

## EXPLORING THE SCOPE OF DIVERSITY MANAGEMENT LITERATURE: A BIBLIOMETRIC REVIEW

---

Kanupriya Thakur\*  
Dr. Aditi Sharma\*\*

### ABSTRACT

*Diversity management has become a focal point in organizational studies, driven by its perceived benefits in enhancing creativity, problem-solving and overall performance. This bibliometric review aims to analyse the landscape of diversity management research published between 2019 and 2023, utilizing Scopus as the data source. The objectives include identifying publication trends, authorship patterns and citation networks to offer insights into the field's evolution and current state. Additionally, the study conducts a qualitative analysis of the top 20 most cited papers to uncover key themes and contributions shaping the discourse. Methodologically, the review involves a systematic search in the Scopus database using the keywords "Diversity Management," yielding 403 documents from various sources including journals, books, and conference papers. Annual publication and citation metrics reveal a fluctuating trend in research output and impact over the specified period. Top contributing countries, institutions and authors are identified to highlight global and individual contributions to the field. Findings indicate a growing interest in diversity management globally, with notable variations in citation impact across different regions and publication types. Key themes extracted from the most cited papers include CEO commitment, workplace happiness, intersectionality, and the ethical dimensions of diversity management. The review underscores the interdisciplinary nature of diversity management research, integrating insights from organizational behaviour, human resource management, and ethics. By synthesizing quantitative bibliometric data with qualitative insights, this review offers a comprehensive overview of the diversity management literature, identifying gaps and suggesting future research directions. The findings contribute to advancing theoretical frameworks and practical strategies for fostering inclusive organizational environments in an increasingly diverse global workforce.*

---

**Keywords:** Diversity Management, Bibliometric Review, HRM, Organizational Environments, Global Workforce.

---

### Introduction

Diversity management has emerged as a critical focus in organizational studies, reflecting the increasing recognition of the value of diverse workforces in enhancing creativity, problem-solving, and overall organizational performance (Cox & Blake, 1991). This area of research explores strategies to create inclusive work environments where diverse individuals can thrive and contribute fully (Fink-Samnack, 2018; Teoh et al., 2019). Over the past few years, the field has seen significant growth, driven by globalization, demographic shifts, and evolving societal norms (Fink-Samnack, 2018; Teoh et al., 2019).

---

\* Research Scholar, Central University of Himachal Pradesh, Himachal Pradesh, India.  
\*\* Central University of Himachal Pradesh, Himachal Pradesh, India.

Bibliometric analysis provides a systematic method to evaluate the development and impact of research within a specific field by examining publication and citation patterns (La Parra-Perez et al., 2022; Purna Prakash et al., 2024; Shuoxin et al., 2023). This approach helps identify trends, influential works, and key contributors, offering a comprehensive overview of the academic landscape. The application of bibliometrics to diversity management research can uncover how the field has evolved, highlight seminal works, and suggest directions for future research.

This study aims to conduct a bibliometric analysis of diversity management research published between 2019 and 2023. By analyzing publication trends, authorship patterns, and citation networks, this paper seeks to provide insights into the current state of the field and its trajectory. Additionally, a qualitative analysis of the top 20 most cited papers will be conducted to identify key themes and contributions, offering a deeper understanding of the factors driving the impact of these influential works. This combined quantitative and qualitative approach will provide a robust framework for understanding the evolution and future directions of diversity management research.

## **Methodology**

### **Data Source**

- Database: Scopus
- Search Keywords: "Diversity Management"
- Period: 2019-2023

### **Search Strategy**

- Perform an advanced search in the Scopus database using the keywords "Diversity Management".
- Limit the results to publications from 2019 to 2023.
- Export the data in a compatible format CSV for analysis in R.

### **Data Preparation**

- Import the downloaded data into R using the Bibliometrix package.
- Convert the data to a dataframe for analysis.

### **Data Analysis**

- Perform a descriptive analysis of the dataset to summarize key bibliometric indicators, such as the number of publications, authorship patterns, and institutional affiliations.
- Qualitative Analysis of Highly Cited Papers
- The top 20 most cited papers were selected for further qualitative analysis. This selection aims to capture the most impactful and frequently referenced research in the field of diversity management between 2019 and 2023.

## **Data Analysis**

### **Overview of Scopus Data Collection for Diversity Management Research Analysis**

The dataset collected from Scopus for the study on "diversity management" research spans the years 2019 to 2023 and comprises documents from 221 different sources, including journals and books. A total of 403 documents were retrieved, reflecting a modest annual growth rate of 2.81% in the field. On average, each document has received 8.216 citations, highlighting the impact and relevance of the studies. Collectively, these documents include 25,157 references, demonstrating the extensive bibliographic information and depth of the research. This summary provides a comprehensive overview of the scope, growth, and influence of diversity management research as captured in the Scopus database during this period.

The dataset on diversity management research from Scopus comprises a variety of document types, totaling 403 documents. The majority of the dataset consists of 279 articles, which are peer-reviewed research papers published in academic journals. There are also 84 book chapters, representing contributions within edited volumes, and 10 full-length books on the topic. Additionally, the dataset includes 10 conference papers, typically presenting preliminary findings at academic conferences. It also features 14 review articles that summarize and synthesize existing research. Lastly, there are 3 editorials

providing commentary on current issues and 3 notes, which may include brief communications or reports. This diverse collection of document types provides a comprehensive view of scholarly contributions to the field of diversity management.

