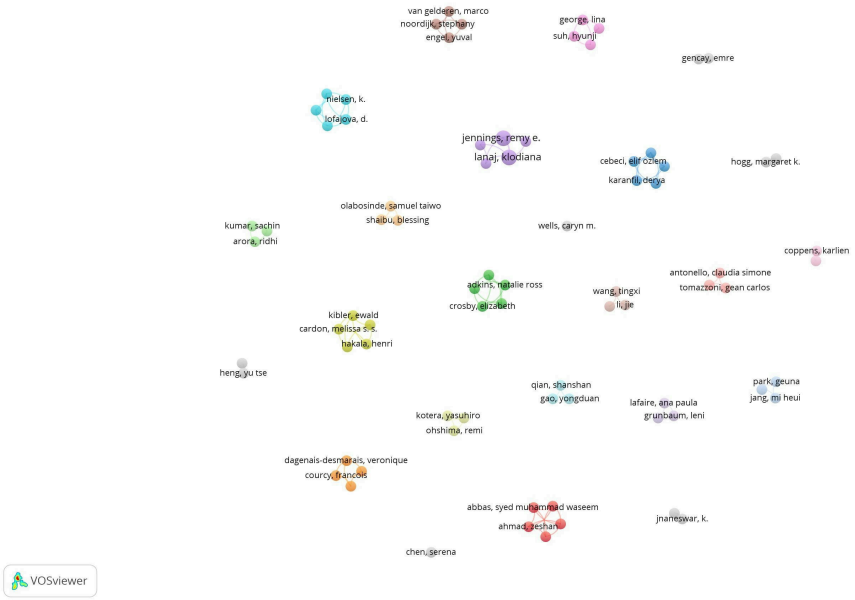


Table 1
Number of Papers, Citations, and Authors' Total Link Strength

Author	Papers	Citations	Total Link Strength
Adkins, Natalie Ross	1	40	4
Ashford, Susan J.	1	20	3
Crosby, Elizabeth	1	40	4
Engel, Yuval	1	60	3

Author	Papers	Citations	Total Link Strength
Farrell, Justine rapp	1	40	4
Heng, Yu Tse,	1	45	1
Hogg, Margaret K.	1	23	1
Jennings, Remy E.	2	37	5
Jnaneswar, K.	1	17	1
Karanika, Katerina	1	23	1
Kim, You Jin (Yj)	1	17	2
Kotera, Yasuhiro	1	61	2
Krishnan, Satish	1	20	3
Lanaj, Klodiana	2	37	5
Machin, Jane E.	1	40	4
Mirabito, Ann M.	1	40	4
Noordijk, Stephany	1	60	3
Ohshima, Remi	1	61	2
Schabram, Kira	1	45	1
Spoelder, Afra	1	60	3
Sulphey, M. M.	1	17	1
Van Gelderen, Marco	1	60	3
Van Laethem, Michelle	1	61	2

4.9. Organization network

A total of 61 organizations have conducted studies on self-compassion in the fields of business and management. The number of self-compassion-related studies per organization was limited (Figure 11). Two studies were conducted at Amsterdam University and Florida University, whereas the other organizations in the group conducted only one study each. The organization with the highest number of citations is Amsterdam University, with 121 citations. Following Amsterdam University, the organizations with the highest citation counts are: Daigaku Mejiro with 61 citations, Derby University with 61 citations, Groningen University with 60 citations, and Amsterdam Vrije University with 60 citations. Amsterdam University, which has the highest citation count, has a total link strength of 4. The information about organizations with at least 10 citations is presented in Table 2.

