

## RESEARCH ARTICLE

# Bibliometric Analysis of The Concept of "Organizational Differences" Using Visual Mapping Technique

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## Abstract

*In this study, it is aimed to perform a bibliometric analysis of the research related to the concept of organizational differences and to make inferences about the general structure of the field. In this direction, in the research, 303 scientific publications on "organizational differences" were examined with the bibliometric analysis method using the Web of Science database, and then the obtained data were visualized using the VOSviewer software program. Bibliometric methods such as keyword analysis, citation analysis, co-author analysis, co-citation analysis of authors were used on the identified scientific publications. Using bibliometric methods, a comprehensive view of the dynamics of the field is presented; the development of the literature on the concept of "organizational differences" has been mapped by determining the basic studies, types, years, authors, countries and publication areas. As a result of the study, it was found that the subject of "organizational differences" was not studied sufficiently in the literature; the most publications on a country basis were from America, the most publications on a year basis were published in 2019, and the most commonly cited author was Alstemark B. It is thought that the findings obtained as a result of the analysis will provide resources for future studies on "organizational differences".*

**Keywords:** Organizational Differences, Bibliometric Analysis, Vosviewer

## Öz

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*Bu çalışmada örgütsel farklılık kavramı ile ilgili yapılan araştırmaların bibliyometrik analizinin yapılması ve alanın genel yapısına ilişkin çıkarımlarda bulunulması amaçlanmaktadır. Bu doğrultuda, araştırmada Web of Science veri tabanı kullanılarak "Örgütsel farklılıklar" konusunda yapılan 303 bilimsel yayın bibliyometrik analiz yöntemi ile irdelenmiş, ardından elde edilen veriler VOSviewer yazılım programı kullanılarak görselleştirilmiştir. Bilimsel yayımlar üzerinde anahtar kelime analizi, atıf analizi, ortak yazar analizi, yazarların eş atıf analizi gibi bibliyometrik yöntemler kullanılmıştır. Bibliyometrik yöntemleri kullanarak, alanın dinamiklerine ilişkin kapsamlı bir görüş sunulurken; temel çalışmalar, türleri, yılları, yazarları, ülkeleri, yayın alanları belirlenerek "örgütsel farklılıklar" kavramına ilişkin literatürün gelişimi haritalandırılmıştır. Çalışma sonucunda, literatürde "örgütsel farklılıklar" konusunun yeterince çalışılmadığı; ülke bazında en çok yayının Amerika'dan, yıl bazında ise en çok yayının 2019 yılında yayımlanmış olduğu, en çok ortak atıf yapılan yazarın Alstemark B. olduğu bulunmuştur. Analiz sonucunda ulaşılan bulguların "örgütsel farklılıklar" konusunda gelecekteki çalışmalara kaynak sağlayacağı düşünülmektedir.*

**Anahtar Kelimeler:** Örgütsel Farklılıklar, Bibliyometrik Analiz, Vosviewer

## Introduction

Awareness of differences is growing rapidly around the world. Today's business world is shaped by rapidly differentiating global economic, technological and social factors, and these differences present new challenges and opportunities for organizations. Organizations attach importance to differentiation strategies in order to gain and maintain competitive advantage, and special policies and programs are developed in response to increasing differences in the labor market (Barca & Saban, E. S. E. N., 2012). In this context, the concept of organizational differences plays a critical role for businesses to achieve these goals (Öncer, 2004). Organizational differences include elements that can emerge in many dimensions such as the internal structure of the business, management practices, strategies, culture and processes. Sources of organizational differences can appear in various fields and new differences can be created in various fields.

What is important is that the existing sources of organizational difference are analyzed and managed by the organizational management and that differentiation efforts are carried out courageously in the areas necessary for the organization to gain a competitive advantage. Organizational differences help businesses to develop distinctive features that distinguish them from other competitors in the market and to respond more effectively to customer needs. However, managing and sustaining these differences effectively requires a complex and multifaceted process. In this context, a bibliometric analysis of the publications investigating "organizational differences" was investigated using visual mapping technique. Bibliometric analysis is a quantitative method that uses statistical techniques to analyze patterns of publication and citation in a particular field. Visual mapping technique is the one such bibliometric tool that can be used to identify the intellectual structure of a research field and the relationships between different concepts. We will explore the intellectual structure of the research field identify the most influential authors, publications, countries and e number of citation in researchs over time.

