A Bibliometric Analysis of Studies on Diversity Management

Fırat KARA[1], Mehveş TARIM[2]

ABSTRACT

The present study seeks to perform a bibliometric examination of global publications on diversity management from 1990 to 2023. The objective is to scrutinize advancements in the field and present prospective researchers with fresh avenues for exploration. Because well-done bibliometric studies can create solid foundations for advancing a field in new and meaningful ways. A total of 15727 records were found in the WoS database in all languages and by the topic of all types of publications in which the keywords "diversity management", "relational demography", "demographic diversity", "workforce diversity", "cultural diversity" and "workgroup diversity" were mentioned in articles published between 1990 and November 2023. Then, with the restrictions applied, 3555 articles were subjected to Citation, Bibliographic Coupling and co- citation analyses. The VOSviewer software package (Version1.6.9) was used to create bibliometric maps and networks. 2020 was the year in which the most articles were published with 277 articles. The study identified Syed Jawa as the most productive author in diversity management research, with "Equality Diversity and Inclusion" as the most productive journal, and "cultural diversity", "diversity" and "diversity management" as the most frequently used keywords. The articles by Vertovec(2007), Jehn(1999), and Harrison(1998) stand out as the three most impactful in relation to citation count. Four clusters were identified according to the citation analysis. Developed countries were found to be the most influential in diversity management research. This study adds to the existing body of literature by offering an extensive bibliometric evaluation of diversity management studies.

[1] Lecturer, a)Marmara University, Institute of Health Sciences, Health Management, İstanbul, Türkiye, b)Bahçeşehir University, Vocational School of Healthcare services, İstanbul, Türkiye, firat.kara@bau.edu.tr
Orcid Number: https://orcid.org/0000-0002-5195-4387

[2] Prof., Marmara University, Faculty of Health Sciences, Department of Health Management, İstanbul, Türkiye, mtarim@marmara.edu.tr
Orcid Number: https://orcid.org/0000-0002-3726-9439

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of International Health Sciences and Management, 10(19):45-55

45

1.INTRODUCTION

Today's workforce is more diverse than ever before and this trend is expected to continue in the 21st century (Bhadury et al., 2000). Not only does the labour market consist of a highly diverse profile of potential employees, but also the customers and suppliers of businesses are changing (Pitts, 2009). The swift demographic shifts in the worldwide workforce necessitate managerial attention towards effectively handling these changes (Yang and Konrad, 2011). Both academics and practitioners have begun to explore the effects of increasing workforce diversity on work-related outcomes (Pitts, 2009). Consequently, managers and academics are exploring and experimenting with various approaches to deal more effectively with the changing demographic and social composition of the workforce (Gilbert et al., 1999; Ivancevich and Gilbert, 2000; Mamman et al., 2012). Since diversity management is a multifaceted concept, there are differences in its conceptualization (Mannix and Neale, 2005). Diversity management refers to programs or policies initiated by managers and/or human resource management (HRM) practices designed to empower a diverse workforce through the integration of various social groups (Fujimoto et al., 2013). It is voluntary organizational actions designed to ensure greater inclusion of employees from diverse backgrounds in formal and informal structures through policies and programs (Mor Barak et al., 2016). Managing diversity is a successful business strategy that tackles issues related to workforce diversity on a global scale within organizations (Richard, 2000). The current body of literature characterizes diversity management as a multifaceted phenomenon involving managerial efforts to encourage workforce diversity, recognize diversity as a crucial corporate objective, foster cultural awareness, and ultimately institute formal diversity programs (McCrea and Zhu, 2019). Historical analysis of the efforts in managing diversity shows that businesses have taken various actions primarily in order to comply with the legal requirements issued by governments. In later periods, it is observed that, apart from legal and ethical concerns, they approach the issue in terms of business paradigms (Qin et al., 2014; Kreitz, 2008). Historically, organizations have embraced a melting-pot strategy regarding diversity, presuming that employees can naturally adjust to the prevailing culture. Nevertheless, contemporary managers recognize that employees do not set aside their cultural values when they enter the workplace. Therefore, it has become imperative for managers to take into account a workforce with different lifestyles, family needs and work styles in managing their business (Aldaibat et al., 2019; García-Rodríguez et al., 2020).

