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The current status and global trends of diversity management: A bibliometric analysis

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Abstract

Purpose: The main purpose of this study is bibliometric analysis of articles related to diversity management published in journals indexed in SCOPUS database between 2005 to 20th June, 2024 in order to have knowledge of the existing literature, current status and global trends of research done on diversity management.

Design/Methodology/Approach: For the current study, techniques of bibliometric analysis has been used on the data extracted from SCOPUS database after applying some inclusion criteria. Out of 2785 articles, 1243 have been extracted and on these 1243 articles bibliometric analysis has been done using VOS viewer software. The techniques used are citation analysis, co-citation analysis, co-authorship analysis, co-occurrence analysis to identify the most prominent journals, organizations, countries, keywords and articles in the field of diversity management.

Findings: The results of the analysis shows that it is crucial for the researchers to do more studies in the field of diversity management. Firstly, the most prominent journal is the International Journal of Human Resource Management on the basis of citations and Equality, Diversity and Inclusion on the basis of maximum publications. Secondly, Kent Business School, UK appears at top as the organization which contributed the most in the existing literature of diversity management. Thirdly, United States has the 1st rank as the most productive country based on both the publications and number of citations. Lastly, the most frequently used keywords are diversity management, diversity, gender, inclusion, equal opportunities, managing diversity, etc.

Keywords: Diversity management, managing diversity, workforce diversity, bibliometric analysis

Introduction

The concept of Diversity Management was introduced by Roosevelt Thomas (1990) ^[15] by stating that Diversity Management includes managing diversity effectively by valuing differences among employees, changing organizational culture and practices and creating a work environment in which diversity can contribute to organization goals. Today, organizations have diverse workforce due to changing demographics such as age, gender, religion, caste, etc. in the workplace which needs to be managed properly as it will benefit the organization. Thus, it is essential for the organizations to indulge in the practices of Diversity Management. Diversity management requires changing the work environment so that diversity can contribute to organizational outcomes such as job satisfaction, job performance, organizational commitment, etc. This changing environment has been linked to the inclusiveness of organizational culture (Ashikali and Groeneveld, 2015; Pless and Maak, 2004; Shore *et al.*, 2011) ^[2, 12, 16]. Diversity has been found to have both positive and negative employee outcomes where positive outcomes are enhancing decision-making quality and opportunity for creativity whereas negative outcomes includes decreased group identification resulting in lower employee commitment, satisfaction and retention (Ashikali & Groeneveld, 2015) ^[2]. In reality, Diversity Management should focus on positive effects of diversity and mitigate the negative effects of diversity that arise from intergroup biases. Therefore, diversity management should focus on policies, programmes and management activities that address workforce diversity in order to bring its positive effects (Van Knippenberg *et al.*, 2004; Ashikali & Groeneveld, 2015) ^[18, 2]. Various studies have been done to determine the positive effects of diversity management on organizational outcomes. Some of these studies are as follows.

It has been found that diversity management is significantly and positively related to job satisfaction in various organizations (Pitts, 2009; Ordu, A. 2016; Li, W. *et al.*, 2020; Ohunakin, F. *et al.*, 2019; Rodriguez *et al.*, 2020) ^[11, 10, 7, 9, 14]. Diversity Management is also significantly and positively related to organization commitment (Kundu, S. & Mor, A. 2016; Ashikali, T & Groeneveld, S. 2015) ^[21, 2]. Studies have also been conducted to study the effect of Diversity Management on employees' performance or job performance. Researchers have concluded that diversity management have significant and positive effect on employee's job performance and suggested that diversity management is very much important for the organizations in creating such a climate where employees feel like to work harder and continue working in the organizations (Munjuri M. & Maina R. 2013; Ohunakin, F. *et al.*, 2019; Li, W. *et al.*, 2020; Hamisu, A.T. *et al.*, 2021) ^[8, 9, 7, 6]. Therefore, it is important for the organizations to value the differences of the employees and create such an environment in the organizations where diverse employees can work to their full potential without any discrimination which will result in positive organizational outcomes.