#### Annual Publication and Citation Metrics (2019-2023)

Year	N	CT	ACCP
2019	94	1088	11.57
2020	74	1024	13.83
2021	62	665	10.72
2022	68	352	5.17
2023	105	178	1.69

The table presents annual data on diversity management research from 2019 to 2023, detailing the number of documents (N), total citations (CT), and average citations per document (ACCP). In 2019, there were 94 documents with a total of 1088 citations, resulting in an average of 11.57 citations per document. The following year, 2020, saw a slight decrease in documents to 74, but these received a total of 1024 citations, with an average of 13.83 citations per document, the highest in the five-year span. In 2021, the number of documents further decreased to 62, garnering 665 citations, averaging 10.72 citations per document. The trend continued in 2022 with 68 documents and 352 citations, averaging 5.17 citations per document. In 2023, there was a significant increase to 105 documents, but these only accumulated 178 citations, resulting in the lowest average citations per document at 1.69. This trend indicates a growing number of publications in recent years, though the average citations per document have declined, likely due to the recency of the publications.

#### Top 10 Sources (Journals) for Diversity Management Research: Publication and Citation Metrics

	Source	NP	TC	h_index
1	Advanced Series In Management	16	66	14
2	Equality, Diversity And Inclusion	12	149	33
3	Personnel Review	11	117	83
4	Employee Relations	9	147	62
5	Human Resource Management Journal	9	95	89
6	Journal Of Business Ethics	9	198	229
7	International Journal Of Human Resource Management	7	75	130
8	Public Personnel Management	6	72	50
9	International Journal Of Hospitality Management	5	138	151
10	International Journal Of Contemporary Hospitality Management	5	88	113

The table lists the top 10 sources for diversity management research, detailing their publication and citation metrics. The sources are ranked by the number of published papers (NP) on the topic, with "ADVANCED SERIES IN MANAGEMENT" leading with 16 papers/chapters, followed by "EQUALITY, DIVERSITY AND INCLUSION" with 12, and "PERSONNEL REVIEW" with 11. Other notable sources include "EMPLOYEE RELATIONS" and "HUMAN RESOURCE MANAGEMENT JOURNAL," each contributing nine papers, while the "JOURNAL OF BUSINESS ETHICS" also has nine papers but boasts the highest total citations (TC) at 198. The "INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT," "PUBLIC PERSONNEL MANAGEMENT," "INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT," and "INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT" round out the list with contributions ranging from five to seven papers each.

The table also presents key bibliometric indicators for each source, including total citations (TC), h-index. "Advanced Series in Management" is a book series by Emerald Group Publishing Ltd. It encompasses a variety of topics within the fields of Business, Management, and Accounting, categorized as miscellaneous (Q4) journal having h index 14. "EQUALITY, DIVERSITY AND INCLUSION" published by emerald group has the h-index of 33, indicating that thirteen of its papers have been cited at least thirteen times each, while the "JOURNAL OF BUSINESS ETHICS" has the highest h-index of 208, reflecting a higher citation concentration among its top papers. "EMPLOYEE RELATIONS" have h-indexes of 57 and "HUMAN RESOURCE MANAGEMENT JOURNAL" have h-indexes of 82, demonstrating consistent citation impact across their publications. These metrics

highlight the influence and reach of these journals in the field of diversity management research, showcasing a mix of high-impact sources and specialized journals contributing to the academic discourse.

#### Top Contributing Universities in Diversity Management Research

	Affiliation	Country	Articles
1	SWINBURNE UNIVERSITY OF TECHNOLOGY	Australia	12
2	HERIOT-WATT UNIVERSITY	United Kingdom	8
3	RMIT UNIVERSITY	Australia	7
4	COPENHAGEN BUSINESS SCHOOL	Denmark	6
5	COVENANT UNIVERSITY	Nigeria	6
6	INDIAN INSTITUTE OF TECHNOLOGY ROORKEE	India	6
7	RADBOUD UNIVERSITY	Netherlands	6
8	UNIVERSITY OF EASTERN FINLAND	Finland	6
9	BRUNEL UNIVERSITY LONDON	United Kingdom	5
10	DEAKIN UNIVERSITY	Australia	5

The table provides a list of academic institutions and the number of articles they have published, highlighting a diverse international contribution. Swinburne University of Technology in Australia leads with 12 articles, followed by Heriot-Watt University in the United Kingdom with 8 articles. RMIT University in Australia has published 7 articles. Institutions such as Copenhagen Business School in Denmark, Covenant University in Nigeria, Indian Institute of Technology Roorkee in India, Radboud University in the Netherlands, and University of Eastern Finland in Finland each have 6 articles. Brunel University London in the United Kingdom and Deakin University in Australia each have 5 articles. This data reflects contributions from universities across Australia, the United Kingdom, Denmark, Nigeria, India, the Netherlands, and Finland.

