

THE ERA OF GLOBALIZATION IN RESPONSIBLE HUMAN RESOURCE MANAGEMENT: A BIBLIOMETRIC STUDY ON THE INFLUENCE OF CULTURAL DIVERSITY AND COMPETENCY IN ORGANIZATIONS

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Abstract

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This study aims to investigate the role of cultural diversity in contemporary global organizations, emphasizing the necessity of fostering an inclusive environment that supports employees' professional growth irrespective of nationality, ethnicity, gender, or religion. As organizations expand from domestic to international markets, managing cultural diversity and enhancing cultural competency become essential for maintaining a competitive edge. The research employs bibliometric analysis, utilizing statistical and mathematical methodologies to evaluate scientific literature on organizational cultural diversity systematically. The study identifies key trends, influential publications, and emerging themes in the field through performance analysis. The study highlights the significant impact of cultural diversity on organizational performance, showcasing how inclusive practices can drive creativity and innovation. It addresses challenges stemming from cross-cultural differences and offers practical recommendations to promote an equitable, diverse, and thriving workplace environment. The findings provide actionable insights for organizations aiming to enhance global competitiveness and adaptability. Organizations can create an inclusive, productive workforce by implementing effective diversity management strategies and cultivating cultural competency, contributing to sustainable organizational growth. This research contributes to the literature by synthesizing current knowledge on cultural diversity and its implications for organizational performance. It offers a comprehensive, data-driven perspective on emerging trends and provides strategic guidance for fostering inclusivity and innovation in global business settings.

Keywords: Cultural Diversity, Globalization, Workforce Diversity, Cultural Competency, Cultural Intelligence, Multicultural

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1. INTRODUCTION

A diverse workforce includes individuals from varying racial, cultural, and demographic backgrounds working within the same organization. Diversity encompasses a range of cultural factors, including race, gender, age, physical ability, and other personal characteristics (Kundu & Turan, 1999). To manage organizations effectively, managers must grasp the fundamentals of ethnic and cultural diversity. Culture within social groups is typically defined as the shared ideas, values, behaviors, and communication styles that unify members of the group (Litvin, 2006). As defined by Luthans and Youssef (2007), diversity involves recognizing and appreciating individual differences and understanding individuality. Zakaria and Ab Rahman Muton (2022) emphasize that cultural diversity refers to the range of different societies or cultures within a region or across the globe. In the context of organizations, this reflects employees' various cultural backgrounds, including differences in language, traditions, and attire. Managers must be culturally aware and adopt flexible leadership approaches to prevent misunderstandings (Vahtera et al., 2017; Taras et al., 2019; Yousef, 2024). The rise of geographically dispersed organizations has increased reliance on virtual teams, with technological platforms facilitating knowledge sharing among team members (Haj Youssef et al., 2020). Addressing the unfair treatment of diverse employees and customers is another critical challenge for managers. Bureaucratic structures, ineffective policies, and subjective decision-making must be addressed to create a more inclusive work environment (Dah et al., 2018; Haj Youssef & Christodoulou, 2017). Businesses are encouraged to reimagine their missions, strategies, and management styles to accommodate the diverse needs of their workforce, customers, and stakeholders. Projects have also become more complex, requiring collaboration among individuals from various cultural backgrounds (Chen et al., 2018). Cultural differences, including age, gender, and religion, can influence how team members interact and impact the success of cross-cultural project teams (Caligiuri, 2021). Cross-functional teams, composed of individuals from different departments working toward a common goal, require careful management to foster inclusivity and creativity (Martins, 2020). Schippers et al. (2015) note that cultural differences should not hinder teamwork but provide opportunities for improving processes and problem-solving. To motivate and inspire people to attain.

Higher organizational performance and life satisfaction are crucial (Mohamad et al., 2025). Success in today's global business environment depends on employees' ability to work effectively across cultures. Phuangsuwan et al. (2025) stated that understanding good governance is crucial for organizational performance and employee satisfaction. The increasing digitalization of jobs (Jackson, 2020; Liu et al., 2023; Ratten, 2023) and the rise of virtual teams have also created new challenges, particularly in understanding cultural nuances across nations (Chen et al., 2018). Body language and informal communication, which can help build trust and a sense of belonging, are more difficult to convey in virtual environments (Feitosa

