

Bibliometric analysis of articles about diversity management and leadership relationship

Farklılık yönetimi ve liderlik ilişkisini konu edinen makalelerin bibliyometrik analizi

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ABSTRACT

Purpose: Diversity management has become an important field of study today as it serves as a tool for change for organizations. In the literature for these concepts and mapping the results will provide significant convenience to practitioners in different industries and many scientists. **Materials and Methods:** In this study, a bibliometric analysis of 165 international articles published between 1999 and 2023 was conducted, where the relationship between diversity management and leadership was examined together. Citation and Bibliographic Coupling analyses were carried out by Mapping Based on Bibliographic Data using VOSviewer. **Result:** In our study, it is seen that the first article was published in 1999, and there were not enough studies on the field until 2011, but interest increased in the following years. Mohamed Mousa has the highest link strength and the highest number of publications. Documents with the highest number of links were found to be Guillaume (2017), Sabharwal (2014), Ng (2012), Guillaume (2014), Fernandez (2015) and Ashikali (2015). In addition, it was determined that essential resources were the journals named Equality Diversity and Inclusion and Public Personnel Management with the most influential country being "The USA", and the most influential institution "Cardiff Metropolitan University". It was found that the most frequently used keywords within the scope of the study were diversity management (57), diversity (21), leadership (16), inclusion (11) and gender (9). **Conclusion:** It is thought that through citation analysis, the most influential articles on this subject and the journals with highly productive authors will be determined and will guide future researchers.

ÖZ

Giriş ve Amaç: Farklılık yönetimi organizasyonlar için değişimin bir aracı olması nedeniyle günümüzde önemli bir çalışma alanı haline gelmiştir. Bu kavramlarla ilgili yapılan çalışmaların sistematik olarak taranması ve elde edilen sonuçların haritalanması farklı endüstrilerdeki uygulayıcılara ve çok sayıda bilim insanına önemli kolaylıklar sağlayacaktır. **Gereç ve Yöntem:** Bu çalışma ile farklılık yönetimi ve liderlik ilişkisinin birlikte incelendiği 1999-2023 yılları arasında yayınlanan 165 uluslararası makalenin bibliyometrik analizi yapılmıştır. VOSviewer programı aracılığıyla Bibliyografik Verilere Dayalı Haritalama yapılarak Citation ve Bibliographic Coupling analizleri gerçekleştirilmiştir. **Bulgular:** Çalışmamızda, 1999 yılında yayımlandığı ve 2011 yılına dek alanla ilgili yeterli çalışmanın bulunmadığı fakat sonraki senelerde ilginin arttığı görülmektedir. Mohamed Mousa bağlantı gücü en yüksek ve en fazla yayını olan kişi olduğu görülmektedir. En çok sayıda bağlantı sayısı olan dokümanların; Guillaume (2017), Sabharwal (2014), Ng (2012), Guillaume (2014), Fernandez (2015) ve Ashikali (2015) olduğu saptanmıştır. Bunun yanı sıra en temel kaynakların, Equality Diversity And Inclusion ve Public Personnel Management isimli dergiler olduğu ayrıca en etkin olan ülkenin "ABD", en etkin kurumun "Cardiff Metropolitan University" olduğu saptanmıştır. Araştırma kapsamında en fazla kullanılan anahtar kelimelerin sırasıyla; diversity management (57), diversity (21) leadership (16), inclusion (11) ve gender (9) olduğu belirlenmiştir. **Sonuç:** Alıntı analizi aracılığıyla bu konudaki en etkili makaleler ve son derece üretken yazarlar ile dergiler belirlenerek gelecekteki araştırmacılara yön vereceği düşünülmektedir.

Key Words:
Diversity Management, Leadership,
Bibliometric Analysis, Vosviewer,
Web Of Science

Anahtar Kelimeler:
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INTRODUCTION

Each individual starts life with various qualities and, in the process, they either grow different from or similar to others as a result of these qualities. Harmonisation, which is necessary for the maintenance of social order, must not lead to differences being overlooked. This becomes even more important and complex in the context of professional life. Many organisations today

seek to increase the representation of underrepresented individuals through proactive efforts to manage the workforce diversity they have (DiTomaso et al., 2007; Kosssek et al., 2006). The fact that the concept of diversity management is multidimensional and handled by many researchers has led to different definitions of the concept in the literature. Diversity management is a complete organizational cultural change designed to