#### Most Cited Countries

	Country	TC	Average Article Citations	NP
1	USA	698	11.80	59
2	United Kingdom	409	12.00	34
3	Australia	268	9.60	28
4	Germany	192	19.20	10
5	India	167	11.10	15
6	Canada	135	13.50	10
7	Netherlands	127	21.20	6
8	Sweden	100	14.30	7
9	Switzerland	85	28.30	3
10	Korea	69	13.80	5

The table provides insight into the research impact and productivity of various countries, with metrics including total citations (TC), average citations per article, and the number of papers (NP). The USA leads with 698 total citations and 59 papers, averaging 11.80 citations per article. The United Kingdom follows with 409 citations and 34 papers, averaging 12.00 citations per article. Australia has 268 citations across 28 papers, averaging 9.60 citations per article. Germany stands out with a high average of 19.20 citations per article from 10 papers. India, Canada, and Korea also contribute significantly, with India at 167 citations (11.10 average), Canada at 135 citations (13.50 average), and Korea at 69 citations (13.80 average). The Netherlands, Sweden, and Switzerland show remarkable impact with fewer papers, particularly Switzerland, which has the highest average of 28.30 citations per article from just 3 papers. These data reflect diverse and impactful research contributions from these countries.

#### Top Authors in Diversity Management Research

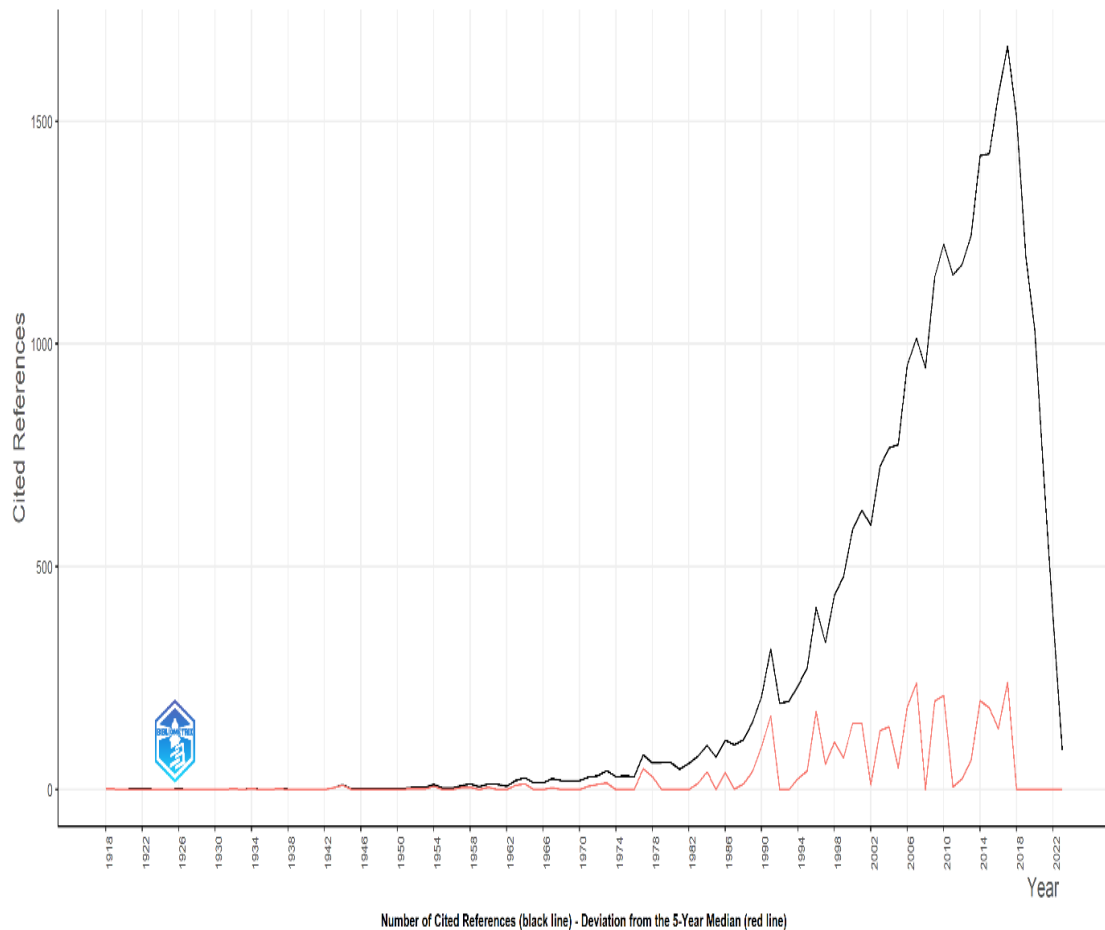
	Author	NP	TC	h_index	g_index
1	Ozbilgin Mustafa	7	78	5	7
2	Ng Eddy S.	4	93	4	4
3	Syed Jawad	5	49	4	5
4	Ali Muhammad	3	36	3	3
5	Bacouel-Jentjens Sabine	3	15	3	3

6	Kollen THOMAS	5	81	3	5
7	Lenka Usha	3	79	3	3
8	Manoharan Ashokkumar	6	67	3	6
9	Mills Albert J.	4	40	3	4
10	Mousa Mohamed	4	109	3	4

The table lists the top authors in diversity management research, detailing their publication (NP) and citation metrics (TC, h-index, and g-index). Mustafa Ozbilgin leads with seven publications, accumulating 78 citations, and holds an h-index of 5 and a g-index of 7, indicating significant impact. Eddy S. Ng, with four publications, has the highest total citations at 93 and an h-index and g-index of 4. Jawad Syed has five publications with 49 citations, while Thomas Köllen also has five publications but with 81 citations. Mohamed Mousa stands out with 109 citations across four publications. Authors like Muhammad Ali, Sabine Bacouel-Jentjens, and Usha Lenka contribute with three publications each, demonstrating varied citation impacts. Ashokkumar Manoharan has six publications with 67 citations, and Albert J. Mills has four publications with 40 citations. The h-index and g-index values highlight the influence and citation distribution of these authors' work, showcasing their contributions to the field of diversity management research.