Due to these reasons it is very important to systematically review the literature on diversity management and to know the current status and global trends of diversity management which will help the researchers to layout the future plan of action to study this concept, one such technique to do so is Bibliometric Analysis. The term Bibliometric refers to mathematical and statistical examination of patterns or trends in published papers (Yadav and Lenka, 2023) ^[20] whereas Bibliometric Analysis is a statistical method that identifies quantitative changes and retrospectively analyze each stage of a study in a specific field (Vogel and Güttel, 2013) ^[19]. It aims to identify the most impactful authors, articles, journals, organisations, countries and topics in specific area of knowledge (Alhosani and Nobanee, 2023) ^[1]. Hence, this paper seeks to identify the distribution of articles by years, authors, journals, countries and organisations that contributed the most in the field of Diversity Management. In additions to this, the most frequently used keywords in the articles of diversity management are also identified by using various bibliometric methods such as citation and co-citation analysis, co-authorship analysis, bibliographic coupling, etc.

Research Objectives

The main goal of this paper is to know the current status and global trends of diversity management literature by analysing the articles for the past 20 years i.e. from 2005 to 20th June, 2024 and to offer future researches new directions in the field. In order to achieve this goal, the following objectives have been framed to be answered in this paper:

1. To find out Year-wise distribution of articles in the field of diversity management.
2. To find out the most cited articles and co-cited references in the field of diversity management.
3. To find out which journals and organisations have contributed the most in the field of diversity management.
4. To find out which countries and collaborative authorship have contributed significantly in the field of diversity management.
5. To find out the most frequently used keywords in the area of diversity management.

Research Methodology

For the purpose of this study, bibliometric analysis of the studies on diversity management is used to identify the prominent authors, journals, organisations and countries which contributed the most in the said area. Bibliometric Analysis appears to be an important tool for measuring the scientific outcomes of different scientific items such as paper, authors, journals, institutions, keywords and countries in any research field and explore how the intellectual, social and conceptual structure of the relevant field has developed over time based on relationships and interactions between these items (Donthu *et al.* 2021) ^[4]. It is the process of obtaining various scientific outputs resulting from examining publications done in a certain area or in a certain journal with the help of mathematical and statistical analysis on some bibliometric indicators like number of articles per year, top journals, authors with most publications, organisation which contributed the most, number of citations and keywords (Pritchard 1969; Ellegaard and Wallin 2015) ^[13, 5].

This analysis included articles from 2005 to 20th June, 2024 published in SCOPUS database which is most commonly used database for bibliometric analysis in social sciences. "Diversity Management", "Workforce Diversity Management", "Managing Workforce Diversity", "Managing Workplace Diversity", "Managing Diversity", "Diversity Management System", "Diversity Management Practices", "Diversity Management Initiatives", "Managing Diversity In The Workplace" were used as keywords. The search was carried out using the above keywords without any inclusion/ exclusion criteria. A total of 2785 records were identified as a result of the search. We further narrowed down the articles to 1243 by applying the following inclusion criteria in the SCOPUS database:

- Articles from 2005 to 20th June, 2024 were taken.
- Subject area: Business Management and Accounting, Social Sciences, Economics, Econometrics and Finance, Psychology, Arts and Humanities, Decision Sciences and Multidisciplinary.
- **Document Type:** Article.
- **Language:** English.
- **Source Type:** Journal.
- **Publication Stage:** Final.

After the articles has been narrowed down to 1243 from the SCOPUS database, CSV file was extracted by including the information like citation (Author, Year, Journal, Source, etc.), bibliographic information (Language, publisher, affiliation, etc.), Abstract & Keywords, Funding details and other information. Then, citation analysis, co-citation analysis, co-authorship analysis, co-occurrence analysis, etc. has been performed on the bibliographic data. The VOSviewer software package (Version 1.6.15) was used to create bibliographic maps and networks for the purpose of this study.