## Conceptual Framework

Differences are a combination, a mosaic, reflecting a mix of elements characterized by differences and similarities, a mixture that includes difference in global conditions (Hubbard, 2004, p.27). Difference can be defined as "the state of being different, distinctiveness, otherness" (tdk.gov.tr, 06.10.2009). From another point of view, a difference is something that is different, not similar or equal, other than what is (Meydan Larousse, 2004, p.1790). The concept of organizational differences refers to the dissimilarities that exist between organizations in terms of their structure, culture, and processes (Denison, 1996). Hyde and Hopkins (2004, p.61) define the concept of difference as the degree of heterogeneity of employees within an organization. Difference is categorized under four interconnected and sometimes overlapping headings. These are workforce differences, behavioral differences, structural differences and job differences (Hubbard, 2004, p.33).

- Labor differences include group and situational identities (language, race, cultural or ethnic identity, age, gender, disability status, family status and geographical background) of organizational employees.
- Behavioral differences include ways of working and communicating, thinking and learning styles, belief/value systems, changes in employees' attitudes and expectations.
- Structural differences include differences between organizational levels in the hierarchy and interactions between functions, strategic alliances between parent companies and subsidiaries. It also focuses on structural changes in organizations such as flexibility, team-based, cross-functionality, and number of levels.
- Business differences include differences in organizations' expansion and segmentation policies. It covers the difference of customer markets, the difference of products and services offered, and the power to operate and compete (i.e.

legal and regulatory contexts, labor market realities, societal expectations/relationships, business cultures and norms) (Alay, 2022).

Organizational differences need to be managed strategically to transform organizational differences into business values and to prevent differences from turning into alienation and negative conflict in the organization. One of the internal sources of alienation in organizations is that the ideas and thoughts of the employee are not taken and the person (the characteristics of the person) is not valued. However, giving importance to individual differences within the organization will ensure that differences such as age groups, gender, national identity, religious affiliation, ethnicity, etc. will be transformed into the differences of the business while trying to attract talented individuals. This will be a factor that positively affects organizational culture and thus organizational climate, which reduces costs for the organization. Organizational culture includes not only how employees feel about their organizations, but also the beliefs, values and assumptions that give the organization its identity and standards of behavior, while climate includes the perceptions that employees share with their units and organizations. Culture includes climate, but climate does not include all aspects of culture (Terzi, 2000, p.93). Organizational culture plays an important role in the emergence of organizational climate by providing continuity in organizational actions and harmony in organizational behaviors (Moran and Wolkvein, 1992, p.42). Because organizational culture and thus organizational climate can be summarized as the perceptions of employees towards the organization. In this respect, when the differences within the organization are cared for and managed, it will lead to the emergence of new ideas, alternative solution suggestions, and different performance criteria, and ultimately increase the effectiveness and efficiency of the business. When evaluated in this way, the positive effect of managing differentiation on organizational culture is of vital importance for businesses today where the competitive power is people (Kızıl, 2011). In Schneider (1987, p.12), another study on organizational culture and climate, it is

emphasized that the best reference when interpreting organizational conditions and events is to refer to the climate. For this reason, climate is seen as an important focal point by academics who study organizations, especially those who study difference in working life. Differentiation climate, which has been a very popular topic recently, is "the set of perceptions that employees share that their organizations have policies, practices, and procedures that strengthen and protect difference and eliminate discrimination" (Gelfand et al. 2005, p.2).

When we look at the organizational differences among the sources of differences in organizations, it is seen that there are differences arising from the organizational structure within the enterprises as well as individual differences. Organizational differences may be present in the establishment of the business, as well as in the form of the formation of new differences with various requirements during the operation process. The first organizational difference is the difference in the property structure of the enterprise, in other words, the difference in capital ownership. The second source of organizational differences arises in the legal structure of the enterprise. The last source of organizational differences is the functional structure of the enterprise (Öncer, 2004).

Although the theories and models developed in relation to organizational difference are limited, many theories and models in other fields of social sciences such as sociology, psychology and social psychology form the basis of organizational differences/organizational difference climate. In this In this part of the stud this section elaborates on these theories and models.