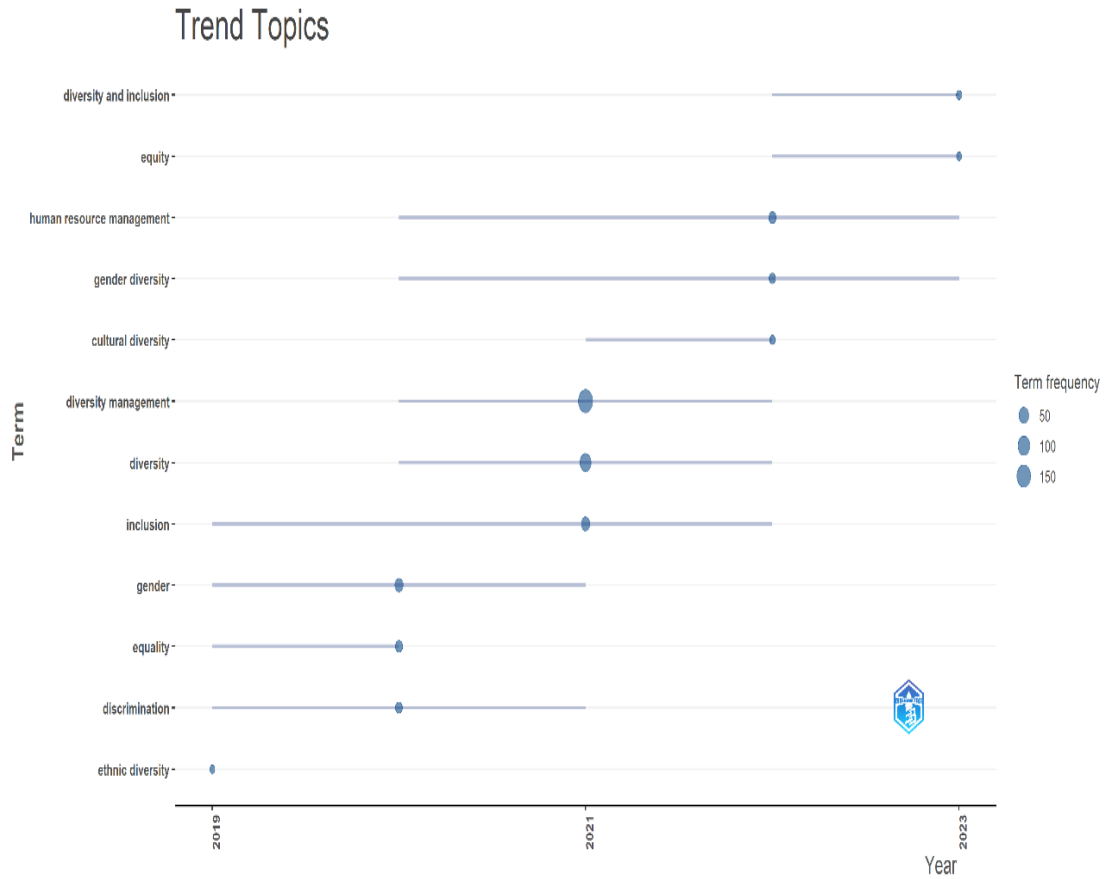
**Reference Spectroscopy**

Reference Publication Year Spectroscopy



The study on Diversity Management Research references a dataset comprising 403 documents specifically used for analysis, within a broader context of over 5,000 documents published between 1918 and 2023.

**Trend Topics**



The table presents the frequency of terms related to diversity management research, highlighting the prominence of various topics within the field. The term "diversity management" is the most frequently occurring, appearing 175 times, indicating that it is the central focus of the research. The more general term "diversity" appears 75 times, suggesting a broad interest in the concept across different studies.

"Inclusion" is the third most frequent term, with 30 occurrences, reflecting the importance of creating inclusive environments in diversity management discussions. "Gender" appears 24 times, showing a significant focus on gender-related issues within the research. "Human resource management" is mentioned 15 times, highlighting its relevance in implementing diversity management practices.