Results and Analysis

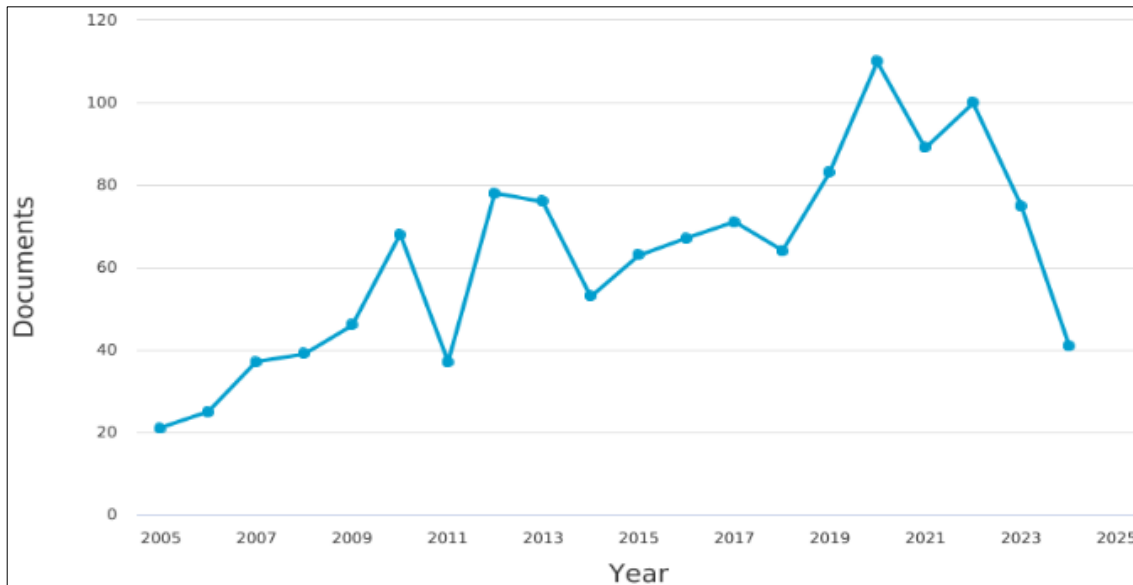
In this section, we explore the year-wise trend in publications, the most impactful journals, articles, organisations and Countries, most frequently used keywords, as well as the citation analysis, co-citation analysis, co-authorship analysis and other bibliographic aspects of the articles extracted from the SCOPUS database.

The analysis and results of each objective is shown separately which is as follows:

Objective 1: To find out Year-wise distribution of articles in the field of diversity management

In Figure 1, distribution of articles by years is shown which illustrates the trend of articles published in the SCOPUS Database for the past 20 years in the field of diversity management which are 1243 after taking into consideration the inclusion criteria. From the Figure 1, it can be concluded that until 2020 the number of articles were less than 100 and

the trend from 2005 till 2020 shows both upwards and downward trend. But in 2020 the number of articles increased to 110 from 83 in 2019 which is the highest till date. After that the number of articles decreased to 89 in 2021 then increased to 100 in 2022. Again in 2023 it decreased to 75 articles, 41 articles have been published till 20th June, 2024 which is expected to rise. As compared to 2020, the number of articles published are decreasing which is of great concern as the topic of diversity management is relevant in the current scenario which needs to be addressed accordingly.



Source: SCOPUS Database

Fig 1: Year-wise distribution of Articles from 2005 to 20th June, 2024

4.2 Objective 2: To find out the most cited articles and co-cited references in the field of diversity management.

In this section, the most prolific articles in the field of diversity management from 2005 to 20th June 2024 are charted in Table 1 on the basis of the number of citations they have received. While setting the threshold for