et al., 2022). Therefore, different communication skills are required to navigate these virtual spaces effectively. Cultural awareness plays a significant role in team dynamics, affecting how well teams collaborate and perform (Schippers et al., 2015; Szymanski et al., 2019). While cultural differences can stimulate problem-solving and creativity, they can challenge team communication and cohesion (Taras et al., 2019). In today's workplace, the prominence of culture and diversity is further amplified by technological advancements and the widespread use of social media. Managers must not only understand cultural differences but also manage them responsibly. The literature on management education highlights the importance of preparing future managers to work digitally and across cultures (Erez et al., 2013; Richards & Bilgin, 2012). Higher education institutions are therefore encouraged to equip learners with the skills necessary to navigate cultural diversity and excel in global virtual teams. These institutions are revising curricula to integrate theory with practice, utilizing simulations and virtual exchanges to prepare students for the real-world challenges of managing diverse teams. Virtual global teamwork adds complexity to cultural differences, as geographically dispersed team members must collaborate and communicate across linguistic, cultural, and societal boundaries (Presbitero, 2020; Selmer et al., 2022). These teams' effectiveness and ability to manage cultural differences have become a focus of interest for researchers and practitioners alike (Jimenez et al., 2017). Scholars have examined the impact of diversity on team performance (Schlaegel et al., 2021; Taras et al., 2019), challenges of information elaboration (Maynard et al., 2019), and the construction of social identity within teams. Unlike traditional face-to-face collaboration, global virtual teams rely exclusively on information and communication technologies to complete tasks, adding another layer of complexity to team dynamics and cultural interactions. This research offers foundational insights into the cultural diversity present among employees within the workplace and delineates metrics for assessing organizational performance. Research has highlighted the importance of implementing culturally sensitive strategies, which include including local populations and integrating indigenous knowledge systems into frameworks for sustainability (Tjilen et al., 2025). The research elaborates on the theoretical frameworks under examination, including the resource-based, behavioral, and competency theories. This study examined a range of literature concerning cultural diversity within the workplace and its impact on organizational performance, concluding that cultural diversity is a significant competitive advantage for organizations. The research suggests that organizations ought to implement effective cultural diversity management, as it facilitates the attainment of a competitive edge, subsequently impacting overall organizational performance. Some businesses look into learning capabilities to use their knowledge to create new goods and boost their performance (Vinayachandran, 2024). According to Ghimire et al. (2024), the importance of human resources management (HRM) techniques in improving organizational performance and management is growing. Furthermore, the paper

advocates for organizations to navigate and manage their cultural diversity adeptly. This is because it has been established that cultural diversity influences organizational performance. This research seeks to map the intellectual landscape through a bibliometric lens, pinpointing important works, influential authors, and emerging trends, thus offering a valuable resource for academics, practitioners, and policymakers navigating the ever-evolving HRM terrain.

To determine how the idea of workforce diversity has changed over time, the following study questions were used:

RQ1: What is the growth rate of documents in the cultural diversity concept?

RQ2: What are the most important books, papers, and groups in terms of cultural diversity?

RQ3: Which is the top 10 most influential articles on cultural diversity?

RQ4: What are the most popular ideas and themes regarding cultural diversity right now?

The rest of this research study is structured as follows. Section 2 provides a detailed theoretical background, and Section 3 presents an overview of the software, data, and methodology used in this study. Section 4 presents the results and insights, including leading journals, frequently cited authors, and nations most engaged in this field, cluster analysis, and the simultaneous existence of keywords and cluster coupling with authors. Section 5 discusses the main research findings. Section 6 concludes the paper.

2. LITERATURE REVIEW

2.1. Globalization and human resources management

A reassessment of conventional methods is required to accommodate a globally distributed workforce as a result of the profound effects of globalization on HRM practices (Penrose, 2009). Podsiadlowski et al. (2013) found that globalization changed the workforce's dynamics and composition by making talent more mobile. Cultural differences, language barriers, and time zone variations are just a few of the difficulties that come with managing a worldwide workforce (Hackman et al., 1976). On the other hand, it presents HRM with chances to become an ally in negotiating the challenges of a globalized corporate setting (Kogut & Zander, 2012). In order to manage a global workforce successfully, academics stress that organizations must implement HRM practices that are both adaptable and culturally aware. Several areas of HRM have been affected by globalization. These include performance management, training, selection, and recruitment. Organizations must also develop cross-cultural competence to effectively manage cultural diversity in a globalized workplace. Overall, globalization has redefined the contours of contemporary HRM practices, requiring organizations to adapt and embrace the challenges and opportunities it presents.

2.2. Cultural diversity and innovation

Organizational cultural diversity is increasingly recognized as a source of innovation and competitive advantage. Diverse teams, comprising individuals from varied cultural backgrounds, bring

a rich tapestry of perspectives, ideas, and approaches, fostering creativity and problem-solving and driving innovation within organizations (Lundvall, 2010). However, managing cultural diversity effectively requires a nuanced understanding of the intricate interplay between organizational culture, individual values, and communication styles (McMahon, 2010). Studies highlight the need for inclusive HRM practices beyond mere diversity quotas, creating a culture of inclusivity where individuals from diverse backgrounds feel valued and empowered to contribute their unique insights (Mayer, 2009). Since cultural diversity is more than just a box to be checked, it can spur innovation inside an organization, according to the literature (Moore & Woodrow, 2010).

2.3. Theoretical background

Diversity of thought in the workplace has been theorized in several ways to guarantee organizational success. This work's three pillars are the resource-based view, goal theory, and situational theory.