Figure 11

Organization Network

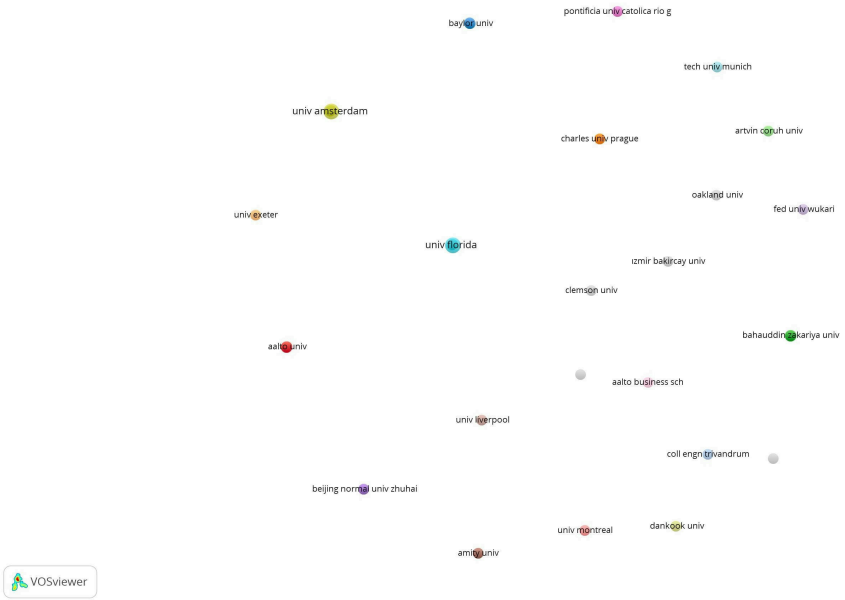


Table 2

Number of Papers, Citations, and Organizations' Total Link Strength

Organization	Papers	Citations	Total Link Strength
Baylor University	1	40	4
City University, Hong Kong	1	17	1
College of Engineering, Trivandrum	1	17	1
Drake University	1	40	4
Mejiro University	1	61	2
Prince Sattam Bin Abdulaziz University	1	17	1
Radford University	1	40	4
University of Amsterdam	2	121	4
University of Derby,	1	61	2
University of Exeter,	1	23	1
University of Florida	2	37	3
University of Groningen,	1	60	2
Lancaster University	1	23	1
University of Michigan	1	20	2
University of San Diego	1	40	4
University of Washington	1	45	0
University of Wisconsin	1	40	4
Vrije Universiteit Amsterdam	1	60	2

Organization	Papers	Citations	Total Link Strength
The Indian Institute of Management, Kozhikode	1	20	2

4.10. Country network

A total of 24 countries have conducted studies on self-compassion in business and management disciplines. Most studies on self-compassion were conducted in the USA, with 8 publications. Following the USA, England had the second highest number of publications, with 5 studies. The USA also received the most citations, with 133 citations. The second most cited country was the Netherlands, with 121 citations. Five countries have not received any citations. The two countries with the highest total link strength are the USA and England, both of which have a total link strength of 6. Accordingly, it can be concluded that the USA and England have a higher frequency of interactions and occupy a more central position in the field. . Three countries have no link strength. The USA is both the country with the highest number of publications and the most citations. In terms of total link strength, it ranks at the highest level, alongside England (Table 3). It was observed that link strength was high between the USA, England, and China (Figure 12).

Figure 12
Country Network



Table 3
Number of Papers, Citations, and Countries' Total Link Strength

Country	Papers	Citations	Total Link Strength
Australia	1	2	4
Belgium	1	0	1
Brazil	1	1	1
Canada	1	6	1

Country	Papers	Citations	Total Link Strength
Chile	1	2	4
Czech Republic	1	0	2
England	5	85	6
Finland	2	6	4
Germany	1	0	1
Japan	1	61	2
Malaysia	1	3	1
Monaco	1	6	1
Netherlands	2	121	2
Nigeria	1	2	0
Norway	1	0	2
Pakistan	1	3	1
China	3	20	3
Saudi Arabia	1	17	1
Singapore	1	3	1
South Korea	1	4	0
Turkey	2	0	0
United Arab Emirates (UAE)	1	2	4
USA	8	133	6
India	3	37	2

4.11. Keyword network

A total of 80 keywords were used in studies on self-compassion in the disciplines of business and management. The most frequently occurring keyword in the published studies was "self-compassion," which appeared 19 times. The keyword "self-compassion" has the strongest link strength, with 77. Following self-compassion, the keywords with the strongest link strength in order are mental health, coping, mindfulness, compassion, and pandemic (Table 4). Self-compassion had a stronger interaction with other keywords and was repeated more frequently. Self-compassion is connected to different keywords. Some of the keywords associated with self-compassion include mental health, mindfulness, compassion, coping, pandemic, burnout, self-regulation, meditation, self-efficacy, helping, negative emotions, cross-culture, and work engagement (Figure 13).