Today, many researchers state that organizations that want to survive and develop should benefit from the competitive advantage brought by a diverse workplace (Qin et al., 2014; Kreitz, 2008). Research shows that businesses achieve significant benefits through different practices within the framework of diversity management strategy (McCrea and Zhu, 2019). Diversity management increases the social integration of all individuals regardless of their differences. It also helps organizations to recruit and retain people with a wide range of talents, improve organizational culture, increase organizational competitiveness and organizational innovation, and improve services to customers, thus increasing organizational performance (García-Rodríguez et al., 2020). Diversity management provides a strategic priority and sustainable competitive advantage (Noon and Ogbonna, 2021) and is instrumental in benefiting the organization through greater innovation and creativity, better decision-making and therefore more effective problem solving, drawing on a larger talent pool and appealing to a wider customer base. Furthermore, it establishes a competitive edge in terms of cost, acquiring resources, marketing, and organizational adaptability. In addition, it is known to be effective in increasing organizational productivity and ultimately achieving higher profits, increasing workplace commitment, ensuring employee integration and increasing the ability to adapt to environmental change more effectively (Allen and Montgomery, 2001; Bhadury et al.,2000; Jackson et al.,2003; Davis et al.,2016; Gilbert et al.,1999; Guıllaume et al.,2017; Ivancevich and Gilbert, 2000). This management paradigm is seen as an important phenomenon in solving the problems of social categorisation and discrimination, contributing to the overall development of employees and their performance in the organization (Yadav and Lenka, 2023). Failure to manage diversity leads to conflict and dysfunctional behaviours that can have serious consequences for the organization (Fujimoto et al., 2013; Harrison et al., 1998; Mamman et al., 2012). Failure to manage diversity also leads to higher labour turnover and less social cohesion (Fujimoto et al., 2013; Mamman et al., 2012). It can also lead to social divides. Therefore, it creates weak social integration and cohesion and leads to negative consequences for the group (Mannix and Neale, 2005). For the 21st century, a diverse workforce is not only recommended but also necessary. As businesses expand their horizons to include increasingly diverse markets, their ability to do business effectively will depend on the cultural make-up of the employees working in the business (Allen and Montgomery, 2001). Considering all these reasons, diversity management is developing day by day in the eyes of both scientists and many organizational managers. Therefore, it is important to systematically review the studies on this management

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of Internatianal Health Sciences and Management, 10(19):45-55

46

paradigm and to map the findings obtained, as it will provide significant convenience to the researchers in the field. Bibliometric analysis, which is one of the methods that can be used to achieve this goal, is a statistical method that identifies quantitative changes to identify and retrospectively analyze each stage of a study in a specific field (Vogel and Güttel, 2013). The term bibliometric pertains to the mathematical and statistical examination of patterns in published articles (Yadav and Lenka, 2023). Bibliometric analysis aims to pinpoint the most impactful authors, articles, journals, and themes across various countries, institutions, and topics within a specific area of knowledge (Alhosani and Nobanee, 2023). This type of analysis allows scholars to obtain a one-stop overview, recognize gaps in knowledge, generate new research ideas, and strategically align their proposed contributions to the field (Donthu et al., 2021). Despite the fact that research on bibliometrics began in the 1950s (Wallin, 2005), it is actually quite a new field. The bibliometric methodology involves the use of quantitative techniques, such as bibliometric analysis (e.g., citation analysis), applied to bibliometric data, including units of publication and citation (Donthu et al., 2021). Bibliometric analyses bring together current research, visually represent the primary themes and concepts within the field, and utilize this information to emphasize in-depth research areas (Bouckenooghe et al., 2021). Researchers employ bibliometric analysis for multiple purposes, including identifying emerging trends in the performance of articles and journals, patterns of collaboration, components of research, and examining the intellectual structure of a specific field within the current literature. Bibliometric analysis serves as a valuable tool for unraveling and charting the accumulated scientific knowledge and evolutionary intricacies of established fields by systematically interpreting extensive amounts of unstructured data. Consequently, well-executed bibliometric studies have the potential to establish solid foundations for advancing a field in innovative and significant ways (Donthu et al., 2021). The primary objectives of bibliometric analysis involve recognizing, arranging, and examining the fundamental elements within a particular research domain (Alhosani and Nobanee, 2023). It is believed that this study, which subjects international studies on diversity management to bibliometric analysis, will make a significant contribution to researchers who want to conduct research on diversity management. Citation analysis was employed to pinpoint top journals, notable authors, and impactful articles, aiming to assist upcoming researchers in discovering noteworthy research articles, authors, and highlighted studies published in major journals associated with diversity management. Secondly, it is aimed to contribute to the field by using co-citation analysis.

2. MATERIALS AND METHOD

In this section, information will be provided on the purpose, method, data collection process and analysis of the study.

2.1 Purpose

This study aims to perform a bibliometric analysis of global articles on diversity management published from 1990 to 2023. Since the articles related to the subject in the WoS database were first published in 1990, articles from the period from today to 1990 could be scanned. The goal is to scrutinize developments in the field and offer future researchers new directions for their investigations. In line with this general purpose, the following questions are sought to be answered:

I. What is the present status of research on diversity management concerning publications, authors, journals, and other bibliometric trends (such as co-authorship and co-citation, etc.), and in what direction is it moving?

II- Which organizations stand out concerning the impact of their diversity management research?

III- Which countries and collaborative authorships contribute significantly to the productivity in the field of diversity management?