Resource-based theory: Penrose (2009) put out the idea that a company's distinct personality comes from the variety of its resources, and he saw a company as a bundle of these assets. Companies' assets, particularly employees, are the center of attention because of the widespread belief that these are the most important factors in achieving long-term success in the marketplace.

Goal theory: According to goal theory (Locke & Latham, 2002), workers are happy in their jobs because they know their work contributes to the greater good. Specific objectives are better than broad ones, and challenging goals produce better results; these are the tenets of goal theory.

Situational theory: According to the argument, job features give rise to situational elements, which impact job satisfaction. The assumption is that people have similar needs and, therefore, can be satisfied by the same job characteristics.

3. RESEARCH METHODOLOGY

The bibliometric analysis study uses math and statistics to closely examine and rate scientific literature. Performance and science mapping analyses are the two methods used to examine this analysis. Performance analysis studies how well scientific groups like authors, organizations, countries, and scholarly journals do their jobs. It includes looking at publications, citations, and teamwork to determine how much of an impact they had. In contrast, science mapping focuses on how different study elements are connected to each other. Its goal is to find new study directions and trends by looking at patterns of co-citation and co-occurrence. The research method used in this study was to find relevant papers online and then use the appropriate bibliometric tool to analyze them. The sections that follow go into more information about how to do this.

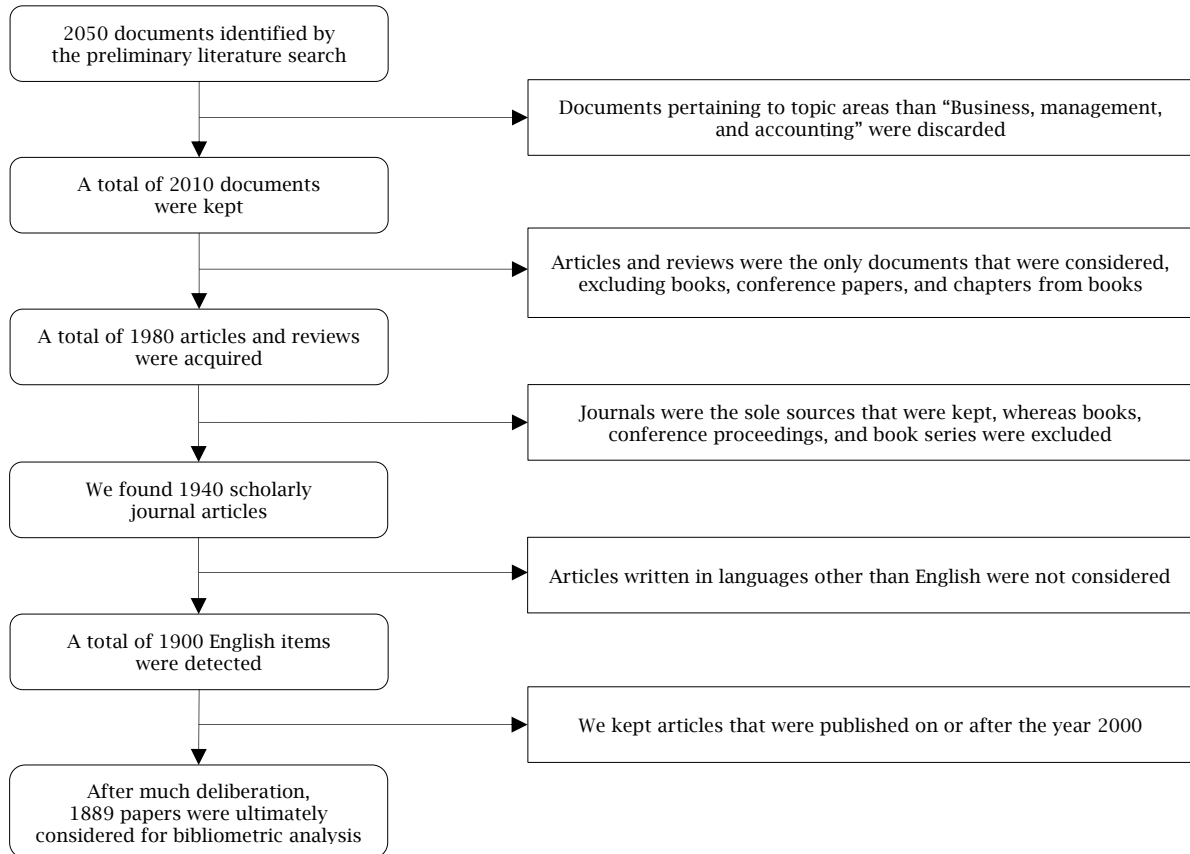
3.1. Data retrieval

Figure 1 shows that the aforementioned search method initially produced 2050 items. After removing documents from categories other than

“Business, management, and accounting”, a total of 2010 documents remained. Subsequently, we narrowed it down to articles and reviews. We included nothing else in our search, including books, chapters, and conference papers. Finally, 1980 items were left on the list. To exclude non-journal sources like conference proceedings, novels, and book series from the data set, 1940 articles published in

journals alone were chosen. Then, 1900 items were culled from the pool after all articles written in languages other than English were removed. The last step was removing any items published before 2000, leaving only 1889 articles. The articles were then exported from Scopus as a comma-separated (.csv) file. Table 1 shows the metrics data for the years from 2000 to 2024.