Figure 13
Keyword Network

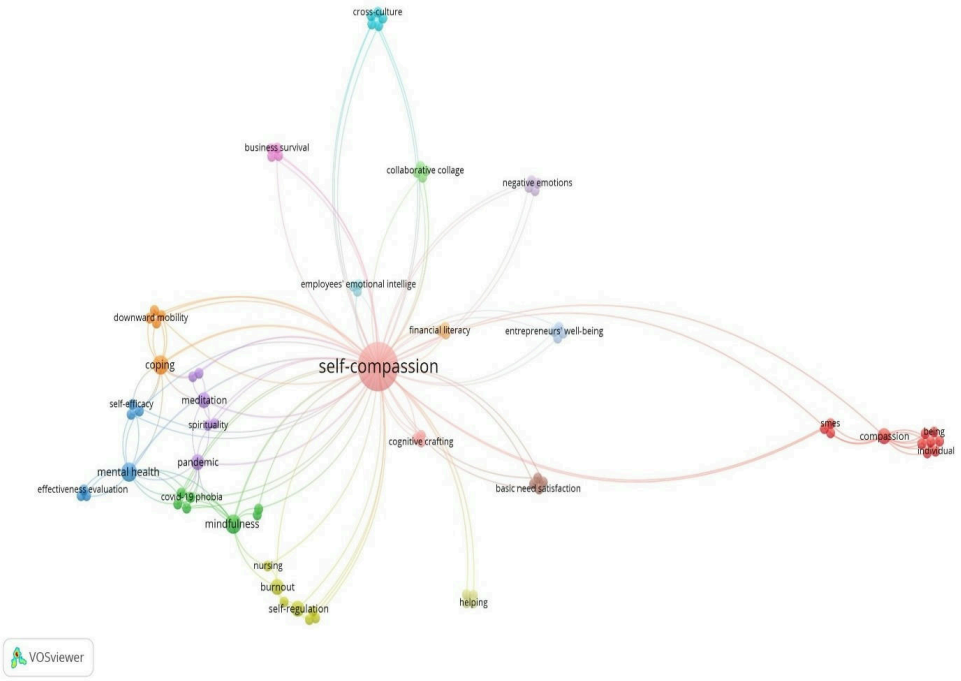


Table 4
Number of Occurences and Keywords' Total Link Strength

Keyword	Occurences	Total Link Strength
Basic Need Satisfaction	1	4
Being	1	7
Burnout	2	5
Business Survival	1	4
Cognitive Crafting	1	3
Collaborative Collage	1	4
Compassion	2	11
Coping	3	14
COVID-19	1	4
COVID-19 Phobia	1	7
Cross-Culture	1	5
Downward Mobility	1	5
Dutch Workers	1	5
Effectiveness Evaluation	1	3
Emerging Economy	1	4
Emotions	1	2
Employee Wellbeing	1	3
Employees' Emotional İntelligence	1	3

Keyword	Occurences	Total Link Strength
Entrepreneurial Fear of Failure	1	4
Entrepreneurial Passion	1	4
Entrepreneurial Resilience	1	4
Entrepreneurs	1	4
Entrepreneurs' Well-Being	1	4
Experience Sampling	1	4
Financial Literacy	1	3
Frontline Employees	1	7
Goal Progress	1	4
Group	1	7
Helping	1	4
Incivility	1	4
Individual	1	7
Innovation	1	7
Japanese Workers	1	5
Job Engagement	1	3
Leader Identity	1	4
Leadership	1	4
Learning from Venture Distress	1	4
Low-Income Consumers	1	5
Meaning in Life	1	4
Meditation	2	8
Mental health	3	15
Mindfulness	3	13
Mistreatment	1	4
Mobbing	1	4
Negative emotions	1	4
Nursing	1	3
Occupational Stigma	1	3
Pandemic	2	11
Perceived Authentic Leadership	1	3
Phd journey	1	4
Power	1	4
Process Evaluation	1	3
Qualitative Job Insecurity	1	4
Resilience	1	4
Retail	1	7
Rumination	1	4
Self-Compassion	19	77
Self-Determination Theory	1	4