IV- Considering the findings, explore areas with limited research and propose future directions for research to achieve a comprehensive understanding of diversity management.

2.2. Research Method

The study makes use of bibliometrics in order to analyse the studies on diversity management in the journals listed in the Web of Science Core Collection (WoS) between 1990 and 2023 using bibliometric parameters. The WoS database is regarded as the most suitable for this bibliometric analysis since it encompasses numerous journals, articles, and authors, while also fulfilling the criteria for scientific quality through peer review. This analysis included articles published from 1990 to November 2023. "Diversity management", "relational demography", "demographic diversity", "workforce diversity", "cultural diversity" and "workgroup diversity" were used as keywords.

Boolean operations were performed with OR. Nevertheless, these different keywords have been employed interchangeably in earlier diversity research literature (Yadav and Lenka, 2023). The search was carried out in all languages in which the keyword occurred and by topic of all types of publications. A total of 15727 records were identified as a result of the analysis. We subsequently narrowed down the article

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of International Health Sciences and Management, 10(19):45-55

47

count to 4752 by applying the following WoS categories: Business, Management, Business Finance, Social Sciences Interdisciplinary, Economics, Sociology, Ethics, Social Issues, Ethnic Studies and Women's Studies. Only the research articles published in journals were selected. The analysis excluded articles published in languages other than English. Next, SSCI, ESCI, SCI-EXPANDED, A&HCI, BKCI-SSH and BKCI-S were selected in the Web of Science Index, leading to the inclusion of 3555 articles in the analysis. For the purposes of the study, data including the registration numbers of relevant publications, universities, authors, countries, publication years and journals were tabulated and interpreted. Then, Citation and Bibliographic Coupling and co-citation analyses were performed by Mapping Based on Bibliographic Data. The VOSviewer software package (Version 1.6.9) was used to create bibliometric maps and networks.
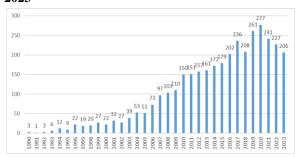
3. RESULTS

In this section, we explore trends in publications, noteworthy and impactful journals, countries, organizations, as well as analyses of citation, co-citation, and other bibliographic aspects within the 3555 articles published from 1990 to 2023.

3.1. Evolution of publications

In order to evaluate the current publication trend of diversity management, the publication trend was analyzed based on the total number of publications per year. In the past 34 years, a total of 3555 articles have been published in journals indexed in the WoS database. The oldest paper was published in 1990 and the annual number of publications remained below 100 articles per year until 2008. However, it can be observed that the number of articles published has increased almost every year. Since 2009, the number of articles per year has increased steadily, so the cumulative number of papers has increased rapidly. 2020 was the year in which the most articles were published with 277 articles. Several reasons can be mentioned for the increase in the number of articles published on the subject in the 2000s. The first of these is that the management of diversity has started to be perceived as a management idea apart from legal and ethical concerns. Another reason for this increase can be considered as the fact that when diversity is managed effectively, there is an increase in employee loyalty and satisfaction as well as in productivity in the organization (Davis et al., 2016; Guillaume et al., 2017).

Table 1: Change in documents by year from 1990 to 2023

3.2. Productive articles

The aim of this section is to assess and chart the most impactful papers based on their level of productivity, as indicated by the number of citations they have received. Table 2 provides a catalog of the most prolific articles on diversity management from 1990 to 2023. As depicted in Table 2, Vertovec (2007) ranks first with 2766 citations. It is followed by Jehn (1997) with 1787 citations and Harrison (1998) with 1279 citations. The first nine papers have over 1000 citations.

Table 2: The most significant articles on diversity management

Authors	Citations
Vertovec (2007)	2766
Jehn (1999)	1787
Harrison (1998)	1279
Park (2001)	1260
Ely (2001)	1168
Lau (1998)	1149
Bowleg (2008)	1067
Fearon (2003)	1055
Harrison (2002)	962
Reagans (2001)	945
Bernerth (2016)	886
Erhardt (2003)	834
Richard (2000)	621
Stahl (2010)	571
Hinds (2005)	556
Shin (2007)	526
Nishii (2013)	516
Bell (2011)	508
Farh (1998)	501
Chatman (2001)	492

3.2.2. Cluster analysis of diversity management research articles

The network diagram illustrating the most productive papers in diversity management (Figure 1) reveals four primary clusters, with the respective papers listed in Tables 2a, 2b, 2c and 2d.

20

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of Internatianal Health Sciences and Management, 10(19):45-55

48

Table 2a: Analysis of Productive Articles Cluster 1.

	Author	Citations
Cluster 1	Chatman (2001)	492
	Hind (2005)	556
	Jehn (1999)	1787
	Stahl (2010)	571

Table 2b: Analysis of Productive Articles Cluster 2.