Figure 1. The steps of literature collection and selection



Source: Authors' analysis based on Scopus database.

Table 1. Metrics data for the year 2000–2024

Insights of the study	Metrics
Publication year	2000–2024
Citation years	24 years (2000–2024)
Documents	1,889
Citations	39030
Average citation	20.650
Citation/year	8007.97
Citation/paper	319.18
Citation/author	187203.18
Paper/author	327.02
Author/paper	2.05
h-index	261
G-index	560
hI, norm	186
hI, annual	5.04
hA-index	81

Source: Authors' analysis based on Scopus database.

3.2. Analytic procedure

Researchers can use the newest data analysis tools, such as VOSviewer, CitNetExplorer, Bibliometrics, SciMat, Bibexcel, and CiteSpace, to examine and understand data. However, the type of study that is required determines which tool should be used.

The research team employed VOSviewer, the online user interface for Bibliometrix, an R package built for bibliometric analysis, along with co-citation evaluation, to look at and show the bibliometric data from Scopus. Bibliometrics can look at and map bibliographic data at the same time. Since Bibliometrix is free software based on R packages, knowledge workers can look at it, change it, and improve it. Biblioshiny makes importing and converting data into a data frame easy.

4. RESULTS AND INTERPRETATION

4.1. An analysis of performance

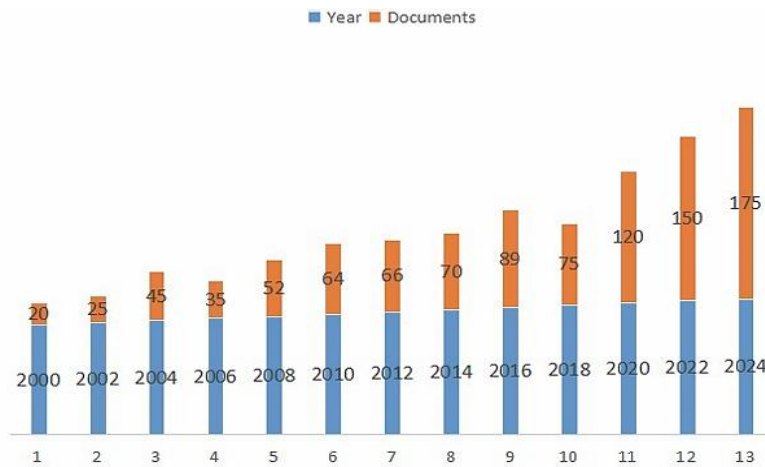
Performance evaluation aims to closely examine and rate how scholarly study parts affect a certain field. This descriptive analysis is often used in review studies to show how functionally different parts of research are, such as authors, countries, organizations, and sources.

4.2. Increase in the volume of publications

Figure 2 shows how the number of publications has grown from 2000 to 2024. There have been 1889 articles released during this time, which is a growth rate per year of 7.89%. The average age of the document is 7.96 years, which suggests that the study field is fairly new and active. The total number of publications increased from 2000 to 2010 — only 157 articles were issued between those years — and 247 articles will be released between 2017 and 2021. This change shows that the study landscape has been changing over the past few years. The most releases were in 2023, with 173 pieces, and the fewest were in 2001, with

only 14. A study of the research on workforce diversity showed that Ely (2004) was the most cited one. They looked at how different viewpoints affect work groups' processes and results. This piece was cited 1525 times, which shows that it is essential and influential in its field. Richard's (2000) article was the second most cited. It looked at the link between cultural diversity, business diversity, and company performance in the banking industry. This article was cited 818 times, showing how useful it is for learning about business diversity in banking. Table 2 shows the list of the ten stories that have been cited the most. The results show that over the last 10 years, a lot more publications have discussed cultural diversity in the workplace.

Figure 2. Growth rate of cultural diversity documents



Source: Authors' analysis based on Scopus database.

4.3. Most influential articles

The top 10 highly cited and influential articles are shown in Table 2, in which the paper titled “A field study of group diversity, participation in diversity education programs, and performance” is the highly cited document with 1525 citations, followed by “Racial diversity, business strategy, and firm performance: A resource-based view” which receives

a total of 818 citations. An article titled “The cross-cultural research imperative: The need to balance cross-national and intra-national diversity” by Tung (2008) received a total of 311 citations and concluded that cross-national and intra-national variety must be balanced to fully understand cross-cultural phenomena. This will also help further enhance the extent of cross-cultural research.