***Social Identity Theory;*** is a basic social psychology theory to explain intergroup behavior, group membership and group formation processes. It was developed by Henri Tajfel and John Turner in 1979. This theory explains the relationship between social groups and individual identity through the meanings people attribute to their membership in identity groups such as race, ethnicity or gender (Tajfel, 1982: 64).

***Intergroup Relations Theory;*** especially in the context of work life, the constant interaction

between managers and employees, the presence of differences such as ethnic, religious, ideological or lifestyle differences can cause conflict, uncertainty and unhappiness. When intergroup relations are negative, negative attitudes and prejudices towards outgroups may emerge. Over time, these prejudices can lead to increased social distance towards different groups (Şerif, White, 1996).

*Social Categorization Theory*; is based on the premise that the human brain generally prefers the simplest and shortest path and prefers classification to facilitate information processing (Hewstone et al., 1996:56). This theory, which is used to explain intergroup relations in social life, deals with the emergence of identity structures as a result of different social categorizations.

*Equity Theory*; was developed by John Stacey Adams in 1963 (Adams, 1963, p.422). According to this theory, employees desire an environment where everyone is treated equally at work. This desire affects the motivation of employees. Employees' levels of achievement and job satisfaction are linked to the level of equality and inequality in the work environment. In addition, employees tend to compare what they get in return for their efforts in the organization with those of other employees.

*Racial Identity Theory*; states that a person's perception of identity is shaped by the racial or ethnic group to which he/she belongs, his/her level of commitment to that group and his/her participation in cultural activities (Koray-Alay, 2020).

*Cox's Interactional Model of Cultural Difference*; this model states that feeling excluded or worthless in the work environment negatively affects employees' job satisfaction, commitment and performance. On the other hand, companies where differences are accepted, supported and given equal opportunities may be more successful and achieve their corporate goals better than others (Cox, 1993, p.68).

*Hicks-Clarke and Iles Positive Difference Climate Model*; Hicks-Clarke and Iles' model examines the

impact of organizational difference on the career perceptions, behaviors and attitudes of employees in an organization. Studies show that a positive difference climate positively affects factors such as employees' organizational commitment, job satisfaction, career planning and career commitment (Sürvegil, 2010).

### Differences in Organizational Structure

The first source of organizational differences arises from the separation of enterprises in terms of capital ownership. This separation, which we can also call ownership differences, occurs as follows:

- Private Sector Organizations
- Public Sector Organizations
- Foreign Capital Organizations
- Mixed Organizations

This difference is also important in terms of defining who owns the organizations in terms of ownership and management.

### Legal Structure Differences in Organizations

Another area where businesses are differentiated from an organizational point of view is the legal structure. The legal structure, which is formed based on the decision made during the establishment phase of the organizations, changes later when there is a need or when businesses want to create a differentiation in this direction (Mucuk, 2001).

#### Single Person Organizations

- Organizations in the form of a Company (Partnership)

- Ordinary organizations

#### Trade Organizations

- Sole Proprietorships
- Capital Organizations
- Cooperatives
- Public Organizations
- Foreign Capital Organizations

### Differences in Functional Structure in Organizations

The last type of organizational differences are differences in functional structure. These

differences arise as a result of differences in organizational design. Organizational design aims to create a structure that will facilitate the achievement of the objectives of the organization by shaping many elements and responding to the demands and needs of the environment. In this direction, the functional structure the main elements that make a difference are division of labor and specialization, formalization, centralization, and departmentalization (Sabuncuoğlu, 2001). Differences in the organizational dimension are the characteristics that occur within organizations. In general, such characteristics arise due to reasons such as position, department, union, etc.

They arise due to job-related characteristics such as employees' professional, functional, or business knowledge such as marketing, finance, accounting, manufacturing, production, etc., job tenure or seniority, department or division, hierarchical ranking within the organization (e.g. top management, middle management and lower management) and work or professional experience (Choy, 2007, p.11).

These characteristics refer to the organization of performance-related attributes, including job, task, training, etc., which are likely to be related to the knowledge, skills, and abilities required in the workplace (Demirel & Özbezek, 2016).