foster appreciation of demographic, ethnic and individual differences (Gilbert et al., 1999). Diversity management is a voluntary organisational programme designed to increase the inclusion of all employees in informal social networks and formal organisational programmes (Ivancevich and Gilbert 2000). In other words, it can be defined as all organisational efforts to reduce discrimination and to ensure that minorities do not benefit from fewer opportunities in their career development compared to other employees, as well as the establishment of rules to ensure that employees do not face various obstacles and to achieve employee integration (García-Rodríguez et al., 2020). This management paradigm is a voluntary strategic response to the challenges of labour diversity (Davis et al., 2016). Diversity management, which can be explained as the sum of actions taken by organisations to recruit, retain, encourage and motivate a diverse workforce (Ivancevich and Gilbert, 2000), has become an important field of study for practitioners and scientists in different industries as it is a tool for change for the future (García-Rodríguez et al., 2020). Studies on the management of diversity can be traced back to the 1960s. The 1964 Human Rights Act and the enactment of Law 11246 in the USA changed the way organisations viewed diversity. The idea that diversity management is a necessity, which first emerged in the USA, spread all over the world in the process. This paradigm, which organisations initially focused on due to legal obligations, has turned into a proactive concept later on (DiTomaso et al., 2007; Davis et al., 2016; Herring & Henderson, 2012; Noon & Ogbonna, 2021; Omboi et al., 2011; Sürgevil, 2008). Various arguments can be put forward as to why it is necessary to manage diversity. Some of these reasons include the increasing importance attached to business ethics principles by businesses and society, the increasingly globalised market and competition factors, the demographic change in consumer and labour populations, as well as the fact that the studies have shown that the results of diversity management will provide strategic advantages for businesses. Therefore, many researchers today state that it is essential for organisations to benefit from the competitive advantage provided by a diverse workforce (Bhadury et al., 2000; Kreitz, 2008). It is stated that effective management of diversity in organisations will improve the quality of work life of the workforce (García-Rodríguez et al., 2020), employees will exhibit behaviours that contribute to the success of the organisation (Mamman et al., 2012), workplace commitment will increase, employee turnover will drop with increased productivity and improved problem-solving skills in employees. It is also stated by others that diversity management is effective in increasing the ability to benefit from a larger talent pool,

to have competitive advantage in many areas, to increase organisational productivity and to adapt effectively to changes in the business environment (Allen & Montgomery, 2001; Bhadury et al., 2000; Davis et al., 2016; Gilbert et al., 1999; Guillaume et al., 2017; Ivancevich & Gilbert, 2000). Successful implementation of diversity management requires a fundamental change in the culture, values and structure of the organisation (Mousa, 2021). This is difficult, costly and time-consuming to achieve and requires continuity, commitment, the development of effective communication mechanisms and strategy. Today, managers believe that managing diversity brings significant benefits to their organizations (Kreitz, 2008; Omboi et al., 2011). The successful implementation of diversity management in an organisation depends on the leadership styles practised by managers (Dreachlin, 2007). Ineffective use of a diverse workforce is today not only a legal issue but also an issue of management and leadership (Ivancevich & Gilbert, 2000). The literature reveals that diversity management is related to the behaviors of organizational leaders (Ashikali & Groeneveld, 2015; Jin, Lee, & Lee, 2017; Samdanis & Özbilgin, 2020; Havenga, Linde, & Visagie, 2011). Considering that human resources in an organization is one of the most important resources of that organization (Okpara, 2006), leaders have an important role in managing a diverse workforce (Havenga, Linde, & Visagie, 2011). A leader is someone who is innovative, questions the current state of affairs in the organization, thinks long-term, has the ability to set a vision and does the right job (Conger, 1998; Robbins & Judge, 2012) and is perceived as a role model by the employees (Hotamışlı, Efe, 2015). A leader is a person who directs and influences individuals to take action in line with the determined goals. Leadership is the process by which the leader influences and directs the activities of the followers in order to achieve the determined individual or group goals. Leadership not only exists in formal organisations but also in informal settings (Koçel, 2007). A person who influences others in order to achieve set goals (Nanjundeswaraswamy & Swamy, 2014), a leader should be sensitive to the wishes and needs of the people he/she works with (Hotamışlı & Efe, 2015). The role of the leader lies in the process of directing the actions of people other than himself/herself towards the set goal (Mihelic et al., 2010). This process is defined as leadership (Silva, 2016). In other words, leadership is the process in which the leader motivates the individuals in the organization in order for them to achieve the set goals (Abelha et al., 2018) and provides guidance in influencing and instructing employees (Paksoy, 2002). It has been demonstrated that some issues such as job satisfaction (Boamah et al., 2018), organizational

commitment (Akyurt et al., 2016) and diversity management (Gündemir et al., 2019; Samdanis & Özbilgin, 2020) are related to leadership. In addition, the body of literature on leadership is growing today due to changing environmental conditions, changes in the demographics of employees, and the fact that competition is fiercer than ever (Abelha et al., 2018). Considering the increasing interest in the concept of leadership and diversity management in the literature, systematic review of the studies and mapping of the results will provide significant convenience to scientists. One of the methods that can be used to achieve this is bibliometric analysis, which is one of the quantitative research methods, and it reveals the current status, trends of the studies in the existing literature on any branch of science as well as the changes in and development of these trends (Zeren and Nagihan, 2020). This method allows many analyses using metric data from scientific research. It is a method used to obtain various information such as annual analysis of publication numbers, citation analyses, authorship networks and inter-institutional links (Yalçın, 2010). It is believed that this study, which subjects international studies on the relationship between diversity management and leadership to bibliometric analysis, will make a significant contribution to researchers who want to conduct research on the two parameters.