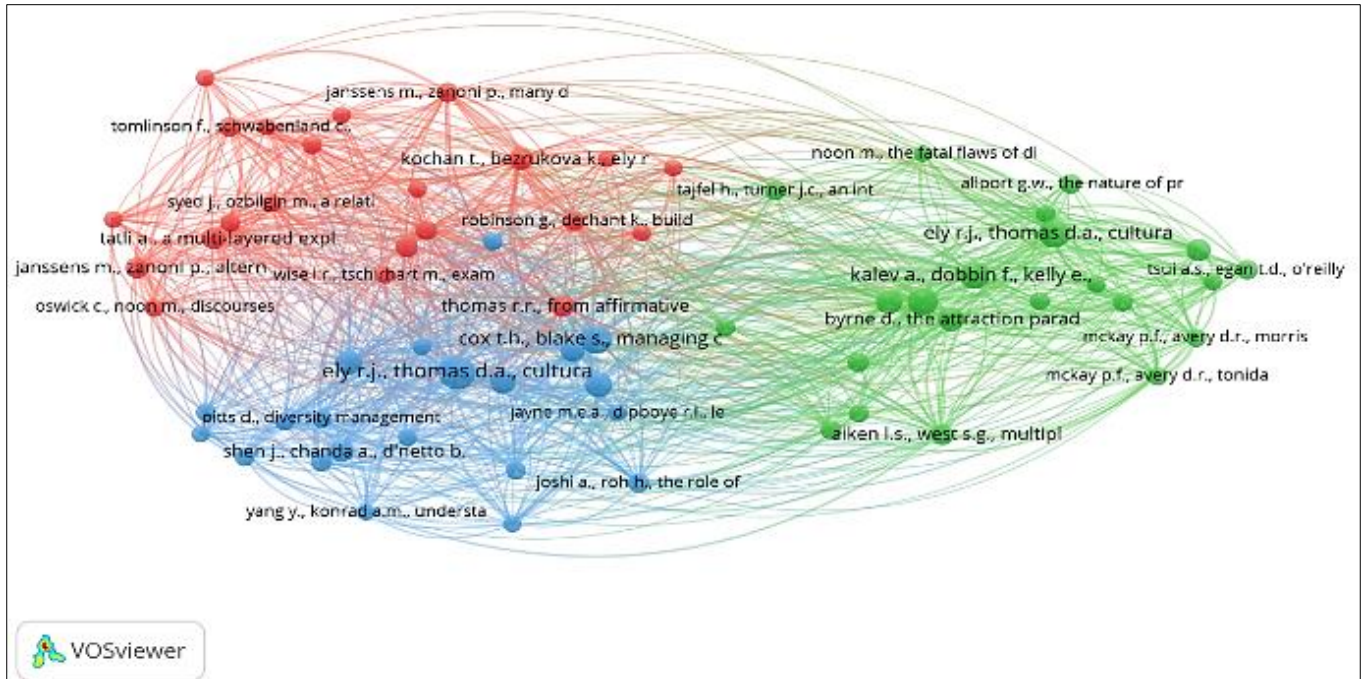
minimum number of citations of a document at 200, out of 1243 documents 23 meet the criteria. As depicted in Table 1 Leung A.K. *et al.* (2008) [22] ranks first with 630 citations followed by Roberson, Q.M. (2006) [23] with 547 citations, Vidal, T. *et al.* (2012) [24] with 489 citations, Homan, A.C. *et al.* (2007) [25] with 486 citations and so on.

Table 1: The most Prolific Articles on Diversity Management

Document	Citations	Document	Citations
Leung A.K.-Y.; Maddux W.W.; Galinsky A.D.; Chiu C.-Y. (2008) [22]	630	Pitts D. (2009) [11]	248
Roberson Q.M. (2006)	547	Syed J.; Özbilgin M. (2009) [40]	236
Vidal T.; Crainic T.G.; Gendreau M.; Lahrichi N.; Rei W. (2012) [24]	489	Guillaume Y.R.F.; Dawson J.F.; Otaye-Ebede L.; Woods S.A.; West M.A. (2017) [33]	234
Homan A.C.; Van Knippenberg D.; Van Kleef G.A.; De Dreu C.K.W. (2007) [25]	486	Yang Y.; Konrad A.M. (2011) [43]	227
Azungah T. (2018) [27]	449	Eckel C.C.; Grossman P.J. (2005) [32]	227
Kearney E.; Gebert D. (2009) [35]	434	Beckford J.A. (2012) [29]	226
Vidal T.; Crainic T.G.; Gendreau M.; Prins C. (2013) [41]	416	Apfelbaum E.P.; Norton M.I.; Sommers S.R. (2012) [26]	213
Shore L.M.; Cleveland J.N.; Sanchez D. (2018) [39]	372	Dobbin F.; Kim S.; Kalev A. (2011) [31]	208
Bassett-Jones N. (2005) [28]	362	Sabharwal M. (2014) [38]	207
Jamali D. (2009) [34]	340	Choi S.; Rainey H.G. (2010) [30]	202
Vidal T.; Crainic T.G.; Gendreau M.; Prins C. (2014) [42]	309	Roberge M.-É.; Van Dick R. (2010) [37]	201
Mckay P.F.; Avery D.R.; Morris M.A. (2008) [36]	263		