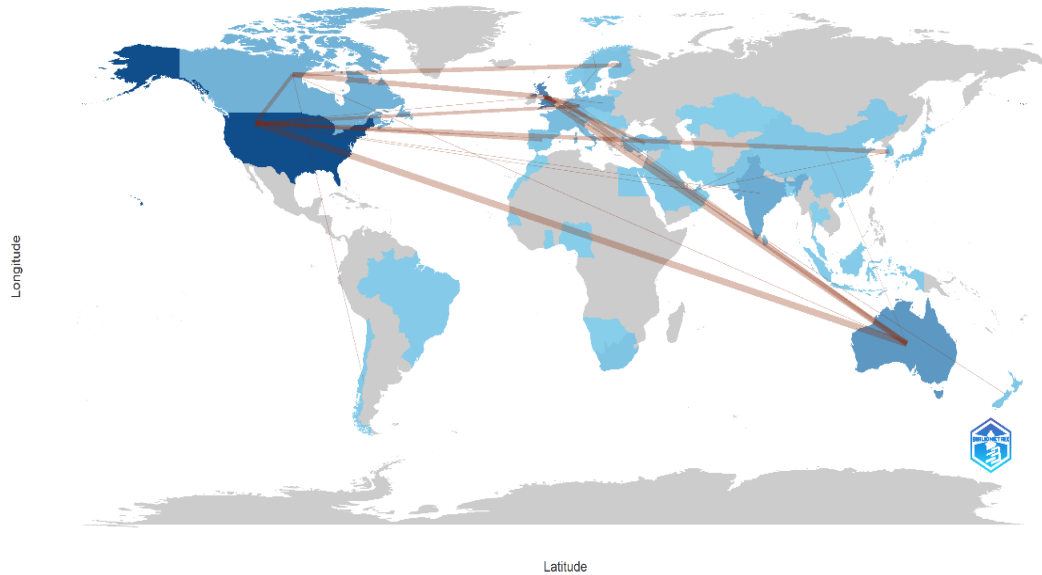
"Equality" and "discrimination" are also key topics, with 14 and 12 occurrences respectively, indicating ongoing concerns about fairness and bias in workplaces. Specific aspects of diversity, such as "gender diversity" (9 occurrences), "cultural diversity" (6 occurrences), and "ethnic diversity" (5 occurrences), show that there is interest in exploring different dimensions of diversity within the broader context of management practices.

Overall, the table reveals that while diversity management is the primary topic, there is substantial interest in related areas such as inclusion, gender, human resource management, equality, and specific types of diversity.

**Collaboration in Diversity Management Research**

International collaborations play a crucial role in advancing diversity management research by combining expertise, resources, and perspectives from different countries. The data reveals strong partnerships between several countries, with the USA, the United Kingdom, and Australia being particularly active in collaborative efforts. These partnerships facilitate the exchange of ideas and foster innovation in the field.

### Country Collaboration Map



The table presents data on international collaborations in diversity management research, highlighting the frequency of partnerships between countries. The highest number of collaborations is between the USA and Australia, with seven instances, indicating a strong research link between these two countries. The United Kingdom and Australia also show significant collaboration with six instances, suggesting active engagement in joint research efforts.

Other notable collaborations include Australia and the Netherlands, and the United Kingdom and Canada, each with five instances. Canada collaborates frequently with Finland (four instances), reflecting a robust partnership. The United Kingdom also has four collaborations with the Netherlands, and the USA has four collaborations each with Canada and Korea, indicating diverse international research connections. Further, the United Kingdom collaborates with Germany and Turkey three times each, showcasing a range of research partnerships across Europe and beyond.

#### Review of the Top 20 Most Cited Documents in Diversity Management Research

	DOI	Reviews
1	Roberson, (2019). 10.1146/annurev-orgpsych-012218-015243	The article reviews the evolution of workforce diversity, a term coined in the 1990s due to changing socioeconomic trends affecting organizational workforces. It provides an overview of the literature on the concept, its organizational effects, and management strategies, highlighting key theories and empirical findings. The review aims to synthesize current knowledge and propose a future research agenda to advance the understanding and application of diversity science in organizations.
2	Duchek, Raetze, & Scheuch (2020). 10.1007/s40685-019-0084-8	This paper explores the underexamined link between diversity and organizational resilience, proposing that diversity may enhance resilience capabilities in organizations. It develops a theoretical framework, formulates propositions, and discusses implications for future research to bridge this gap. The study offers valuable insights for effectively managing resilience through diversity.
3	Romani, Holck, & Risberg, (2019). 10.1177/1350508418812585	This article examines how human resources professionals inadvertently perpetuate inequalities through diversity initiatives framed as benevolent. Introducing the concept of benevolent discrimination highlights well-intentioned efforts that reinforce social hierarchies, making discriminatory actions appear positive. Using a Swedish organization as a case study, it reveals how HR professionals' benevolent framing blinds them to their role in perpetuating organizational discrimination.