Jungblut & Jungblut (2022), who examined whether organizational differences and different communication strategies lead to different results, investigated how the German police use Twitter and the differences between police units. As a result of the research, it was determined that the German police force differs in the use of Twitter, and this difference can be explained by environmental and organizational differences (Jungblut & Jungblut, 2022).

Engbring & Hajar (2021), who investigated the key factors shaping the organization of four Community Forest Enterprises (CFEs) in Mexico to examine how they are organized concluded that the internal organization of the cases varied beyond the archetypal distinctions often drawn by the community forestry literature.

In study Checa-Morales et al.(2021), it was tried to determine the organizational differences between three universities with different

international contexts and satisfaction levels. An analysis of discriminant power in distinguishing among three universities revealed that variables such as alignment of objectives with instructors and administrative personnel, as well as effective problem-solving communication among peers, exhibited the most pronounced discriminatory capacity.

In Liefbroer & Berghuijs, (2019); based on a survey among spiritual caregivers in a secularized European country (the Netherlands), the study shows how personal and organizational factors of spiritual caregivers are related to attitudes towards religious and spiritual difference.

## Methodology

### Method

Bibliometric research method, one of the qualitative research methods, is used in the study. The concept of "organizational differences", which is one of the important issues in the field of management, is included with many different concepts in scientific research. For this reason, a case study design was adopted in the study since it was desired to determine the current situation by examining academic research on the concept of organizational differences with bibliometric parameters. Case study is a methodological approach that uses more than one form of data collection to systematically collect information about how a limited system functions or works, allowing in-depth investigation of this limited system (Chmiliar, 2010, p.582). The basic component of bibliometric study (Pritchard, 1969, p.348), which is the application of mathematical and statistical methods to scientific communication environments, is the scope of the database (Thompson, 2018). The most widely used bibliometric databases in research are Web of Science, Scopus and Google Scholar (Demir & Gedik, 2022). The reason for choosing this database is that Web of Science (WoS) is a reliable database for bibliometric research in previous systematic literature review studies (Zupic & Čater, 2015). In this context, publication information was accessed through online searches in Web of Science in May 2023. First of all, the "Search" option on the Web of

Science search page was used to search for publications with the word "organizational differences" in all fields and without any year etc. restriction.

As a result of the search, it was seen that the number of publications containing the word "organizational differences" was 303. Since the number was not high, it was not aimed to restrict the study. The 303 identified publications were examined in terms of bibliometric indicators and categorized by the VOSviewer program. VosViewer software is an analytical tool used to create maps based on network data and to visualize and explore these maps. VOSviewer can be used to create networks of scientific journals, scientific publication networks, researchers, countries, research organizations, keywords or terms (Van Eck & Waltman, 2018, p.3).

Accordingly, the research questions are as follows:

- What is the distribution of the publications related to the concept of "Organizational Differences" scanned in WOS according to their countries?
- What is the distribution of the publications related to the concept of "Organizational Differences" scanned in WOS according to their types?
- What is the number of publications and citations by years in WOS related to the concept of "Organizational Differences"?
- Who are the most published authors in publications related to the concept of "Organizational Differences" in WOS?
- What are the Top 10 most cited authors and number of citations in publications related to the concept of "Organizational Differences" in WOS?
- What are the Web Of Science Categories of publications related to the concept of "Organizational Differences" in WOS?
- What is the Keyword Analysis of publications related to the concept of "Organizational Differences" in WOS?
- What is the Co-authorship of authors' analysis of publications related to the concept of "Organizational Differences" in WOS?
- How is the Co-citation of co-authors analysis of publications related to the

concept of "Organizational Differences" in WOS?

- What is the Co-Citation-Co-Sources Density of publications related to the concept of "Organizational Differences" in WOS?

### Limitations of the Study

The limitation of the research is that only 303 publications in the Web of Science Core Collection database were examined. Due to context differences, the word "organizational distinctiveness" was not searched. A Web of science search was conducted only with the concept of "organizational differences".

### Data collection tools and data collection process

For the analysis used in this study, documents were obtained from the Clarivate Analytics Web of Science (WoS) database. The documents included in the analysis consisted of a list of publications published in all fields at all times. The WoS database was searched using the word "organizational differences". In the study, 303 publications published in all fields at all times (without restriction) were listed.

### Data analysis

The findings of the research were analyzed with descriptive analysis technique and network maps were used with the help of bibliometric mapping program with VOSviewer, one of the software developed for bibliometric purposes.