	Author	Citations
Cluster 2	Bell (2011)	508
	Harrison (2002)	962
	Reagans (2001)	945
	Shin (2007)	526

Table 2c: Analysis of Productive Articles Cluster 3.

	Author	Citations
Cluster 3	Erhardt (2003)	834
	Harrison (1998)	1279
	Richard (2000)	621

Table 2d: Analysis of Productive Articles Cluster 4.

	Author	Citations
Cluster 4	Ely (2001)	1168
	Lau (1998)	1149
	Nishii (2013)	516

Cluster 1 contains four papers. These are Chatman and Flynn (2001), Hinds and Mortensen (2005), Jehn et al. (1999) and Stahl et al. (2010). Cluster 2 contains four papers: Bell et al. (2011), Harrison et al. (2002), Reagans and Zuckerman (2001) and Shin et al. (2007). Cluster 3 contains three papers: Erhard et al. (2003), Harrison et al. (1998), and Richard et al. (2004). Cluster 4 contains three papers: Ely and Thomas (2001), Lau and Murnighan (1998) and Nishii (2013).

Fig. 1. The impactful clusters represented by five distinct colors: The most impactful articles on Diversity Management published between 1990 and 2023.

3.3. Analysis of author productivity and co-authorship
3.3.1. Most productive authors

Table 3 lists the authors with the highest productivity in the literature on diversity management from 1990 to 2023. Ranking was determined by a combination of the publication count (>1) and the number of citations. Syed Jawa is the most productive author in this field, contributing to eighteen papers in total. Lauring Jakop, ranking as the second with 17 publications, is followed by Avery Derek as the third most productive author 16 papers. Steven Vertovec leads as the author with the highest citation count, having 2958 citations across his four articles.

Table 3: The Most Productive Authors in Diversity Management Research

Author	Citations	Author	Total Publications
Vertovec, Steven	2958	Syed Jawad	18
Harrison, David A.	2241	Lauring Jakop	17
Price, Kenneth H.	2241	Avery Derek	16
Jehn, Karen A.	2229	Daan, van Knippenberg,	14
Neale Margaret	2221	Mckay Patrick	11
Northcraft Gregory B.	1787	Jehn, Karen A.	10
Daan, van Knippenberg,	1714	Tatlı Ahu	10
Lau, Dora C.	1620	Kulik Carol	9
Murnighan, J. Keith	1620	Ali Muhammad	9
Bell, Myrtle P.	1449	Richard Orlando	9
Chatman, Jennifer A.	1429	Yuka Fujimoto	9
Richard OC	1367	Nijkamp Peter	9

3.3.2. Analysis of co-authorship

Analyzing co-authorship is among the most thorough methods for examining scientific collaboration (Newman, 2001). Figure 2 shows the co-authorship network analysis. In VOSviewer, the criterion for the minimum number of documents per author was established at five, and the threshold for relevant citations was set at 25 to ensure that particularly pertinent articles are displayed. The diagram illustrated in Figure 2 contains nodes that represent authors, with arrows denoting connections between them. The size of the nodes indicates the number of journal articles the author has co-published. 73 out of 7192 authors met these criteria. Table 4 presents the authors with the greatest overall link strength in comparison to other authors. Table 4 and Figure 2 show the co-operation between authors. It can be argued that collaboration among authors in conducting research within the field of diversity management is still limited and the co-operation of different authors is needed.

Table 4: Co-Authorship in Diversity Management

Authors	Total link strength	Documents	Citations
Avery Derek	12	16	790
Mckay Patrick	11	11	673
Shemla Meir	8	6	297
Lauring Jakop	7	17	370
Selmer Jan	7	7	172
Greene Anne-Marie	6	6	89
Kirton Gill	6	6	89
Meyer Bertold	6	5	302
Tatlı Ahu	6	10	492
Juergen Wegge	6	5	130

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of International Health Sciences and Management, 10(19):45-55
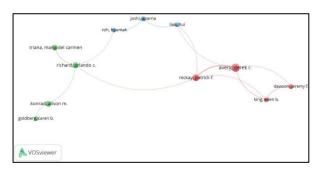
49

Fig. 2. The authors' collaboration network in diversity management

3.4. Analysis of Productivity Co-citation by journal and source

3.4.1. Most productive journal

1086 journals publishing on diversity management were analyzed. Journal productivity was assessed based on the quantity of published articles and the citation count, resulting in the identification of the top 10 most productive journals. Table 5 presents the count of diversity management studies published in these journals along with the corresponding number of citations. These journals publish articles in various fields. The journal that published the most articles is "Equality Diversity And Inclusion", followed by "International Journal Of Human Resource Management" with 84 articles and "International Journal Of Intercultural Relations" with 57 articles. The most impactful journals on the subject are mapped in Figure 3.