Table 2. Top 10 most influential and cited articles (Part 1)

No.	Title of the paper	Author with year	Source	Citation	Conclusion of the study
1.	A field study of group diversity, participation in diversity education programs, and performance	Ely (2004)	Journal of Organizational Behavior	1525	This paper develops a theory about the conditions under which cultural diversity enhances or detracts from work group functioning.
2.	Racial diversity, business strategy, and firm performance: A resource-based view	Richard (2000)	Academy of Management Journal	818	The research examined the connections between diversity in race, business plan, and company success in the banking sector.
3.	The case for diversity in the health care workforce	Cohen et al. (2002)	Health Affairs	539	This study examined that affirmative action tools in health professions schools are critical to achieving a diverse health care workforce.
4.	Building an inclusive diversity culture: Principles, processes and practice	Pless and Maak (2004)	Journal of Business Ethics	370	This study gives us a way of thinking about inclusion that relies on an ethical framework of acceptance. It also talks about the basic ideas of trust, honesty, and understanding between people from different points of view.
5.	Family child care: The task force was formed on the family's report	Schor (2003)	Pediatrics	342	The research shows that childcare is different from other medical fields in many ways. For example, a parent is almost always present when the child is getting medical care.

Table 2. Top 10 most influential and cited articles (Part 2)

No.	Title of the paper	Author with year	Source	Citation	Conclusion of the study
6.	Minority resident physicians' views on the role of race/ethnicity in their training experiences in the workplace	Osseo-Asare et al. (2018)	JAMA Network Open	332	This research discusses the way Native American resident doctors, black and Hispanic, deal with race and culture at work.
7.	Cultural diversity and information and communication technology impacts on global virtual teams: An exploratory study	Shachaf (2008)	Information & Management	329	This research examined how different cultural backgrounds and information and communication technologies affect teams' efficiency. It found that information and communication technologies lessened the negative effects on communication between cultures and boosted the positive effects of making decisions.
8.	Hispanic health in the USA: A scoping review of the literature	Velasco-Mondragon et al. (2016)	Public Health Reviews	327	The authors of this study used a modified social-ecological framework to look at the research and national statistics on Hispanic health in the USA. This framework involves social aspects of good health, disparities in health care, risk factors, and health services, all of which affect the main causes of illness and death.
9.	Workforce diversity and inequality: Power, status, and numbers	Di Tomaso et al. (2007)	Annual Review of Sociology	321	This paper looks at data from psychology, sociology, and management and shows what's similar and what's different within them. It also talks briefly about the effects of having a diverse workforce.
10.	The cross-cultural research imperative: The need to balance cross-national and intra-national diversity	Tung (2008)	Journal of International Business Studies	311	This study concluded that cross-national and intra-national variety must be balanced to fully understand cross-cultural phenomena. This will also help further enhance the extent of cross-cultural research.

Source: Authors' analysis based on Scopus database.

4.4. Most productive authors

An aggregate of 5559 people worked on 1889 papers about diversity in the workplace. Table 3 lists the 10 most important people in the area of research. Deville and Curtiland had the most books. Trauth came second, at eleven. Popper-Givens received the fewest citations, with only 71 citations in this area. Through their research on things like ethnicity, sexual orientation, identity, and equality, these writers have made important contributions to the field. Their study shows women's and other underrepresented groups' difficulties and opportunities in the field. Lotka's law, which says that the total amount of publications is inversely proportional to the number of authors who write them, was used to look at the frequency breakdown of sources published within the research on the culture workforce diversity. Following the results of Lotka's rule in 1955, academics (86.1%) contributed one article, and then 1575 scholars (9.8%) shared two articles. This shows an uneven output pattern, which suggests that many researchers might not always do diversity studies. The article "Diversity, equity, and inclusion in the pediatric pulmonary workforce", contributed by a maximum number of authors, which is 29, was published by the *Annals of the American Thoracic Society Journal* in 2023.

Table 3. Top 10 authors

Author	Documents	Citations
Deville, Curtiland	11	718
Trauth, Eileen M.	11	387
Quesenberry, Jeria L.	6	326
Aysola, Jaya	5	294
Nivet, Marc A.	5	215
Almutairi, Adel F.	5	202
Winkfield, Karen M.	7	171
Noone, Joanne	6	73
Keshet, Yael	5	71
Popper-Giveon, Ariela	5	71

Source: Authors' analysis based on Scopus database.

4.5. Most productive countries

Based on the countries' scientific output, the geographical spread of papers on the diversity of workers in the building industry was examined. The 10 countries with the most articles in this field are shown in Table 4. The USA had the most mentions, with 23142 coming from 1142 publications. Australia came in second with 145 publications, and the UK ranked third with 133 publications. More than 65% of all articles came from these three countries. India was ranked ninth with 54 publications, and France was ranked 10th with 16 publications.

Table 4. Top 10 cited countries

No.	Country	Documents	Citations
1.	USA	1142	23142
2.	Australia	145	2642
3.	UK	133	2254
4.	Canada	80	1787
5.	Netherlands	33	1102
6.	Switzerland	16	854
7.	Germany	27	752
8.	Singapore	9	547
9.	India	54	424
10.	France	16	399

Source: Authors' analysis based on Scopus database.