MATERIALS AND METHODS

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

Purpose of the Study

This study is aimed at conducting a bibliometric analysis of articles published between 1999 and 2023 in which the relationship between diversity management and leadership is examined, as well as to guide future research on the field.

Research Method

The study makes use of bibliometrics since the aim is to reveal the current state of affairs by reviewing the international articles published between 1999 and 2023, the year in which the first study on the relationship between diversity management and leadership was published in the journals indexed in the Web of Science Core Collection (WoS) database, in terms of bibliometric parameters. 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. In the next step, Citation and Bibliographic Coupling analyses were carried out by Mapping Based on Bibliographic Data

using VOSviewer.

Data Collection

The data in the study were retrieved from the Web of Science Core Collection (WoS) database, one of the bibliometric databases. The time period between 1999 and 26.10.2023, when the research was conducted, was taken as the date range. For literature review, the keywords “diversity management” and “leadership” were searched in all languages and in the titles of all types of publications. A total of 205 records were identified as a result of the analysis. Of these records, only documents written in English as well as 165 documents in the Article category constituted the dataset.

Data Analysis

Bibliometric analysis, which is one of the quantitative research designs, was used to analyze the data obtained from the study. Data from the 165 articles obtained through filtering are presented in the form of tables and figures. VOSviewer (Version 1.6.9) software package was used to create and display bibliometric maps.

RESULTS

Investigation of Diversity Management and Leadership Relationship in Web of Science Corecollection Database

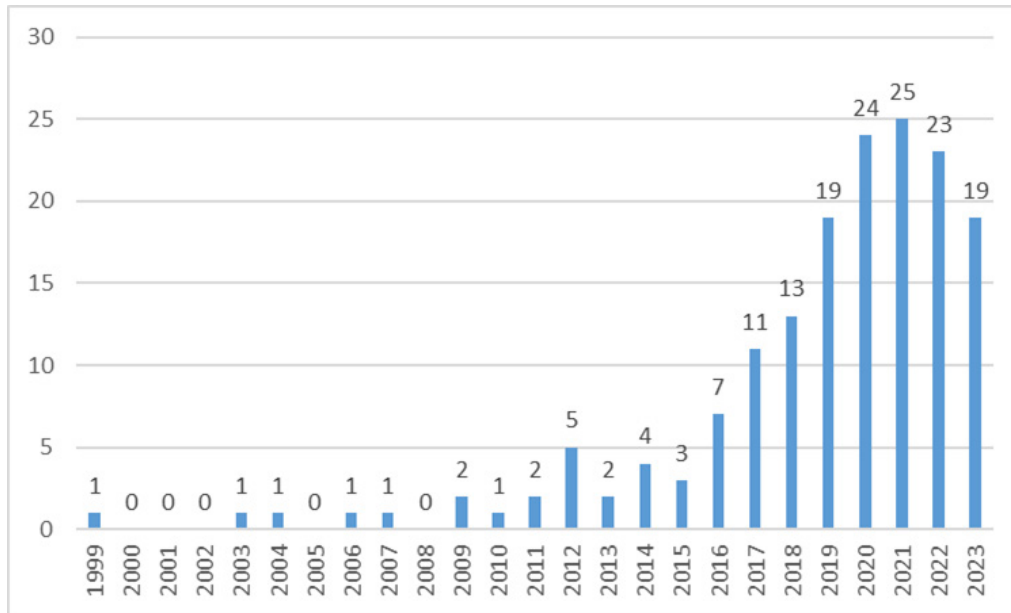
Diversity Management and Leadership Articles by Publication Year

The number of articles published on a particular topic emphasizes the importance of that topic. The review of the articles in which the relationship between diversity management and leadership was examined shows that the first article was published in 1999, and there were not enough studies on the field until 2011, but interest in the topic increased in the following years. The majority of studies were conducted in 2021, with 25 publications. Although 2023 has not yet ended, the fact that 19 publications have been published shows that there is still interest in the subject. (Table 1)

The table below shows the top 10 most cited studies on the relationship between diversity management and leadership in the WoS database. The most prominent article among these studies is Guillaume et al.'s ‘Harnessing demographic differences in organizations: What moderates the effects of workplace diversity?’(Table 2)

The above table shows the 10 most cited authors of the articles written on the subject. Jeremy Dawson is the most cited author with a total of 262 citations for his two articles. Dawson is followed by Guillaume, West, Woods and Lilian. (Table 3)