4	Mousa, M., Massoud, H. K., & Ayoubi, R. M. (2020). 10.1108/ER-10-2019-0385	This paper investigates gender differences in perceptions of diversity management and workplace happiness among physicians in Egyptian public hospitals, finding that female physicians view diversity policies more positively than males. It reveals that workplace happiness enhances organizational citizenship behaviour and that diversity management perceptions mediate this relationship. Practical implications suggest managers can boost workplace happiness through personal relationships, work-life balance initiatives, and open communication practices.
5	Ng & Sears, (2020) 10.1007/s10551-018-4051-7	This study explores how CEO commitment influences the implementation of organizational diversity practices, highlighting that CEO beliefs about diversity predict these practices through increased CEO pro-diversity behaviour and higher perceived CEO commitment by HR managers. It also finds that CEOs with higher moral values exhibit greater pro-diversity behaviour, even if their beliefs about diversity are less positive. The results suggest that both the actions and perceived commitment of CEOs are crucial for effective diversity management.
6	Kollen, (2021) 10.1177/1056492619868025	This article critically examines the complex and ambiguous nature of diversity management, tracing its emergence and implementation. It identifies two key areas of contention: the dimensionality and legitimacy of diversity management. The dimensionality issue involves prioritizing certain dimensions, demarcating one dimension from another, and addressing intersectionality. The legitimacy issue covers the starting points, operational ranges, and desired outcomes of diversity management practices. The article concludes by suggesting potential future directions for research and practice in diversity management.
7	Dennissen, Benschop, & van Den Brink, (2020). 10.1177/0170840618800103	This paper enhances understanding of diversity management practices by applying an intersectionality lens to single-category diversity networks. It reveals that these networks marginalize members with multiple disadvantaged identities and highlights how privilege preservation hinders collaboration between networks. The study contributes to the literature by showing how dynamic processes of privilege and disadvantage sustain intersectional inequalities in organizations.
8	Mooney, (2020). 10.1108/IJCHM-09-2019-0780	This paper enhances understanding of diversity management practices by applying an intersectionality lens to single-category diversity networks. It reveals that these networks marginalize members with multiple disadvantaged identities and highlights how preserving privilege hinders collaboration between networks. The study contributes to the literature by showing how dynamic processes of privilege and disadvantage sustain intersectional inequalities in organizations.
9	Yadav&Lenka, (2020). 10.1108/EDI-07-2019-0197	This systematic review of diversity management literature from 1991 to 2018 identifies a US-centric focus in leading journals like the Academy of Management Journal, emphasizing age, gender, and racial diversity while revealing gaps in research on other diversity dimensions.
10	Fletcher & Everly, (2021). 10.1111/joop.12336	This study explores how perceptions of LGBT-supportive practices in UK workplaces impact LGBT employees' life satisfaction through the mediating role of authenticity at work. It underscores authenticity's crucial role, mediated by workplace practices, in enhancing psychological well-being among LGBT individuals.
11	Garcia-Rodriguez et al., (2020). 10.1016/j.ijhm.2020.102698	This study in the Canary Islands affirms that perceptions of diversity management positively impact job satisfaction among hospitality employees, mediated by organizational commitment. Age moderates these effects, highlighting the strategic importance of diversity management in enhancing employee satisfaction and commitment in tourism settings.



12	Patton,(2019). 10.1108/PR-04-2018-0116	This review outlines the paper's focus on identifying obstacles for Autism spectrum disorders (ASD) individuals in employment, proposing theoretical links to enhance understanding and support within organizational contexts.
13	Nelson & Piatak, (2021). 10.1177/0734371X19881681	This study examines the intersectionality of gender and racial underrepresentation among women in U.S. federal government leadership, highlighting disparities in supervisor roles and workplace inclusion perceptions. It underscores the complexity of inclusion dimensions and the need for nuanced diversity management strategies to address varying experiences among diverse groups.
14	Logan, (2023). 10.1007/s10551-018-3893-3	This article explores the historical and theoretical intersections of race, corporate power, and responsibility, emphasizing how corporate entities have historically perpetuated racial oppression in the U.S. It integrates critical race theory with management, legal studies, and diversity management perspectives to propose a framework for corporate responsibility to improve race relations.
15	Li et al., (2019). 10.1002/hrm.21956	This study highlights how identity-conscious diversity management programs foster an inclusive organizational climate, enhancing employees' perception of organizational commitment and fostering higher levels of affective commitment among employees. It underscores the significance of targeted diversity initiatives in achieving organizational diversity goals and promoting workforce cohesion.
16	Dennissen, (2019). 10.1111/1467-8551.12321	This study examines diversity networks' role in promoting equality through discourse analysis of network leaders in a financial service organization. Findings indicate a focus on individual and group benefits over systemic inclusion, suggesting limitations in addressing organizational-level inequalities despite promoting career development and community cohesion.
17	Rabl et al., (2020) 10.1007/s10551-018-3849-7	This paper integrates organizational ethics and inclusion literature to explore how perceptions of an organizational integration and learning approach to diversity impact organizational citizenship behaviour and workplace deviance. Findings suggest that perceived organizational ethical virtue mediates this relationship, moderated by employees' personal values for diversity, highlighting the ethical imperative for organizations to align diversity approaches with employee values.
18	Ye et al., (2019) 10.1177/0312896218805796	This study integrates role identity theory with the cost-benefit analysis framework to examine how inclusive leadership influences employees' learning from errors. Results from data collected in China suggest that inclusive leadership enhances learning from errors through psychological safety, moderated by employees' power distance, highlighting implications for cross-cultural diversity management.
19	Bohm et al., (2022) 10.1007/s10551-022-05239-2	This gathers commentaries on the future of business ethics, emphasizing its central role amidst global crises like climate change and social inequalities. Authors advocate for ethical lenses in addressing grand challenges, urging scholarly and practical integration to shape responsible corporate governance and societal transformation.
20	Janssens & Zanoni, (2021) 10.1177/26317877211004603	This paper critiques traditional boundaries of diversity research within firm-centric perspectives and advocates for broader, inclusive approaches that encompass global value chains, gig economies, public institutions like libraries, and cultural organizations. It highlights how expanding these perspectives can enrich diversity discourse and contribute to meaningful social change efforts.