Keyword	Occurences	Total Link Strength
Self-Efficacy	1	5
Self-Esteem	1	5
Self-regulation	2	6
Services Sector	1	7
Small-Family Business	1	3
Smes	1	4
Social comparisons	1	5
Social Safeness	1	7
Spirituality	1	4
Stigma	1	5
Succession Success	1	3
Tea Industry Employees	1	3
Temporal Comparisons	1	5
Thriving	1	4
Training	1	3
Undergraduate Students	1	4
Venture Teams	1	4
Work Engagement	1	5
Work Mental Health	1	5
Workplace Incivility	1	4
Workplace Spirituality	1	3
Writing Differently	1	4

5. Discussion

This bibliometric study on self-compassion in the business and management disciplines is valuable for identifying trends in the literature and highlighting potential gaps that may emerge in future research. Studies on self-compassion in business and management clearly demonstrate that the literature is still open for development. There are only 25 studies in the business and management discipline, according to the Web of Science database. This number reflects the lack of scientific research in the literature and indicates the need for further research. Many of the 25 studies were conducted in recent years. In particular, since 2022, there has been an increase in the number of self-compassion studies published in the business and management disciplines. This rising trend indicates that gaps in the literature are being identified, and new conceptual frameworks are beginning to emerge in response. Therefore, I recommend that scholars and researchers in the business and management disciplines focus more on new and original studies on self-compassion. Most existing studies were primarily individual-based. Selecting individuals as the unit of analysis is an approach aimed solely at collecting data from individuals to measure their perceptions. The concept of self-compassion, which has been a subject of research in the fields of psychology, sociology, and educational psychology for many years, was first introduced to the literature by educational psychologist Neff (2003a) in the early 2000s and conceptually defined as the care and sensitivity of a person toward themselves by recognizing, accepting, and learning from a negative situation. At this point, it is emphasized

that the feeling of self-compassion allows a person to have a more constructive attitude by accepting the pain they have experienced rather than adopting a blaming and critical attitude toward themselves in the face of a negative situation (Neff, 2003a). Therefore, it is clear that self-compassion is a concept related to individuals. It would be wrong to talk about the self-compassion of an organization or group. In this context, there is a significant lack of group- or organization-based research. The need for new studies at the group or organizational level is very clear in the literature, and I recommend conducting group- or organization-based studies to address this gap. Quantitative research methods have been predominantly used in the studies, with surveys being the primary data collection tool. It was found that qualitative research methods were used very sparingly. In this context, it is evident that utilizing qualitative research methods in the self-compassion literature on business and management could produce richer content, uncover new themes, and contribute to the development of new theories. Scholars and researchers can make significant contributions to literature by addressing methodological gaps. In these studies, private sector employees were predominantly chosen as the sample. Second, entrepreneurs were considered as a sample group in some studies. While continuing research on private sector employees, the rising trend of selecting entrepreneurs as a sample could yield different results in the field of entrepreneurship. In addition, leader-follower pairs represent another sample group that requires further exploration. Of course, by evaluating other sample groups, gaps can be filled in terms of industry and sample. When examining the studies in terms of their theoretical frameworks, I noticed an interesting pattern; several studies were not linked to any theories. The need for a theoretical framework based on concepts is notably more pronounced in the self-compassion literature. In addition, self-determination theory has been used more frequently. There is a significant relationship between self-compassion and self-determination theory (Magnus et al., 2010; Coppens & Knockaert, 2024). The three dimensions of self-determination theory—autonomy, competence, and relatedness—are said to be facilitated or strengthened by self-compassion (Gerber & Anaki, 2021; Gerber et al., 2015). Scholars and researchers may continue to develop the conceptual framework of self-compassion within the context of self-determination theory; however, it is also possible that self-compassion needs to be explained through other theoretical frameworks. Studies on self-compassion have been published in various business and management journals. However, no specific journal stands out for publishing studies specifically on self-compassion. The diversity and number of journals in which these studies have been published are considerable. This approach provides scholars and researchers with various journal options for publishing their self-compassion-related studies within the business and management disciplines. This indicates a strong interest in the topic across various subfields but highlights a specific concentration within organizational behavior and management. Most studies on self-compassion have been published in the disciplines of organizational behavior and management. Considering the relatively low number of total articles in the literature, the number of studies in the disciplines of organizational behavior and management must increase. However, the number of publications in other business subfields, such as human resource (HR) and marketing, is insufficient. I particularly recommend that HR and marketing scholars and researchers integrate self-compassion-related studies into these disciplines. Overall, the gaps in the self-compassion literature and the need for new publications are evident in the number of articles per author. The number of studies per author was very low, and while the highest number of citations for a single author was 60, it is clear that new studies are necessary in this field. Furthermore, no organization has significantly advanced self-compassion research with numerous scientific publications. With new studies, not only will the development of the literature will progress, and the visibility of authors and organizations is expected to increase, establishing them as pioneers in the field. The two countries where most studies