Table 1. Total Publications by Year of Publication



Diversity Management and Leadership Articles By Number of Citations

Table 2. Ten most cited authors, publication names and Number of Citations

Name of Author	Title of Article	Year	Number of Citations
Guillaume et al.	Harnessing demographic differences in organizations: What moderates the effects of workplace diversity?	2017	170
Sabharwal, M	Is Diversity Management Sufficient? Organizational Inclusion to Further Performance	2014	135
Guillaume et al.	Managing diversity in organizations: An integrative model and agenda for future research	2014	92
Ng, ES ve Sears, GJ	CEO Leadership Styles and the Implementation of Organizational Diversity Practices: Moderating Effects of Social Values and Age	2012	86
Fernandez et al.	Assessing the Past and Promise of the Federal Employee Viewpoint Survey for Public Management Research: A Research Synthesis	2015	85
Ashikali, T ve Groeneveld, S	Diversity Management in Public Organizations and Its Effect on Employees' Affective Commitment: The Role of Transformational Leadership and the Inclusiveness of the Organizational Culture	2015	83
Oberfield, ZW	Public Management in Time: A Longitudinal Examination of the Full Range of Leadership Theory	2014	80
Tatli, A ve Özbilgin, MF	Understanding Diversity Managers' Role in Organizational Change: Towards a Conceptual Framework	2009	62
Fink, JS ve Pastore, DL	Diversity in sport? Utilizing the business literature to devise a comprehensive framework of diversity initiatives	1999	62
Larrieta-Rubín de Celis et al.	Does having women managers lead to increased gender equality practices in corporate social responsibility?	2015	58

Diversity Management and Leadership Articles By Author**Table 3.** Most Cited Authors

Name of Institution	Number of Citations	Number of Articles
Jeremy F. Dawson	262	2
Yves RF. Guillaume	262	2
Michael A. West	262	2
Stephen A. Woods	262	2
Otaye-ebede Lilian	170	1
Meghna Sabharwal	168	3
Zachary W. Oberfield	165	2
Mohamed Mousa	148	9
Sandra Groeneveld	123	2
Sergio Fernandes	94	2
Tima Moldogaziev	94	2

The above table shows the 10 universities that produced the most articles on the relationship between diversity management and leadership. (Table 4)

The 10 journals with the highest number of publications on the subject are shown in the above table. Equality Diversity and Inclusion published a total of 8 articles and received 79 citations. This journal is followed by Public Personnel Management with 7 publications and 183 citations and Australian Journal of Management with 5 articles and 23 citations. (Table 5)

The country with the highest number of articles on the subject is the USA with 852 citations and 53 articles. It is followed by Australia, the UK, India and Turkey. Turkey received 17 citations with 8 published articles. (Table 6)

Mapping Based on Citation Data

Citation and “bibliographic-coupling” analyses were conducted in the study. Citation data were visualized

in five analysis units, which are documents, sources, authors, organizations and countries. In the Bibliographic Coupling analysis mapping, images were obtained from 2 analysis units (documents and countries).

Mapping of Documents

The figure below shows the network map of the articles examining the relationship between diversity management and leadership together. The documents were calculated by selecting the minimum number of citations as “0” in the software and all 165 documents were included. More than one cluster was formed among these articles, but in different colors. Documents with the highest number of links were found to be Guillaume (2017), Sabharwal (2014), Ng (2012), Guillaume (2014), Fernandez (2015) and Ashikali (2015). These documents are the most relevant articles in the literature. (Figure 1a and 1b)

Diversity Management and Leadership Articles by University**Table 4.** Universities with the Most Publications

Name of Institution	Number of Articles	Number of Citations
Wsb Univ	5	73
Cardiff Metropolitan Univ	5	110
Penn State Univ	4	73
Univ Texas Dallas	4	184
Swinburne Univ Technol	4	31
Alabama Birmingham Univ	3	56
Nevada Univ	3	56
Coventry Univ	3	57
Indiana Univ	3	97
Deakin Univ	3	8

Diversity Management and Leadership Articles by Journal

Table 5. Journals with the Most Publications

Name of Journal	Number of Articles	Number of Citations
Equality Diversity and Inclusion	8	79
Public Personnel Management	7	183
Australian Journal of Management	5	36
Sustainability	5	23
International Journal of Contemporary Hospitality Management	4	45
Journal of Organizational Change Management	4	45
Public Administration Review	4	108
Journal of Business Ethics	3	128
Personnel Review	3	65
Review Of Public Personnel Administration	3	118

Diversity Management and Leadership Articles by Country

Table 6. Countries with the Most Publications

Name of Country	Number of Articles	Number of Citations
USA	53	852
AUSTRALIA	18	125
UK	16	446
INDIA	11	99
TURKEY	8	17
POLAND	7	87
FINLAND	7	119
PAKISTAN	7	39
CANADA	7	127
NETHERLANDS	6	125