4.6. Most relevant affiliation

The study of cultural diversity in the workplace was also examined in light of the authors' institutions. The 10 schools with the greatest number of articles in this area are listed in Table 5. With 11 articles, the Harvard Medical School, located in Boston, Massachusetts, USA, has been the most productive. Medicine College USA University came in second with five pieces. In terms of scholarly studies on diversity in the staff in the medical field, these institutions are the best places to conduct and share studies.

Table 5. Top relevant affiliations

<i>Organization</i>	<i>Documents</i>	<i>Citations</i>
Association of American Medical Colleges, Washington, District of Columbia, USA	5	284
Harvard Medical School, Boston, Massachusetts, USA	11	225
University of Michigan, Ann Arbor, Michigan, USA	5	83
University of Leicester, UK	5	74
Medical Research Center Oulu, Oulu University Hospital, and University of Oulu, Oulu, Finland	5	36
Research Unit of Health Sciences and Technology, University of Oulu, Oulu, Finland	5	8

Source: Authors' analysis based on Scopus database.

4.7. Keyword analysis

This research examined how often words were used to find the most common buzzwords in research about cultural diversity in the workplace. In Table 6, the frequency distribution of the 20 most common and least common terms is shown. Three hundred and forty-three times, the words “diversity” and “cultural diversity” were found to be the most common themes. Other keywords that came up a lot were education, variety, inclusion, cultural competence, ethnicity, gender equality, and diversity. These keywords show that most of the studies on cultural diversity in the workplace have focused on race or ethnic background, gender, and culture. This is probably because these aspects of diversity are especially important in the artistic workforce, which is mostly composed of white guys.

Table 6. Keyword analysis

<i>Most occurrences</i>		<i>Fewer occurrences</i>	
<i>Term</i>	<i>Occurrences</i>	<i>Term</i>	<i>Occurrences</i>
Diversity	343	Africa	5
Cultural diversity	100	Alaska	5
Inclusion	84	Allied health personnel	5
Workforce	74	Anti-racism	5
Cultural competence	66	Anxiety	5
Workforce diversity	66	Arabs	5
Equity	54	Artificial intelligence	5
Gender	48	Best practice	5
Culture	42	Biomedicine	5
Education	40	Black	5
Health equity	36	African American	5
Health disparities	35	Capacity building	5
Leadership	34	Career development	5
Recruitment	34	Careers	5
Diversity management	33	Caregiver	5
Nursing education	32	Child care	5
Race	31	Cinah	5
Cultural competency	29	Clinical education	5
Ethnicity	29	Communicable disease	5
Nursing	26	Communicable diseases	5

Source: Authors' analysis based on Scopus database.

The word “diversity” appears in the dataset, showing an increased emphasis on knowing and using diversity in organizations. “Cultural diversity” is another important theme that shows a desire to learn about business across cultures and managing global business environments. People talk about different kinds of organizations and their HRM methods when “workforce” is used. The word “leadership” is important because it focuses on workers’ experiences and how leadership can help create a good work culture. The concept of “nursing” suggests a look into cross-cultural variety in the medical field. The theme of “recruitment” is also worth mentioning because it shows a desire to create an innovative work environment through a recruitment strategy. “Education and training” brings up talks about the value of HRM practices and how they affect the efficiency of an organization. “Equity” is mentioned, which means that HRM methods consider different countries’ needs.

4.8. Simultaneous existence of keywords

A combination analysis of keywords was used in this study to look into the main themes and trends in the research on cultural diversity in the workplace. With this method, you can see the conceptual framework of a study field and the most common