Figure 2 shows the co-citations analysis of references cited in 1243 articles used for bibliometric analysis. Co-citation analysis refers to the citation of two documents that are being cited together in the third document (Boyack and Klavans, 2010; Van Eck and Waltman, 2019a) [3, 17]. Figure

2 shows the network of co-citations of references with the minimum number of citations of a cited reference as 15. Out of 65746 cite references, 65 meet the threshold and used for co-citation analysis. The network contains 3 clusters with 65 items, 1034 links and the total link strength of 2079.



Source: VOSviewer software

Fig 2: Co-citations analysis of cited references.

Objective 3: To find out which journals and organisations have contributed the most in the field of diversity management

Table 2 shows the 10 most productive journals out of 618 journals publishing on diversity management. Productivity was assessed on the basis of quantity of documents published and the number of citations. The journal that has

the maximum citations is International Journal of Human Resource Management with 1253 citations followed by Equality, Diversity and Inclusion (870), Journal of Business Ethics (746), Review of Public Personnel Administration (602) and the journal with maximum number of published documents is Equality, Diversity and Inclusion with 60 documents published.

Table 2: Top 10 Most Productive Journals on Diversity Management

S. No.	Source	Documents	Citations
1.	International Journal of Human Resource Management	34	1253
2.	Equality, Diversity And Inclusion	60	870
3.	Journal of Business Ethics	17	746
4.	Review of Public Personnel Administration	11	602
5.	Scandinavian Journal of Management	10	492
6.	Human Resource Management Journal	14	481
7.	Human Resource Management	9	462
8.	International Journal of Hospitality Management	10	445
9.	British Journal of Management	9	426
10.	Personnel Review	19	396

Table 3 charts the top 10 organisations making contributions to diversity management research based on the number of citations. The organisation which tops the list is Kent Business School with 392 citations followed by American

University with 367 citations, School of Business and Management, Queen Mary University of London with 218 citations and so on.

Table 3: Top 10 Organisations that contributed the most in the field of diversity management.

S. No.	Organization	Documents	Citations
1.	Kent Business School, University of Kent, Canterbury, United Kingdom	6	392
2.	American University, United States	4	367
3.	School Of Business And Management, Queen Mary University of London, London, United Kingdom	3	218
4.	Queen Mary University of London, United Kingdom	4	187
5.	The Ohio State University, United States	3	172
6.	University of Georgia, Athens, Ga, United States	3	165
7.	Department of Management, Monash University, Melbourne, Australia	4	121
8.	University of Warwick, United Kingdom	3	108
9.	Conrad N. Hilton College of Hotel And Restaurant Management, University of Houston, Houston, United States	3	90
10.	Brunel University, London, United Kingdom	4	35

Objective 4: To find out which countries and collaborative authorship have contributed significantly in the field of diversity management

Most Productive Countries

Table 4 illustrates the top 10 most productive countries in the field of diversity management on the basis of documents

published and the number of citations. United States with 10858 citations and 293 articles topped the list followed by United Kingdom with 177 documents cited 5996 times. Canada (2609 citations), Netherlands (2356 citations), France (2307 citations) and Australia (2171 citations) comes next in the ranking.