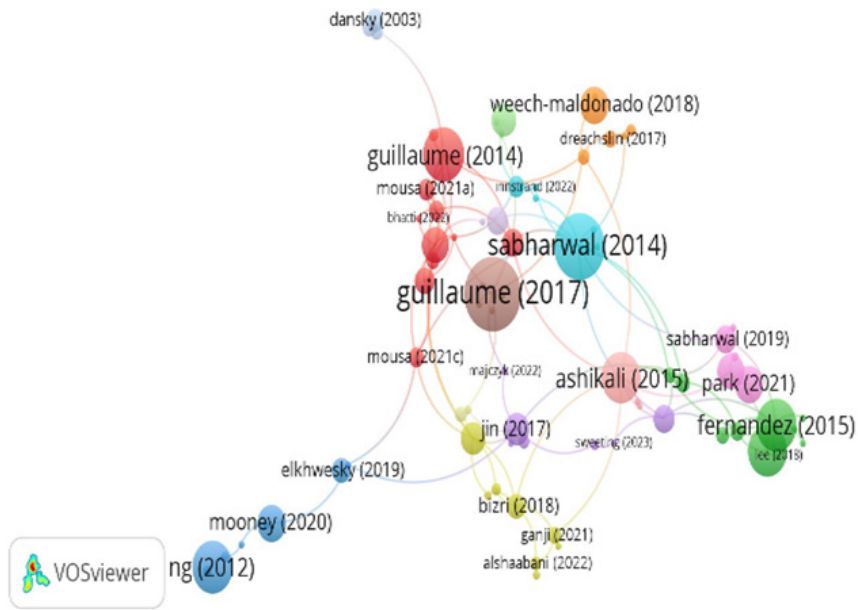


Figure 1a. Analysis of the Most Cited Articles

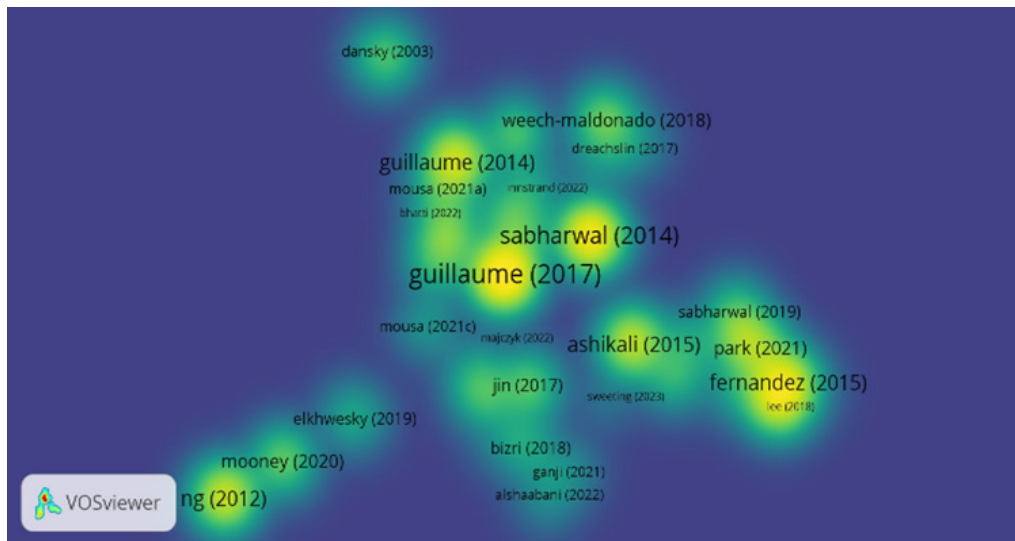


Figure 1b. Analysis of the Most Cited Articles Density Map

Mapping of Sources

Below is a network map demonstrating the strength of the relationship between the journals in which the articles on the subject are published. When the minimum number of documents published in a source is selected as “2” and the minimum number of citations a source receives as “0” in the VOSviewer program, 21 out of 165 sources meet these basic values. There are many clusters of different colors and the sources with the highest link strength are the journals “Equality Diversity And Inclusion” and “Public Personnel Management”.(Figure 2a and 2b)

Mapping of Authors

Below is a network map of the relationship between the authors who published on the subject of our study. The visual was created in the VOSviewer software based on the minimum number of documents of an author being “2” and the minimum number of citations to an author’s document being “0”. Created with 44 out of 394 authors, the visual demonstrates that there are many clusters in different colors among the authors. Mohamed Mousa ranks first in terms of link strength. (Figure 3a and 3b)