Table 5: Journals with the highest count of publications and citations

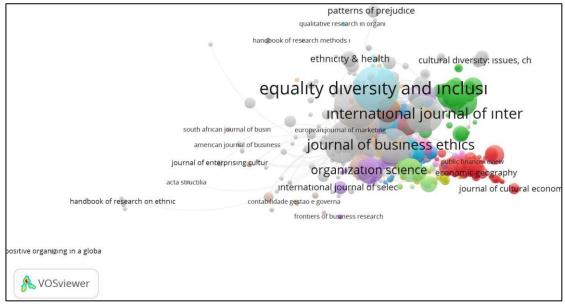| Source	Citations	Source	Published articles
Academy of Managemant Journal	8983	Equality Diversity and Inclusion	89
Organization Science	4438	International Journal of Human Resource Management	84
Administrative Science Quarterly	4276	International Journal of Intercultural Relations	57
Journal of Applied Psychology	4200	Journal of Business Ethics	50
Etnich and Racial Studies	3971	Academy of Management Journal	46
International Journal of Human Resource Management	3133	Group&Organization Management	44
Journal of Organization Behavior	2846	Journal of Applied Psychology	41
Group&Organization Management	2831	Journal of Organization Behavior	38
Journal of Business Ethics	2789	Human Relations	38
Personnel Psychology	2513	Ethnic and Racial Studies	35

Fig. 3. Most productive journal

3.4.2.   Analysis of Source Co-citation

Analyzing the co-citation of sources (journals) offers a more detailed perspective on the key areas of diversity management where the most citations are found, as shown in Figure 4. As a criterion, the minimum number of citations for a journal source was established at 25. Out of 55519 journal sources, 902 journal sources met this criterion. The source co-citation map displayed in Fig. 4 incorporates nodes representing the journal sources, and edges denote the connections between them. The edges signify that the journal sources are linked through citations. The size of the nodes indicates the total link strength between sources. According to this data, Ajad Management Journal, Journal of Applied Psychology, and Ajad Management Review hold the highest rankings based on source co-citation. The source co-citation analysis also produced the five main clusters displayed.
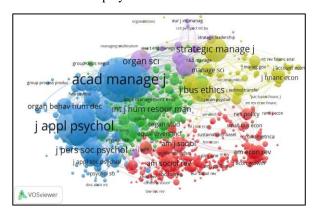

Fig. 4. Source Co-citation map

3.4.3.   Productivity by organization

Table 6 provides the leading 10 organizations making contributions to diversity management research based on the number of citations. Stanford University is the most influential organization (with 5730 citations). Stanford University is followed by Rutgers State University (4433) and the University of Texas (3925).

Table 6: The Most Productive Organizations in Diversity Management Research

Organization	Citations
Stanford Universty	5730
Rutgers State University	4433
Texas University	3925
Illinois University	3650
Harvard University	3369
Oxford University	3358
Penn University	3135
Erasmus University	2419
Penn State University	2407
Northwestern University	2248
University of California, Berkeley	2103

3.5   Productivity by country and country Co-authorship

3.5.1.   Most productive journal

Table 7 illustrates the countries with the highest productivity in diversity management research, considering both the frequency of publications and the citation count. The United States stands as the most impactful country with 1148 publications and 61127 citations, followed by the United Kingdom, which had 433 articles cited 13861 times. Australia, Canada, the Netherlands, and China come next in the ranking.

Table 7: The Most Productive Countries in Diversity Management Research

Country	Citations	Articles
USA	61127	1148
UK	13861	433
AUSTRALIA	9333	389
CANADA	9268	226
THE NETHERLANDS	7849	213
CHINA	6575	246
GERMANY	5019	222
FRANCE	3660	140
SWITZERLAND	3082	74
ITALY	2698	110

3.5.2.   Country Co-authorship

Co-authorship among countries is another crucial form of scientific collaboration. To ensure that notably pertinent countries are displayed in VOSviewer, the threshold for documents per country was established at 5, and the number of citations at 20. The diagram in Figure 5 consists of nodes that represent countries and lines connecting countries to publications. The proximity of nodes indicates a higher frequency of collaboration between two countries. 59 out of 115 countries have reached this threshold and are ranked according to total link strength.
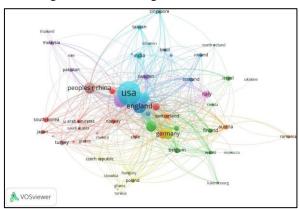

Fig. 5. Country Co-authorship map

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of Internatianal Health Sciences and Management, 10(19):45-55

51

3.6. Analysis of keywords and keyword co-occurrence

3.6.1. Keyword analysis

Keyword formation, which is the emergence of keywords in a journal article, offers insights into the primary themes in diversity management research. These primary themes are outlined in Table 8 which shows that in selected articles published between 1990 and 2023, the most frequently cited keyword is "cultural diversity" with 409 citations, followed by "diversity" with 401 citations. The third and fourth most frequently used keywords are "diversity management" and "gender", respectively.