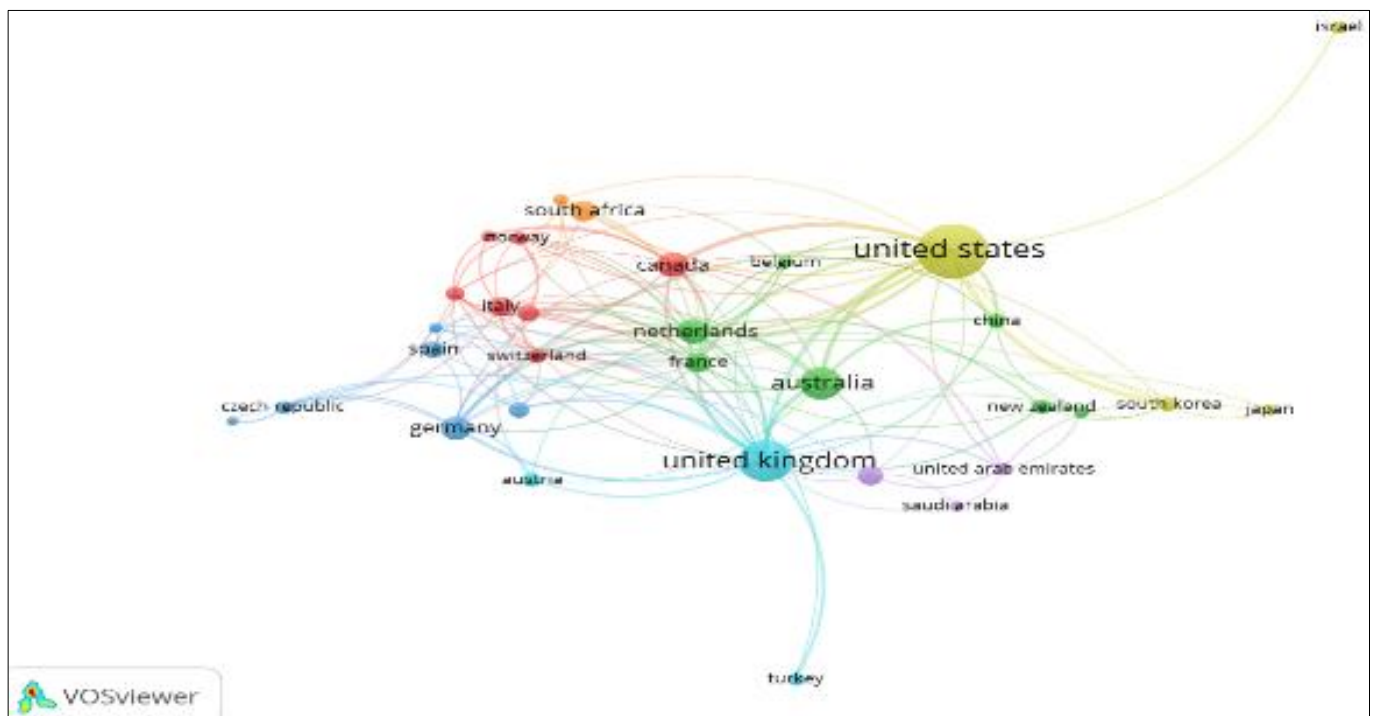
Table 4: Top 10 Most Productive Countries contributing to the existing literature of Diversity Management.

S. No.	Country	Documents	Citations
1.	United States	293	10858
2.	United Kingdom	177	5996
3.	Canada	65	2609
4.	Netherlands	61	2356
5.	France	41	2307
6.	Australia	103	2171
7.	Germany	59	1570
8.	India	41	562
9.	South Africa	46	429
10	Italy	39	339

Co-authorship Analysis of Countries

Co-authorship analysis is another crucial form of scientific collaboration which is used understand the collaborations among authors, countries and organisations in conducting research studies together. Here Co-authorship analysis of countries is done to find out which countries have collaborated together to conduct research on Diversity Management. In order to ensure that only the relevant countries are shown in VOS viewer, the threshold for

minimum number of documents per country was set at 10 and for minimum number of citations of a country at 40. Figure 3 consists of nodes and each node element is representing a country. The lines connecting the nodes represent their collaboration for publications. Out of 114 countries, 32 meet the threshold limit and are ranked as per the total link strength with United Kingdom with maximum links and United States with maximum total link strength (89) and maximum documents published. (See Fig.).