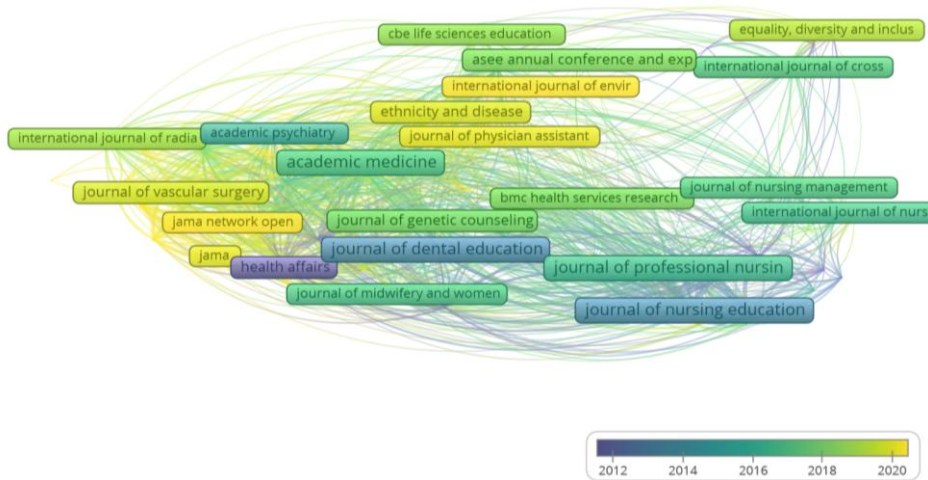
affiliated keywords within an assortment of documents. The co-occurrence study finds how many papers have two keywords that are used together. Figure 3 shows the network of keywords that appear together when you search for “cultural workforce diversity”. The nodes are the keywords, and the links are the times they show up together. The name and size of the node show how often the keyword appears, and the thickness of the link shows how often the keyword appears with other words. A thicker link means that two keywords are more closely linked. Table 7 shows the cluster identification. The color of the node shows which cluster the keyword belongs to. Concerning the key phrases and their links, each cluster has a different study theme. In this study, the terms were put into seven groups. The main term co-occurrences are in two groups: colored blue and red. “Diversity” and “dental students” were the most common terms in the blue cluster. They were linked to other keywords like surgical procedures, racial prejudice, viral illnesses, guidance, genetic counseling, prejudice balance in life and work, and attraction. This shows that the theme of this cluster is “diversity in dental education”. This includes gender bias and the problems women face in their careers. In the second red cluster, keywords like diversity in the workplace, globalization, leadership, job happiness, multiculturalism, safety, and hospitality are found.

4.10. Source dynamics using Bradford's law

Bradford's law of spreading was used in this study to identify the primary contributors to published material on cultural diversity in the workplace. This bibliometric method shows how journal articles in a certain research area are spread out among different sources. Bradford's law sorts the sources into different zones based on how many pieces they have. The sources were put into four groups in this study. These are the most important and relevant places to find studies on cultural diversity in working environments. A bibliometric method called "clustering by coupling" sorts authors or sources by the references they share, which can help you find

patterns and links in a mass of academic literature. This method gives useful information about how researchers or resources in a certain area are connected and have an impact. Figure 4 shows that the study used bibliometric coupling, which is based on sources that have similar links. The results showed that there was a strong thematic link between the four groups, each made up of six sources that shared connections. Through a positional value of approximately 16.67, these sources are highly attached within this cluster, which suggests that they play a key role in the discussion of this field or topic. Table 8 shows the most influential sources of clusters.

Figure 4. Co-occurrence of sources



Source: Authors' analysis using VOSviewer based on Scopus database.

Table 8 shows the clusters of most influential journals used in the study, there are total four clusters occurred in which Cluster 1 consist of total 21 items with 24 document, the journal is *Academic Medicine*, Cluster 2 consist of total 21 items with total link strength 651 and consist of in total

25 documents with a link of 59 and journal is *Journal of Professional Nursing*, Cluster 3 consist of total 13 documents and having 14 items, total link strength is 35 and Cluster 4 consist of 10 items and having 22 documents with total link strength 307 and journal is *Journal of Dental Education*.

Table 8. Sources of clusters

Cluster	Total items	Most influential journal in clusters
1	21	Journal name: <i>Academic Medicine</i> ; link: 62; total link strength: 1008; document: 24; average publication year: 2016.71
2	21	Journal name: <i>Journal of Professional Nursing</i> ; link: 59; total link strength: 651; document: 25; average publication year: 2016.20
3	14	Journal name: <i>ASEE Annual Conference Exposition</i> ; link: 19; total link strength: 35; document: 13; average publication year: 2018.08
4	10	Journal name: <i>Journal of Dental Education</i> ; link: 47; total link strength: 307; document: 22; average publication year: 2013.77

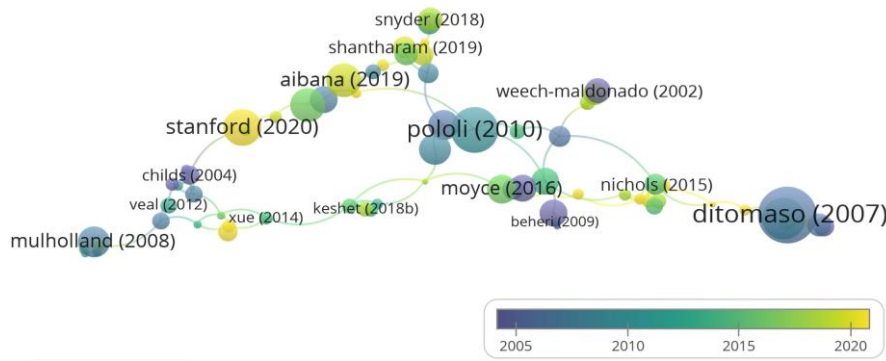
Source: Authors' analysis using VOSviewer based on Scopus database.

4.11. Cluster coupling with authors

Figure 5 shows the author's cluster, which consists of a total of 11 clusters with different numbers of items and citations per cluster. The detailed study of

the author's cluster is shown in Table 9. The most cited author in this study is Di Tomaso (2007), and it concluded that Di Tomaso gives the most influential articles and a higher contribution in the field of cultural diversity.