Table 8: Themes of diversity management by keyword

Keyword	Occurrence
Cultural Diversity	409
Diversity	401
Diversity Management	302
Gender	117
Multiculturalism	107
Culture	93
Ethnicity	66
Workforce Diversity	62
Relational Demography	57

3.6.2. Analysis of Keyword Co-occurrence

Figure 6 illustrates the analysis of keyword co-occurrence and its connections. The threshold for the keyword co-occurrence analysis is established at 20. The proximity of the nodes to each other indicates the strength of the association between keywords. The line connecting two nodes signifies that the respective keywords are employed in the same article. The larger node reflects the frequency with which the associated keywords appear together in more than one article. There are 6 different clusters with distinct colors. The clusters are defined by the research areas where these keywords commonly appear together.
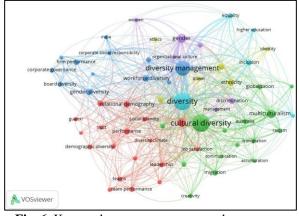

Fig. 6. Keyword co-occurrence network map

4. DISCUSSION

Although diversity management is a subject of extensive debate in developing nations, there has been only one bibliometric analysis conducted in the last three decades that provides a comprehensive review and summary of the literature, advancements, prevailing trends, and prospective directions (Yadav & Lenka, 2023). The findings of this study can help future studies to easily identify the most impactful articles, prominent journals, key authors, and seminal works published in the field as well as to pinpoint research gaps and gain new insights.

This bibliometric analysis revealed the overarching trends and discursive difficulties within Diversity Management literature, offering additional insights in comparison to prior literature reviews (Tatli and Ozbilgin, 2012; Jansen and Searle, 2021; Yadav and Lenka, 2020). The objective of this study is to examine the developments in diversity management research and present future researchers with novel avenues for exploration in this field.

The bibliometric analysis undertaken in this study showed various implications for diversity research, enabling the recognition of prevalent research gaps and indicating potential directions for future investigations. Firstly, this study indicates a consistent growth in the number of publications addressing diversity management, particularly notable since 2010. As mentioned above, this finding can be attributed to several reasons. First of all, the general belief that diversity management provides various benefits to businesses (Qin et al., 2014) and the fact that workplaces have become increasingly heterogeneous as a result of the phenomenon of demographic change with globalization changing the workforce of most nations in the world (Aldaibat et al., 2019; Qin et al., 2014) can be counted as reasons for the topic to attract more attention. In addition, from a corporate social responsibility perspective, given that managing diversity has become important for organizations (Alhosani & Nobanee, 2023; McCrea & Zhu, 2019), the importance attached to diversity has increased as a result of all these.

The results of the keyword analysis support this finding. Cultural diversity, diversity, diversity management, gender and multiculturalism were found to be the most important themes related to the topic. Secondly, the examination of articles showed that the three most prolific articles, by citation count, were Vertovec (2007), Jehn (1999), and Harrison (1998). Thirdly, the bibliometric analysis pinpointed the authors with the greatest impact in the field, guiding other researchers in choosing relevant research areas. The authors with the highest productivity are Syed Jawad, Lauring Jakop, and Avery Derek. The co-

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of Internatianal Health Sciences and Management, 10(19):45-55

52

authorship analysis showed the co-operation that exists in three separate clusters.

Accordingly, it reveals that co-operation among authors in conducting research in the field of diversity management is still limited and we recommend further research in the field of diversity management with the co-operation of different authors. Fourthly, the examination of journals presented us with the most pertinent and productive publications in the field, guiding future researchers in diversity management to choose the most relevant journals. The most productive journals are "Equality Diversity And Inclusion", "International Journal Of Human Resource Management and International Journal Of Intercultural Relations". The most cited journals are "Academy of Management Journal", "Organization Science and Administrative Science Quarterly".

This clearly shows that the topic of diversity management is attracting increasing interest in research on organizational behavior, human resources and intercultural relations. Nevertheless, the source co-citation analysis presented a conflicting outcome in comparison to the previously discussed most productive journals. Ajad Management Journal, Journal of Applied Psychology, and Ajad Management Review are the leading journals in terms of source co-citation. This suggests that existing journals need to further expand research on diversity management to improve their source co-citation. It was also found that a significant portion of diversity management research is carried out in developed nations including the USA, the UK, Australia and Canada while, in developing countries, diversity research is still in its infancy. Only China, a developing country, is among the top 10 productive countries. Therefore, future researchers should specifically explore the issue of diversity management within the context of developing countries. Country co-authorship shows that the USA, UK, Germany and China are the main clusters, with the USA, India, Singapore and Taiwan being the most active in country co- authorship compared to other countries. Therefore, more research needs to be conducted in greater co-operation between developed and developing countries. Moreover, further studies, the data can analysed by R program and obtained articles from Pubmed or Scopus sources. Also, evaluating the relationship between "diversity management" and/or "leadership", "job satisfaction", "organizational commitment", "organizational justice" can be investigated via bibliometric analysis.