Source: VOS viewer Software

Fig 3: Co-authorship Analysis of Countries

Objective 5: To find out the most frequently used keywords in the area of diversity management

Keyword Analysis: Keyword analysis shows the current status of research topics and most frequently used keywords in the studies of diversity management. Table 5 shows the 25 most frequently used keywords with their total link strength in the selected articles published between 2005 and

20th June 2024 in the field of diversity management. The keyword ‘diversity management’ was the most occurred keyword i.e. 471 and with the highest link strength of 298 followed by ‘diversity’ with 231 occurrences and 234 total link strength, ‘gender’ occurs 66 times with total link strength of 98, ‘inclusion’ coming 49 times with total link strength of 75 and so forth.

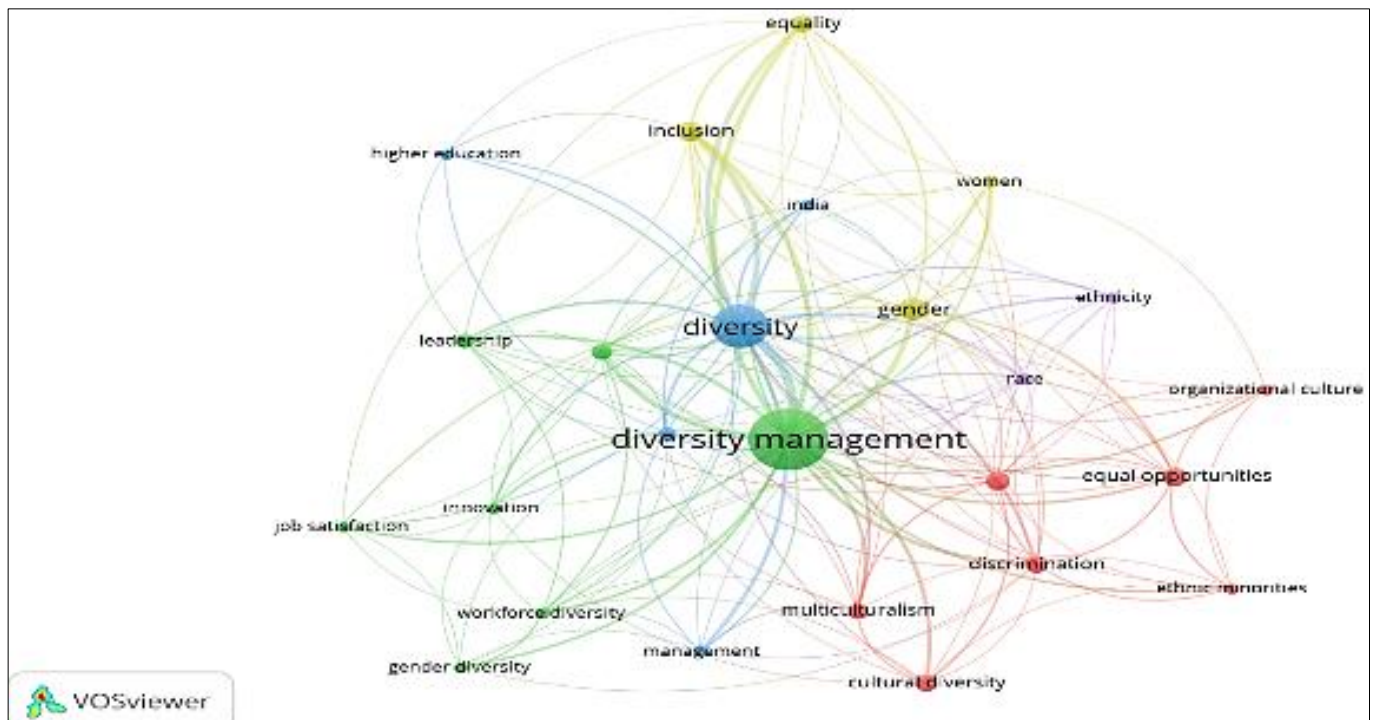
Table 5: Most Frequently used Keywords in the research of Diversity Management.