### Findings

In the bibliometric study on the concept of "Organizational Differences", 303 publications were obtained from the WOS database in all fields at all times. Accordingly, there is more detailed information about "organizational differences" in tables and figures.

### Publications By Country

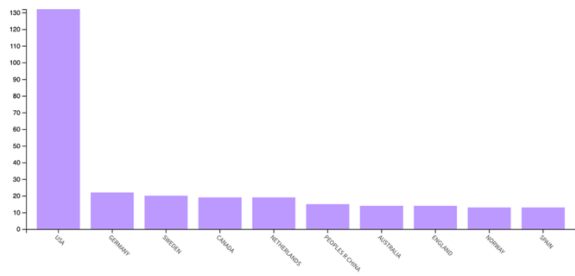


Figure 1. Publications by Country

According to Figure 1, the countries that publish the most in WOS regarding the concept of "Organizational Differences" are the USA, Germany and Sweden

### Publications By Type

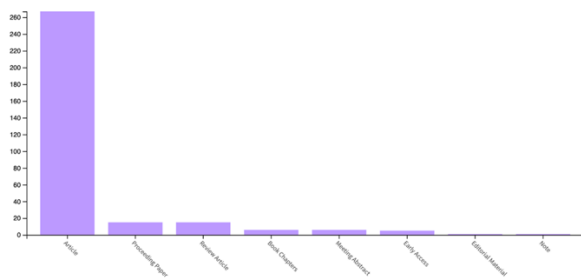


Figure 2. Publications By Type

It is observed that the most published type in WOS regarding the concept of "Organizational Differences" is "article". It is noteworthy that the article genre is the most prominent publication type when compared to other genres.

### Number Of Citations And Publications By Years

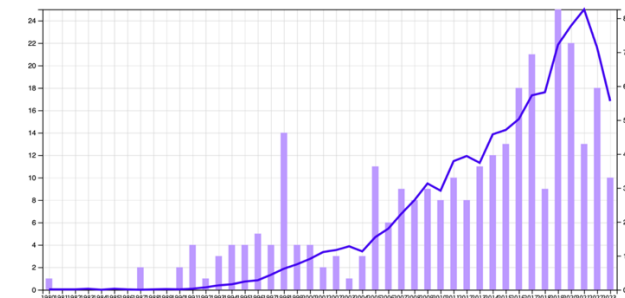


Figure 3. Number of Citations and Publications by Years

■ :number of publications  
 ■ :number of citations

The most citations to the publications related to the concept of "Organizational Differences" scanned in WOS were given in 2021 (826 citations). The year with the most publications was 2019 (25 publications).

### Most Published Authors

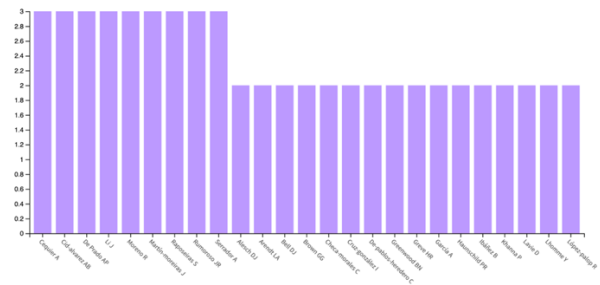


Figure 4. Most Published Authors

Figure 4 shows that Cequier A, Cid-alvarez AB, De Prado Ap, Li J, Moreno R, Martin-Moreiras J, Martin-Moreiras J, Rumoroso JR, Seedor A are the authors who published the most on the concept of "Organizational Differences" in WOS.