5. CONCLUSION

The demographics of the labor force, consumers and suppliers of the business continues to change rapidly. In order to adapt to these changes, businesses also want to manage diversity in their favor due to legal obligations and ethical concerns. Managers and academicians who are aware of the various advantages of effective diversity management have started to work on the issue of managing diversity. Nevertheless, the evolution of knowledge in this domain and its interconnections lack clarity. This study enhances the literature by presenting a thorough bibliometric review of diversity management studies. It emphasizes the most productive articles, authors, journals, institutions, sponsors, and countries, along with conducting keyword analysis. The present study demonstrated a gradual increase in the number of journal articles on the topic, with a significant surge noted since 2010. Cultural diversity, diversity and diversity management are the main themes and keywords frequently used in the studies on the topic. Five clusters were identified according to the citation analysis. Developed countries were found to be the most influential in diversity management research.

This study has several limitations. Firstly, since the data is only available from the WOS database the bibliometric analysis does not include relevant articles that are only available in other databases. Secondly, this study only included articles in English, which likely skews the results in favor of specific countries. Thirdly, this study focuses exclusively on articles in peer-reviewed journals, potentially limiting the scope of the analysis. During the article screening process, certain research contributions, including editorials, books, and conference proceedings, were also excluded. As a fourth limitation, citation analyses take into account the citation counts of articles. This approach is prone to bias in favor of previously published articles, given that these articles have more time to collect citations compared to newly published ones.

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of Internatianal Health Sciences and Management, 10(19):45-55

53

REFERENCES

Aldaibat, B. F., Alshawabkeh, Z. A. E., Al-Shalabi, F. S., Al-Momani, R. Z., Banyhamdan, K., & AlAbbadi, L. H. M. (2019). Implementation of diversity management and its relationship with organizational justice: Case of Jordan. Academy of Strategic Management Journal, 18(3), 1-14.

Alhosani, N. H. I., & Nobanee, H. (2023). Board gender diversity and corporate social responsibility: A bibliometric analysis. Heliyon.

Allen, R. S., & Montgomery, K. A. (2001). Applying an organizational development approach to creating diversity. Organizational Dynamics, 30(2), 149-161.

Bell, S. T., Villado, A. J., Lukasik, M. A., Belau, L., & Briggs, A. L. (2011). Getting specific about demographic diversity variable and team performance relationships: A meta-analysis. Journal of management, 37(3), 709-743.

Bhadury, J., Mighty, E. J., & Damar, H. (2000). Maximizing workforce diversity in project teams: A network flow approach. Omega, 28(2), 143-153.

Bouckenooghe, D., Schwarz, G. M., Kanar, A., & Sanders, K. (2021). Revisiting research on attitudes toward organizational change: Bibliometric analysis and content facet analysis. Journal of Business Research, 135, 137-148.

Chatman, J. A., & Flynn, F. J. (2001). The influence of demographic heterogeneity on the emergence and consequences of cooperative norms in work teams. Academy of management journal, 44(5), 956-974.

Davis, P. J., Frolova, Y., & Callahan, W. (2016). Workplace diversity management in Australia: What do managers think and what are organisations doing?. Equality, Diversity and Inclusion: An International Journal, 35(2), 81-98.

Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. Journal of business research, 133, 285-296.

Ely, R. J., & Thomas, D. A. (2001). Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. Administrative science quarterly, 46(2), 229-273.

Erhardt, N. L., Werbel, J. D., & Shrader, C. B. (2003). Board of director diversity and firm financial performance. Corporate governance: An international review, 11(2), 102-111.

Fujimoto, Y., Härtel, C. E., & Azmat, F. (2013). Towards a diversity justice management model: integrating organizational justice and diversity management. Social Responsibility Journal, 9(1), 148-166.

García-Rodríguez, F. J., Dorta-Afonso, D., & Gonzalez-de-la-Rosa, M. (2020). Hospitality diversity management and job satisfaction: The mediating role of organizational commitment across individual differences. International Journal of Hospitality Management, 91, 102698.

Gilbert, J. A., Stead, B. A., & Ivancevich, J. M. (1999). Diversity management: A new organizational paradigm. Journal of business ethics, 21, 61-76.

Harrison, D. A., Price, K. H., & Bell, M. P. (1998). Beyond relational demography: Time and the effects of surface-and deep-level demography: Time and the effects of surface-and deep-level diversity on work group cohesion. Academy of management journal, 41(1), 96-107.

Harrison, D. A., Price, K. H., Gavin, J. H., & Florey, A. T. (2002). Time, teams, and task performance: Changing effects of surface-and deep-level diversity on group functioning. Academy of management journal, 45(5), 1029-1045.