S. No.	Keyword	Occurrences	Total Link Strength
1.	Diversity Management	471	298
2.	Diversity	231	234
3.	Gender	66	98
4.	Inclusion	49	75
5.	Equal Opportunities	46	41
6.	Managing Diversity	42	32
7.	Equality	38	65
8.	Discrimination	37	50
9.	Cultural Diversity	37	28
10.	Human Resource Management	35	53
11.	Multiculturalism	33	38
12.	Leadership	29	37
13.	Culture	24	40
14.	Workforce Diversity	21	28
15.	India	20	25
16.	Race	19	39
17.	Management	19	24
18.	Women	18	27
19.	Ethnicity	18	26
20.	Innovation	17	21
21.	Ethnic Minorities	16	20
22.	Job Satisfaction	16	19
23.	Gender Diversity	16	18
24.	Organizational Culture	16	17
25.	Higher Education	15	15

Co-occurrence analysis of keywords

In VOSviewer “author keywords” was chosen as the analysis unit and “Co-occurrence” as analysis type with a threshold of minimum number of occurrences of a keyword set to 15, out of 3094 keywords 25 meet the threshold. Figure 3 shows the network of these 25 keywords where

each node represent a keyword. The proximity of the nodes indicates the strength of associations between the keywords and the line connecting two nodes signifies that the respective keywords are included in the same article. There are 7 clusters with different colors signifying research areas where these keywords commonly appears together.



Source: VOS viewer database

Fig 3: Co-occurrence analysis of Keywords

Discussion

Diversity management is a very crucial concept globally as the diverse workforce is increasing day by day with women

working more in the organisations for the past several years, workforce with distinct features such as race, caste, religion, ethnicity are also increasing. So, in order to manage this

diverse workforce, it is very important for the organisations to indulge in the practices of diversity management by giving equal opportunities to all without any discrimination, involving the employees in decision-making, giving access to the information needed, etc. Thus, it becomes very important to conduct a bibliometric analysis of diversity management that will provide a comprehensive summary and review of literature, existing trends and future prospects. The bibliometric analysis undertaken in this study revealed that publications with respect to diversity management is decreasing from 2022 and also the overall trend is not consistently increasing or decreasing, it has many fluctuations. As this topic is alarming more and more studies should be done in the field in order to provide solutions to the organisations. The analysis revealed that in this field the most prolific articles were Leung A.K. *et al.* (2008) ^[22], Roberson, Q.M. (2006) ^[23], Vidal, T. *et al.* (2012) ^[24], Homan, A.C. *et al.* (2007) ^[25] and the co-citations analysis revealed that out of 65746 cited reference, 65 items meet the threshold with 3 clusters, 1034 links and the total link strength of 2079. The bibliographic analysis also pinpointed that the most productive journal with the maximum number of citations of 1253 is International Journal of Human Resource Management followed by Equality, Diversity and Inclusion, Journal of Business Ethics, Review of Public Personnel Administration. The organisations that contributed the most are Kent Business School (UK) followed by American University (US), Queen Mary University (UK), and The Ohio State University (US). The Countries leading in this field of study are United States followed by United Kingdom, Canada, Netherlands and Australia. The most frequently used keywords are diversity management, diversity, gender, inclusion, equal opportunities, managing diversity, etc.

Conclusion and Limitations

In this study, the existing literature of diversity management has been summarised with the current status of the research and the global trends for the past 20 years from 2005 to 20th June, 2024. As the demographics of the labor force is changing rapidly in the business environment, it becomes very important for the organisations to manage this diverse workforce effectively. Researchers have also concluded that if diverse workforce is managed effectively, it will have positive effects for the organisation such as increased job performance, job satisfaction, organisation commitment, decreased labour turnover, etc. Thus, this study tries to shows the trend of publications done for the last two decades and suggested that more and more studies should be done on the said topic. The study shows that in 2020 the number of publications have been increased but this should be increased more in the coming years. It also emphasizes the most productive articles, authors, countries, organisations and journals which published the articles with most citations.

This study also has several limitations. Firstly, only the SCOPUS database has been used for the analysis, articles from other databases can also be used like WOS, Google Scholar, Springer, Wiley, etc. Secondly, this analysis have also restricted the articles on a number of fronts such as only research articles are included, articles in English language are considered, subject area was also restricted and the number of years was also restricted. Lastly, only a limited number of keywords were used to extract the data from the

database, it can be increased to increase the scope of the research articles.

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