are conducted are the USA and England, yet the need for self-compassion-related studies that utilize the cultural, social, and demographic characteristics of other countries is evident. Keywords related to self-compassion generally focus on psychological themes. It is possible to explore self-compassion along with social, work environment, and cultural themes for more comprehensive studies.

6. Theoretical implications

This bibliometric analysis of self-compassion in the business and management domains offers several important theoretical insights. First, it highlights a notable gap in the existing literature by identifying only 25 studies in the Web of Science database. This observation highlights the necessity for additional theoretical advancements in this discipline. The prevalence of research focused on individual-level perspectives indicates that theoretical frameworks regarding self-compassion at the group and organizational levels are largely unexplored. Researchers are encouraged to broaden the focus of self-compassion studies to encompass these aspects, with the potential to establish new theories that combine group dynamics and organizational behavior viewpoints. The research also highlights a heavy dependence on quantitative research methods, which are predominantly surveys. This emphasis on methodology may have limited the theoretical depth of the field. Qualitative methods can reveal intricate insights and produce new themes, which can contribute to the creation of strong, multi-faceted theoretical frameworks. Consequently, researchers are encouraged to implement various methodologies to enhance the theoretical discussion of self-compassion. Finally, the absence of specialized journals for self-compassion research highlights a chance to create a more clearly defined theoretical framework. By situating self-compassion studies within particular areas such as organizational behavior, human resource management, and marketing, researchers can solidify and advance the theoretical understanding of this topic.

7. Practical implications

From a practical perspective, this research offers clear suggestions for professionals in business and management fields. The rising focus on self-compassion, particularly since 2022, indicates its increasing importance in promoting well-being and performance within organizations. Managers and HR specialists can utilize self-compassion initiatives to improve employee resilience, job satisfaction, and interpersonal dynamics. The research highlights a primary emphasis on private sector employees and entrepreneurs, suggesting a demand for a wider application. Practitioners should consider creating self-compassion initiatives geared toward various groups, such as public sector employees, leaders, and cross-cultural teams. The dynamics between leaders and followers, specifically, offer an encouraging opportunity to implement self-compassion concepts to enhance workplace relationships and foster trust. The restricted use of self-compassion in human resources and marketing areas offers a unique practical chance. HR professionals can integrate self-compassion techniques into areas such as talent management, employee training, and conflict resolution strategies. Likewise, marketers could investigate the impact of self-compassion on consumer behavior and brand loyalty by developing campaigns that connect with audiences on a more profound emotional level.

8. Limitations and future studies

This bibliometric analysis provides useful insights, but it also has some limitations. First, the research is limited to articles found in the Web of Science database, which might exclude significant studies published in alternative databases or non-indexed journals. Future research could overcome this limitation by conducting a more extensive bibliometric analysis across various databases to cover a wider array of studies. The second limitation is that the examination emphasizes quantitative indicators like the number of publications and citation patterns, which may not capture the completeness and quality of the research. Subsequent studies may integrate qualitative assessments, such as a content analysis of significant studies, to offer more comprehensive insights into the current literature.

9. Conclusion

In this research, a bibliometric analysis was performed on articles on self-compassion in the business and management disciplines. The research sample included 25 articles published in business and management journals and indexed in the Web of Science database. The bibliometric analysis indicated that existing studies on self-compassion in the business and management fields are quite sparse, and there is considerable potential for further development of the literature in this domain. The literature on self-compassion, marked by various gaps across multiple dimensions, offers significant opportunities for authors from diverse geographic regions and institutions to contribute new publications. This area of study needs additional growth, focusing on various topics, methodologies, and theoretical approaches.

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