Figure 2a. Analysis of the Most Cited Journals

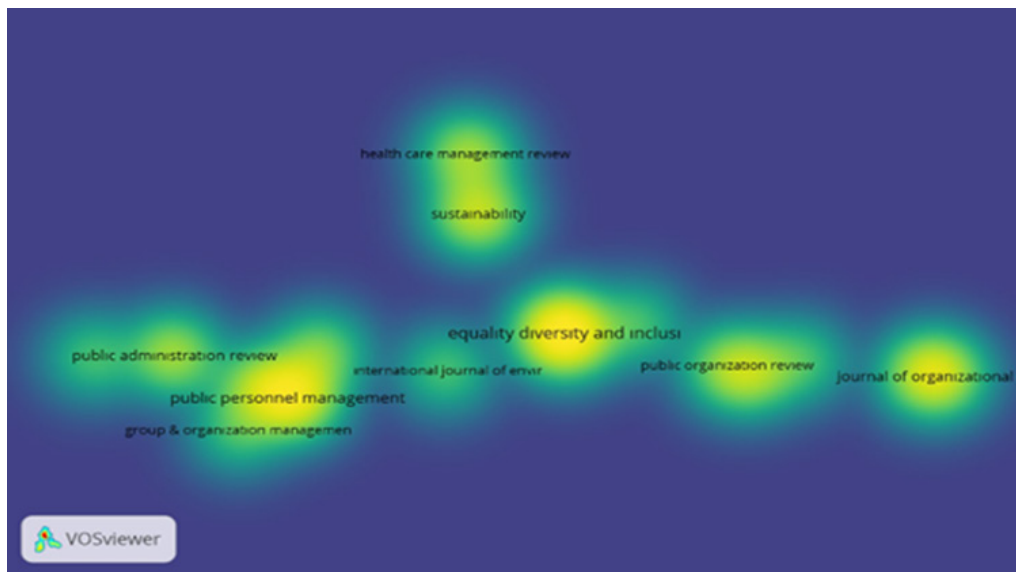


Figure 2b. Analysis of the Most Cited Journals Density Map

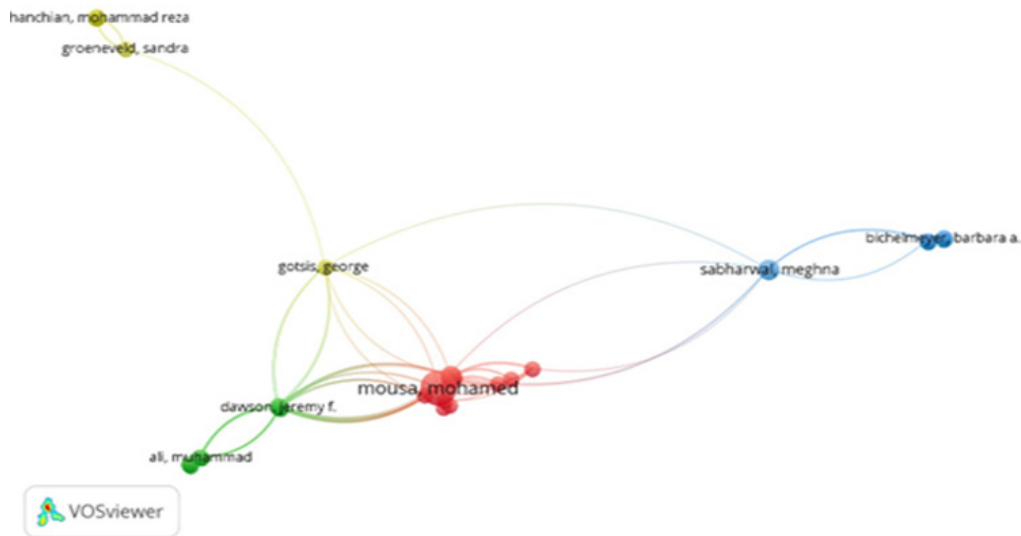


Figure 3a. Analysis of the Most Cited Authors

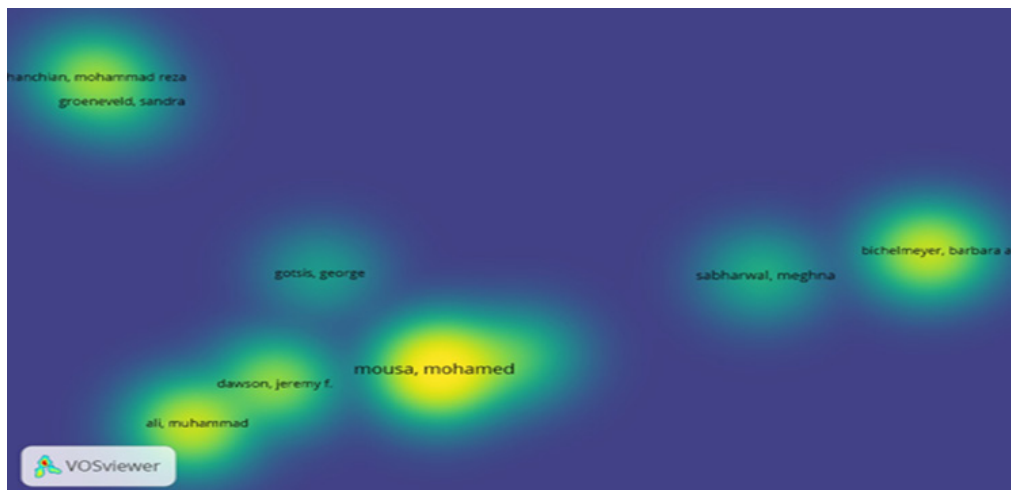


Figure 3b. Analysis of the Most Cited Authors Density Map

Mapping of Organizations

Below is a network map of the most prominent organizations. The results were obtained by setting the minimum number of articles published by an institution to “2” and the minimum number of citations received by the institution to “0”. 47 out of 262 universities meet these thresholds. Cardiff Metropolitan Univ is the most cited university. (Figure 4a and 4b)