### Top 10 Most Cited Authors and Number of Citations

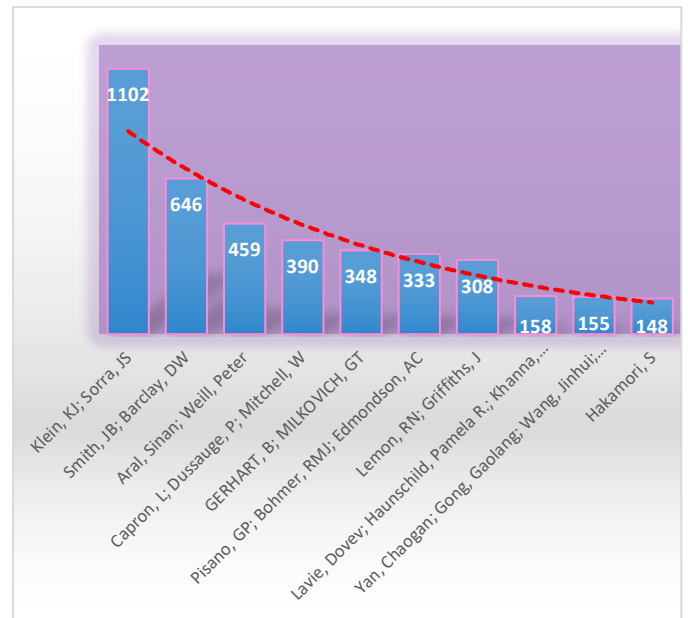


Figure 5. Top 10 Most Cited Authors and Number of Citations

According to Figure 5; Klein, KJ; Sorra JS are the most cited authors of the publications published in

WOS related to the concept of "Organizational Differences".

### Web of Science Categories of Publications

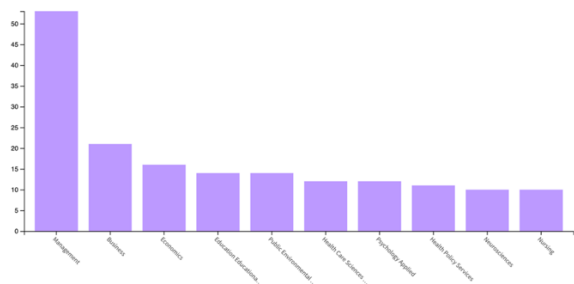


Figure 6. Web Of Science Categories of Publications

When the categories of publications related to the concept of "Organizational Differences" published in WOS are examined, it is seen that the most publications are in the field of "management". This result is not surprising considering the context to which the concept of "organizational differences" belongs.

### Keyword Analysis



Figure 7: Keyword Analysis

In keyword analysis mapping, the VosViewer algorithm calculates the total strength of the links established with other keywords for each of the 135 keywords and visualizes the keywords with the highest total link strength. "The total link strength represents the power of common use between concepts, and a higher value means that the frequency of the relationship between concepts is higher (Coşkun and Tabak, 2016, p.295). The analysis was conducted with the idea of determining the relationships between concepts and the most frequently used topics. Figure 7 shows the first 12 most frequently repeated keywords, relationship networks and total connection strength. In the keyword analysis; by

selecting the minimum number of occurrences of keyword as 1, 135 meet the threshold out of 135 keywords, the largest set of connected items consist of 12 items and 3 clusters as shown above (Cluster 1(5items); Cluster 2(4items); cluster 3(3items)).

### Co-Authorship Of Authors Analysis

Co-author analysis refers to the examination of authors' scientific publications produced in collaboration with each other. Important researchers are identified through co-author analysis (Savaş, 2023).

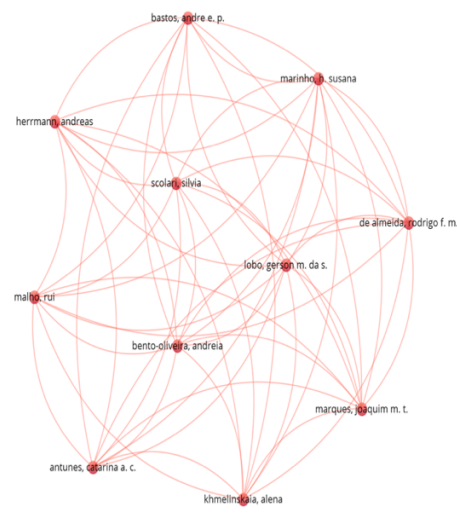


Figure 8: Co-Authorship of Authors

Figure 8 shows the mapping analysis of the researchers with the highest number of co-authorships. During the analysis, 135 authors were included in the collaboration analysis process. However, as a result of the analysis, the number of citations and publications of the authors was selected as one of the criteria and it was determined that 11 authors collaborated the most among 107 authors on the concept of "organizational differences". According to the analysis, as can be seen in the figure above, it is seen that these 11 authors are the most suitable researcher authors for collaboration.