Hinds, P. J., & Mortensen, M. (2005). Understanding conflict in geographically distributed teams: The moderating effects of shared identity, shared context, and spontaneous communication. Organization science, 16(3), 290-307

Ivancevich, J. M., & Gilbert, J. A. (2000). Diversity management: Time for a new approach. Public personnel management, 29(1), 75-92.

Jackson, S. E., Joshi, A., & Erhardt, N. L. (2003). Recent research on team and organizational diversity: SWOT analysis and implications. Journal of management, 29(6), 801-830.

Jansen, A. E., & Searle, B. J. (2021). Diverse effects of team diversity: a review and framework of surface and deep-level diversity. Personnel Review, 50(9), 1838-1853.

Jehn, K. A., Northcraft, G. B., & Neale, M. A. (1999). Why differences make a difference: A field study of diversity, conflict and performance in workgroups. Administrative science quarterly, 44(4), 741-763.

Kreitz, P. A. (2008). Best practices for managing organizational diversity. The journal of academic librarianship, 34(2), 101-120.

Lau, D. C., & Murnighan, J. K. (1998). Demographic diversity and faultlines: The compositional dynamics of organizational groups. Academy of management review, 23(2), 325-340.

Mamman, A., Kamoche, K., & Bakuwa, R. (2012). Diversity, organizational commitment and organizational citizenship behavior: An organizing framework. Human Resource Management Review, 22(4), 285-302.

Mannix, E., & Neale, M. A. (2005). What differences make a difference? The promise and reality of diverse teams in organizations. Psychological science in the public interest, 6(2), 31-55.

McCrea, A. M., & Zhu, L. (2019). The environmental determinants of diversity management: Competition, collaboration and clients. Public Administration, 97(4), 942-959.

Mor Barak, M. E., Lizano, E. L., Kim, A., Duan, L., Rhee, M. K., Hsiao, H. Y., & Brimhall, K. C. (2016). The promise of diversity management for climate of inclusion: A state-of-the-art review and meta-analysis. Human Service Organizations: Management, Leadership & Governance, 40(4), 305-333.

Newman, M. E. (2001). The structure of scientific collaboration networks. Proceedings of the national academy of sciences, 98(2), 404-409.

Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. Academy of Management journal, 56(6), 1754-1774.

Noon, M., & Ogbonna, E. (2021). Controlling management to deliver diversity and inclusion: Prospects and limits. Human Resource Management Journal, 31(3), 619-638.

Özbilgin, M. F., Beauregard, T. A., Tatli, A., & Bell, M. P. (2011). Work–life, diversity and intersectionality: A critical review and research agenda. International Journal of Management Reviews, 13(2), 177-198.

Pitts, D. (2009). Diversity management, job satisfaction, and performance: Evidence from US federal agencies. Public Administration Review, 69(2), 328-338.

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of Internatianal Health Sciences and Management, 10(19):45-55

54

Richard, O. C. (2000). Racial diversity, business strategy, and firm performance: A resource-based view. Academy of management journal, 43(2), 164-177.

Reagans, R., & Zuckerman, E. W. (2001). Networks, diversity, and productivity: The social capital of corporate R&D teams. Organization science, 12(4), 502-517.

Stahl, G. K., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010). Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. Journal of international business studies, 41, 690-709.

Shin, S. J., & Zhou, J. (2007). When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. Journal of applied Psychology, 92(6), 1709.

Tatli, A., & Özbilgin, M. F. (2012). An emic approach to intersectional study of diversity at work: A Bourdieuan framing. International Journal of Management Reviews, 14(2), 180-200.

Vogel, R., & Güttel, W. H. (2013). The dynamic capability view in strategic management: A bibliometric review. International Journal of Management Reviews, 15(4), 426-446.

Wallin, J. A. (2005). Bibliometric methods: pitfalls and possibilities. Basic & clinical pharmacology & toxicology, 97(5), 261-275.

Qin, J., Muenjohn, N., & Chhetri, P. (2014). A review of diversity conceptualizations: Variety, trends, and a framework. Human Resource Development Review, 13(2), 133-157.

Yadav, S., & Lenka, U. (2020). Diversity management: a systematic review. Equality, Diversity and Inclusion: An International Journal, 39(8), 901-929.

Yadav, S., & Lenka, U. (2023). Uncovering the intellectual structure of diversity management research: a bibliometric analysis (1990–2019). Personnel Review, 52(3), 856-881.

Yang, Y., & Konrad, A. M. (2011). Understanding diversity management practices: Implications of institutional theory and resource-based theory. Group & Organization Management

Kara, F., Tarım, M. (2024). A Bibliometric Analysis of Studies on Diversity Management, Journal of Internatianal Health Sciences and Management, 10(19):45-55

55