Mapping of Countries

Below is a network map of the leading countries publishing on the topic we have identified. Data were obtained from the software by setting the minimum number of documents published by a country to “2” and the minimum number of times a country was cited to “0”. 37 out of 58 countries meet these thresholds. There are many clusters of different colors across countries. The country with the strongest link appears to be the United States. (Figure 5a and 5b)

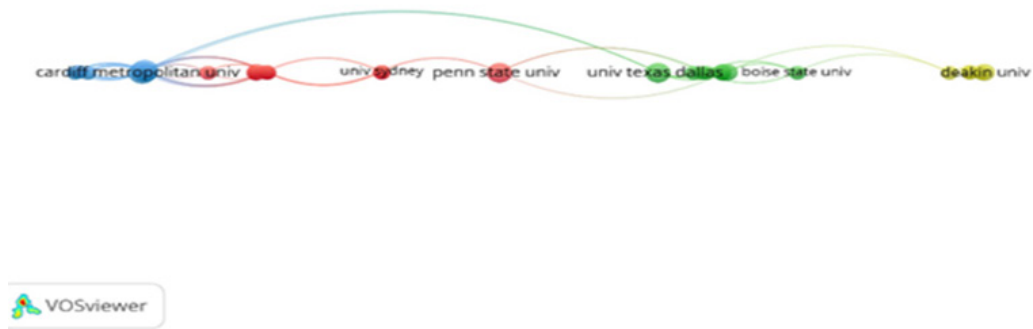


Figure 4a. Analysis of Organizations with the Most Publications

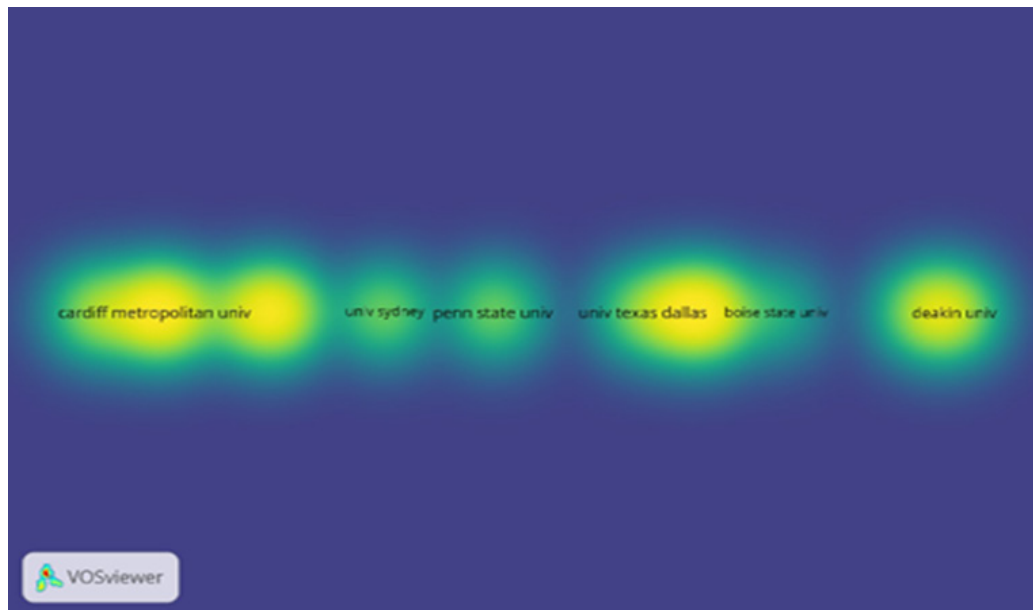


Figure 4b. Analysis of Organizations with the Most Publications Density Map

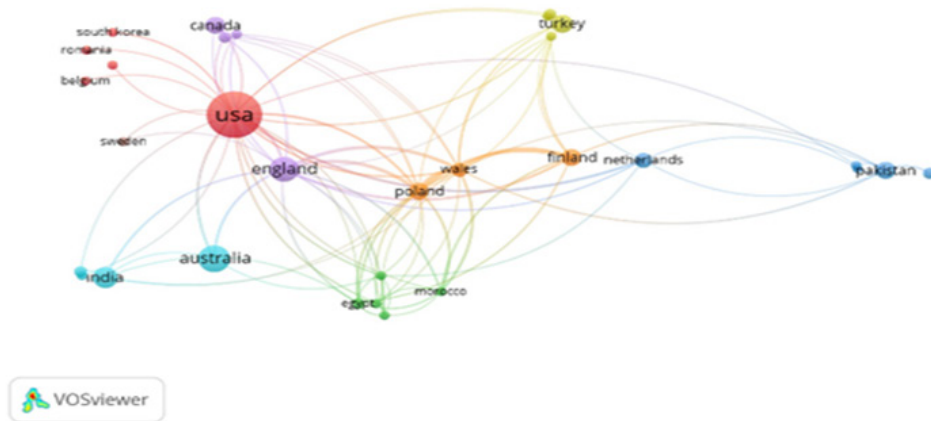


Figure 5a. Analysis of the Most Cited Countries

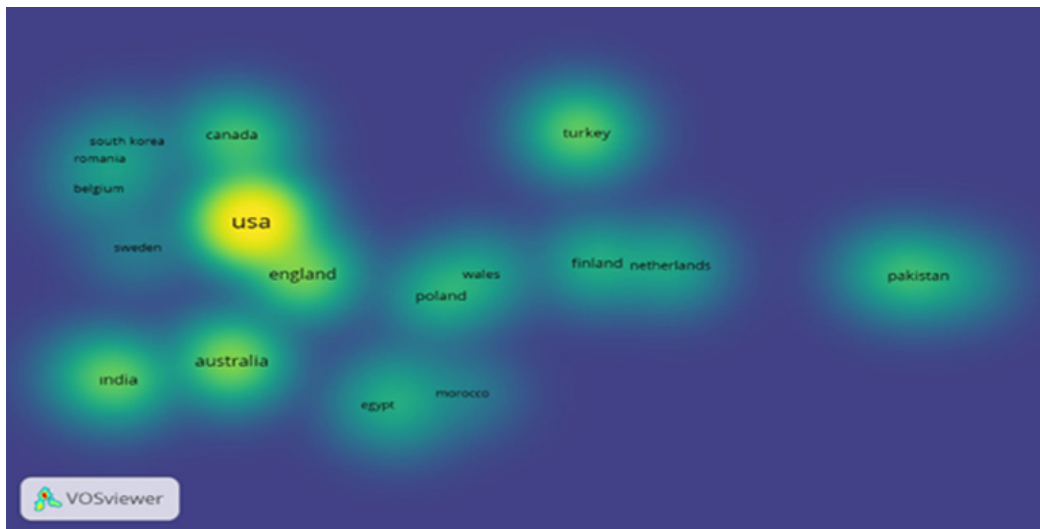


Figure 5b. Analysis of the Most Cited Countries Density Ma

Mapping Based on Bibliographic Coupling Data

Mapping of Documents

For the network map below, the minimum number of times a document is cited was set to “0”. For each of the 165 documents, the total strength of bibliographic coupling was calculated in relation to the other documents. The document with the highest link strength is Guillaume et al. (2017). (Figure 6)

Mapping of Countries

Below is a network map of countries by the number of studies conducted on the subject. For the data on the visual, the threshold for the minimum number of documents belonging to a country was set to “1” and the threshold for the minimum number of citations received by a country was set to “1”. 47 out of 58

countries meet this threshold, therefore mapping was done for 47 countries. The USA is the country with the most bibliographic couplings and is followed by the UK and Australia. (Figure 7)

Keyword Network

Within the scope of the study, it was found that the most frequently used keywords were diversity management (57), diversity (21) leadership (16), inclusion (11) and gender (9). (Figure 8)

DISCUSSION