The collection of papers spans various critical aspects of diversity management within organizational contexts. Key themes include:

- Evolution and Definitions: Several papers review the evolution of workforce diversity, emphasizing its conceptualization, organizational impacts, and management strategies (Roberson, 2019; Kollen, 2021).
- Intersectionality and Inequality: Studies like those by Romani et al. (2019) and Dennissen et al. (2020) highlight how diversity initiatives can unintentionally perpetuate inequalities, particularly through benevolent discrimination and the marginalization within single-category diversity networks.
- Gender and Cultural Perspectives: Research such as that by Mousa et al. (2020) and García-Rodríguez et al. (2020) delve into gender differences in diversity perceptions among healthcare professionals and hospitality employees, respectively, emphasizing the role of organizational commitment and satisfaction.
- Leadership and Ethical Dimensions: Contributions by Ng & Sears (2020) and Logan (2019) explore the influence of CEO commitment and corporate responsibility on diversity practices, integrating ethical perspectives and critical race theory to advocate for inclusive leadership.
- Global Perspectives and Future Directions: Papers like Ye et al. (2019) and Janssens & Zanoni (2021) examine diversity management through a global and cross-cultural lens, discussing implications for inclusive practices across different organizational contexts.
- Overall, these studies collectively underscore the complexity of diversity management, highlighting its multifaceted dimensions, ethical imperatives, and the ongoing need for nuanced strategies to address intersectional inequalities and foster inclusive organizational climates. They also advocate for broader, inclusive approaches to diversity research and practice, aiming to contribute to meaningful social change and organizational effectiveness.

## Conclusion

This bibliometric review provides a comprehensive analysis of diversity management research from 2019 to 2023, revealing several key insights and implications for future research and practice. The findings highlight the dynamic nature of the field, characterized by fluctuating publication trends and varying citation impacts across different publication types and regions.

Firstly, the review identifies significant growth in diversity management literature, reflecting increasing global attention and scholarly interest in understanding and promoting diversity within organizations. The annual publication metrics indicate fluctuations in research output, influenced by evolving societal norms and organizational priorities.

Secondly, the qualitative analysis of the top 20 most cited papers identifies critical themes driving research impact, including CEO commitment, workplace happiness, intersectionality, and ethical considerations in diversity management. These themes underscore the multidimensional and interdisciplinary nature of diversity management research, integrating perspectives from organizational behaviour, human resource management, and ethics.

Thirdly, the review highlights the role of international collaboration in advancing diversity management research, with strong partnerships observed between countries like the USA, the United Kingdom, and Australia. These collaborations facilitate knowledge exchange and contribute to a richer understanding of diversity challenges and strategies across diverse cultural contexts.

Lastly, the findings suggest several avenues for future research, including the exploration of emerging diversity dimensions, such as neurodiversity and socio-economic diversity and the integration of diversity management practices into broader organizational strategies for innovation and sustainability. Moreover, addressing methodological challenges in measuring diversity outcomes and evaluating the effectiveness of diversity initiatives remains critical for advancing evidence-based practices in organizational settings.

In conclusion, this bibliometric review contributes valuable insights into the evolution, trends, and impact of diversity management research, offering a foundation for future scholarship and practical applications aimed at fostering inclusive workplaces and enhancing organizational performance in a globalized world.

## Reference

1. Bohm, S., Carrington, M., Cornelius, N., De Bruin, B., Greenwood, M., Hassan, L., Jain, T., Karam, C., Kourula, A., Romani, L., Riaz, S., & Shaw, D. (2022). Ethics at the Centre of Global and Local Challenges: Thoughts on the Future of Business Ethics. *Journal of Business Ethics*, 180(3), 835–861. <https://doi.org/10.1007/s10551-022-05239-2>

2. Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Perspectives*, 5(3), 45-56. <https://doi.org/10.5465/ame.1991.4274465>
3. Dennissen, M., Benschop, Y., & Van Den Brink, M. (2019). Diversity Networks: Networking for Equality? *British Journal of Management*, 30(4), 966–980. <https://doi.org/10.1111/1467-8551.12321>
4. Dennissen, M., Benschop, Y., & Van Den Brink, M. (2020). Rethinking Diversity Management: An Intersectional Analysis of Diversity Networks. *Organization Studies*, 41(2), 219–240. <https://doi.org/10.1177/0170840618800103>
5. Duchek, S., Raetze, S., & Scheuch, I. (2020). The role of diversity in organizational resilience: A theoretical framework. *Business Research*, 13(2), 387–423. <https://doi.org/10.1007/s40685-019-0084-8>
6. Fink-Samnack, E. (2018). The New Age of Bullying and Violence in Health Care: Part 4: Managing Organizational Cultures and Beyond. *Professional Case Management*, 23(6), 294–306. <https://doi.org/10.1097/NCM.0000000000000324>
7. Fletcher, L., & Everly, B. A. (2021). Perceived lesbian, gay, bisexual, and transgender (LGBT) supportive practices and the life satisfaction of LGBT employees: The roles of disclosure, authenticity at work, and identity centrality. *Journal of Occupational and Organizational Psychology*, 94(3), 485–508. <https://doi.org/10.1111/joop.12336>
8. García-Rodríguez, F. J., Dorta-Afonso, D., & González-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. <https://doi.org/10.1016/j.ijhm.2020.102698>
9. Janssens, M., & Zanoni, P. (2021). Making Diversity Research Matter for Social Change: New Conversations Beyond the Firm. *Organization Theory*, 2(2), 263178772110046. <https://doi.org/10.1177/26317877211004603>
10. Kollen, T. (2021). Diversity Management: A Critical Review and Agenda for the Future. *Journal of Management Inquiry*, 30(3), 259–272. <https://doi.org/10.1177/1056492619868025>
11. La Parra-Perez, A., Muñoz, F.-F., & Fernandez-de-Pinedo, N. (2022). EconHist: A relational database for analyzing the evolution of economic history (1980–2019). *Historical Methods: A Journal of Quantitative and Interdisciplinary History*, 55(1), 45–60. <https://doi.org/10.1080/01615440.2021.2014376>
12. Leung, A. K. Y., Maddux, W. W., Galinsky, A. D., & Chiu, C. Y. (2008). Multicultural experience enhances creativity: the when and how. *American psychologist*, 63(3), 169.
13. Li, Y., Perera, S., Kulik, C. T., & Metz, I. (2019). Inclusion climate: A multilevel investigation of its antecedents and consequences. *Human Resource Management*, 58(4), 353–369. <https://doi.org/10.1002/hrm.21956>
14. Logan, N. (2019). Corporate Personhood and the Corporate Responsibility to Race. *Journal of Business Ethics*, 154(4), 977–988. <https://doi.org/10.1007/s10551-018-3893-3>
15. Mooney, S. K. (2020). Gender research in hospitality and tourism management: Time to change the guard. *International Journal of Contemporary Hospitality Management*, 32(5), 1861–1879. <https://doi.org/10.1108/IJCHM-09-2019-0780>
16. Mousa, M., Massoud, H. K., & Ayoubi, R. M. (2020). Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour. *Employee Relations: The International Journal*, 42(6), 1249–1269. <https://doi.org/10.1108/ER-10-2019-0385>
17. Nelson, A., & Piatak, J. (2021). Intersectionality, Leadership, and Inclusion: How Do Racially Underrepresented Women Fare in the Federal Government? *Review of Public Personnel Administration*, 41(2), 294–318. <https://doi.org/10.1177/0734371X19881681>
18. Ng, E. S., & Sears, G. J. (2020). Walking the Talk on Diversity: CEO Beliefs, Moral Values, and the Implementation of Workplace Diversity Practices. *Journal of Business Ethics*, 164(3), 437–450. <https://doi.org/10.1007/s10551-018-4051-7>

19. Patton, E. (2019). Autism, attributions and accommodations: Overcoming barriers and integrating a neurodiverse workforce. *Personnel Review*, 48(4), 915–934. <https://doi.org/10.1108/PR-04-2018-0116>
20. Purna Prakash, K., Venkata Pavan Kumar, Y., Himajyothi, K., & Pradeep Reddy, G. (2024). Comprehensive Bibliometric Analysis on Smart Grids: Key Concepts and Research Trends. *Electricity*, 5(1), 75–92. <https://doi.org/10.3390/electricity5010005>
21. Rabl, T., Del Carmen Triana, M., Byun, S.-Y., & Bosch, L. (2020). Diversity Management Efforts as an Ethical Responsibility: How Employees' Perceptions of an Organizational Integration and Learning Approach to Diversity Affect Employee Behavior. *Journal of Business Ethics*, 161(3), 531–550. <https://doi.org/10.1007/s10551-018-3849-7>
22. Roberson, Q. M. (2006). Disentangling the meanings of diversity and inclusion in organizations. *Group & organization management*, 31(2), 212-236.
23. Roberson, Q. M. (2019). Diversity in the Workplace: A Review, Synthesis, and Future Research Agenda. *Annual Review of Organizational Psychology and Organizational Behavior*, 6(1), 69–88. <https://doi.org/10.1146/annurev-orgpsych-012218-015243>
24. Romani, L., Holck, L., & Risberg, A. (2019). Benevolent discrimination: Explaining how human resources professionals can be blind to the harm of diversity initiatives. *Organization*, 26(3), 371–390. <https://doi.org/10.1177/1350508418812585>
25. Shuoxin, Y., Shuping, W., Xinyue, Z., Tao, Z., & Yuanneng, C. (2023). Progress of research on tumor organoids: A bibliometric analysis of relevant publications from 2011 to 2021. *Frontiers in Oncology*, 13, 1092870. <https://doi.org/10.3389/fonc.2023.1092870>
26. Teoh, M. W., Wang, Y., & Kwek, A. (2019). Coping with emotional labor in high stress hospitality work environments. *Journal of Hospitality Marketing & Management*, 28(8), 883–904. <https://doi.org/10.1080/19368623.2019.1571979>
27. Yadav, S., & Lenka, U. (2020). Diversity management: A systematic review. *Equality, Diversity and Inclusion: An International Journal*, 39(8), 901–929. <https://doi.org/10.1108/EDI-07-2019-0197>
28. Ye, Q., Wang, D., & Li, X. (2019). Inclusive leadership and employees' learning from errors: A moderated mediation model. *Australian Journal of Management*, 44(3), 462–481. <https://doi.org/10.1177/0312896218805796>.