**Co-Citation Of Co-Authors Analysis**

In co-citation analysis of authors, by analyzing the citation frequency of two authors cited together in a study, it allows to identify the most salient authors in a field (Small, 1973, p.265). A visualized map of co-citation analysis is presented in Figure 9 below.

**Figure 9.**Co-Citation of Co-Authors

As a result of the analysis, when the minimum number of citations is selected as 2 in Figure 9, the result that 217 of the authors in 1750 citations met the threshold value is mapped. Alstemark, B. (427 total link strength) was the author with the highest number of co-citations in the studies on the concept of "organizational differences".

**Co-Citation-Co-Sources Analysis**



**Figure10.** Co-Citation-Co-Sources Density

Figure 10 shows that Strategic management journal, CAD management journal, journal of neurophysiol are the highest co-cited sources.

**Discussion And Conclusion**

This study aims to examine the publications in the Web of Science database directly related to the concept of "organizational differences" in all fields at all times by using bibliometric methods. Bibliometric studies using analytical tools are extremely important for obtaining the "big picture" of the subject areas. In this respect, it enables scientific discovery of phenomena that field researchers are aware of but cannot prove concretely. It guides other researchers in the field by making it possible to identify effective research institutions and researchers. It contributes to the science communication process by revealing the research content and orientations of researchers within network clusters. Thus, researchers who evaluate the current situation in the field can move toward new and original research areas. As a result of the analysis made through VOSviewer software, it is understood that Alstemark B. is the author with the highest number of co-citations, 11 authors collaborated on the subject, and 3 clusters emerged as a result of keyword analysis. The most frequently used keywords in these clusters are "management, organization, and community forest enterprise". The keywords with the highest linkage strength are "management and organization". Also "Strategic management

journal", "CAD management journal", "Journal of neurophysiol" are the highest co-cited sources. Clusters connected by these linking elements form the linking foci of related clusters. This result is also supported by "management" and "business", which are the most published categories in WOS.

It was determined that the most publications were made in the field of "management" in WOS, the most cited authors were Klein KÍ, Sorra JS., the authors with the most publications were Cequier A, Cid-alvarez AB, De Prado Ap, Li J, Moreno R, Martin-Moreiras J, Rumoroso JR, Seeador A. and all of them had the same number of publications, the most cited year was 2021 (826 citations), and the most published year was 2019 (25 publications). In addition, it can be considered that most publications were made in the article type, and the reason for this is that the article type is seen as the most important type of academic publication (Güney, 2011, p.284). Article type provides objective indicators in determining the academic activity and scientific productivity of scientists. In this respect, it is an expected result that articles are preferred as the type of document in the literature. In some studies in the literature, similar to our study, the most studied document type was "article" (Glänzel & Moed, 2002; Hsieh, Chiu, Lee, & Ho, 2004; Chao, Yang, & Jen, 2007; Karagöz & Koç Ardıç, 2019; Chiu & Ho, 2007).

In the distribution of the studies published in WOS related to the concept of "organizational differences" according to countries, it was found that there were the most publications from the USA. When the above results are examined, it is seen that the subject of "organizational differences" has not been sufficiently studied in the literature; it is hoped that the study will shed light on the researchers who will work on the subject in the future. After this study, the root causes of the low number of publications on "organizational differences" in the literature can be empirically analyzed. Thus the analysis of the concept of "organizational differences" can be revealed over the years and the following suggestions can be improved.

- It is noteworthy that the USA has the highest number of publications on "organizational differences". In this context, collaboration and information sharing with researchers in other

countries is important to understand different perspectives and local dynamics. This will support addressing the issue from a global perspective and analyzing it in a broader context.

- Comparative analyses across different industries, cultures or geographical regions can be conducted to trace the evolution of "organizational differences" over time, offering different perspectives.
- The impact of technological developments on "organizational differences" can be explored. In addition, global perspectives and cultural context can be used to encourage studies that take into account cultural nuances and global differences in organizational differences.
- Interdisciplinary publications related to the concept of "organizational differences" can be encouraged: As a result of the bibliometric analysis, most publications were in the management, business and economics categories, and encouraging researchers from different disciplines such as sociology, anthropology etc. to explore "organizational differences" will provide an understanding that includes multiple perspectives.

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