The present study was aimed at helping researchers by reviewing the studies on the relationship between diversity management and leadership on the basis of document, source, university, author and country by using bibliometric analysis. An important limitation

of the study is that bibliometric analysis, which is a quantitative method, does not focus on the content and quality of publications. It should also be noted that although the Web of Science is the most widely used database from which the data used for bibliometric analysis was retrieved, there are other databases which can be used for this purpose. The study was limited to the classifications included in this database. The findings show that Mohamed Mousa has the highest link strength and the most publications. It was found that the documents with the highest number of links were Guillaume (2017), Sabharwal (2014), Ng (2012), Guillaume (2014), Fernandez (2015) and Ashikali (2015) and the essential resources were the journals named "Equality Diversity And Inclusion" and "Public Personnel Management" with the most influential country being "The USA", and the most influential institution "Cardiff Metropolitan University". The document with the highest link strength as a result of bibliographic coupling is Guillaume et al. (2017).

CONCLUSION

In future studies, researchers can analyze various types of publications (papers, books, book chapters, reports, etc.). In addition, by making use of databases such as Scopus, Sobiad or Ulakbim, analyses can be performed using tools other than VOSviewer, such as Maxqda 2020. There are several justifications for using bibliometric analysis in academic paper authoring. Utilizing this technique of analysis may assist in identifying the most significant and influential publications within your subject, as well as monitoring the progression of ideas and methodologies throughout time. Furthermore, bibliometric data may be used to evaluate the influence of your own research as well as that of your institution or nation. In essence, the bibliometric analysis offers a great instrument for comprehending the intricate terrain of scientific study.

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