Figure 5. Author's cluster



Source: Authors' analysis using VOSviewer based on Scopus database.

Table 9 shows the identification of author's cluster, it consist of 11 clusters with different number of authors and different number of items in each clusters, Cluster 2 is the most cited cluster which consist of eight items with eight authors and received in total 654 citations, in this cluster Di Tomaso is the most influential author who gives

the paper entitled "Workforce diversity and inequality: Power, status, and numbers" in journal *Annual Review of Sociology*, and the paper looks at data from psychology, sociology, and management and shows what's similar and what's different within them. It also talks briefly about the effects of having a diverse workforce.

Table 9. Cluster identification of authors

Cluster	Total items	Authors in clusters	Citation per cluster
1	9	Arno (2019), Burkhard (2021), Deas (2012), Garrick (2019), Heron (2009), Kane (2009), Shantharam (2019), Snyder (2018), Tunson (2016)	350
2	8	Alariss (2016), Devine (2007), Di Tomaso (2007), Hussain (2020), Jonsen (2011), Lee (2000), Manohara (2021), Wilkinson (2023)	654
3	8	Aibana (2019), Aysola (2018), Freeman (2016), Gause (2024), Nkansah (2021), Piggott (2019), Saha (2008), Stanford (2020)	486
4	8	Adebayo et al. (2020), Adebayo (2020), Chen (2020), Gao (2015), Gillham (2018), Nichols (2015), Shrestha (2023), Willis (2018)	165
5	7	Bond (2008), Morrison (2021), Noone (2016), Noone (2020), Veal (2012), Wros (2013), Xue (2014)	146
6	7	Keshet (2018a), Keshet (2018b), Mucgee (2012), Nunez (2007), Nunez (2009), Popper (2014), Popper (2015)	272
7	7	Herrin (2018), Hunt (2007), Pololi (2010), Premji (2014), Weech (2002), Weech (2018), Williams (2022)	423
8	6	Arelei (2013), Childs (2004), Hicks (2011), Noone (2008), Nugent (2002), Taxis (2002)	113
9	6	Brunero (2008), Joensuu (2024), Markey (2021), Moyce (2016), Omeri (2002), Xiao (2014)	295
10	5	Bellefleur (2009), Colville (2015), Georges (2012), Mulholland (2008), Tranter (2018)	133
11	3	Beheri (2009), Gerrish (2004), Simmons (2002)	86

Source: Authors' analysis using VOSviewer based on Scopus database.

5. DISCUSSION

Through a bibliometric analysis, this review offers an in-depth examination of cultural diversity's development and current status in the workforce. Over the past 20 years, cultural diversity as a strategic HRM approach has acquired a lot of traction and become a vital tool for organizations seeking to increase creativity. Diverse teams not only investigate additional viewpoints and share new ideas, but they also foster a sense of belonging. This study examines a theoretical basis in the topic by studying 1889 articles and offers important insights into significant writers, sources, and developing research concerns. The two main categories that emerge from the analysis are performance and science mapping analysis. The biggest trends emphasize the importance of diversity, globalization, and leadership's accountability in successfully controlling and organizing a workforce with various heritages. An increasingly diversified, international workforce presents organizational issues, calling for strategic and adaptive HRM

procedures. But even if they are less common, themes like sustainability, training, and international business nevertheless hint towards significant topics for the HRM literature to tackle.

6. CONCLUSION

Limitations and future scope. Overall, the results and the discussion emphasize how cultural diversity continues to evolve and how essential it is to understand and handle globalization as it relates to business success. It is known that this article has certain limitations. First, the research's small sample was collected exclusively from the Scopus database. In this case, comparable bibliometric evaluations of the topic at hand using other databases, such as Web of Science, might be compared to the study. Second, if the review is carried out by somebody else, the results might vary slightly due to the elimination of papers that were irrelevant to the subject and the arbitrary grouping of words into word groups. The findings of the current study showed that diversity, gender equity, the health

sector, dentistry education, the nursing sector, cultural diversity management, and mentorship are the diversity factors that are most commonly studied in this research. The bulk of the publications addressed discrimination, gender stereotyping, difficulties with migrant workers' communication, and challenges with nursing staff in the medical field. There have only been a few studies on the influence of demographic variables on cultural diversity in the workplace. Future studies should look at how demographic variables like age, gender, location, and religion impact the diversity of the workforce within an organization and how these variables interact to foster a more prosperous and effective work environment. Furthermore, the majority of the research being done today is focused on established nations (such as the USA, UK, and Australia), with very few studies coming from developing countries (such as India, Singapore, and Malaysia) where migrant workers make up a sizable portion of the labor force. This suggests that further research is needed to analyze the parallels and variations in workforce diversity across various situations and geographies, including in developing nations. Further research needs to look into the historically significant, political, socioeconomic, and cultural factors that affect the diversity of the workforce across countries, as well as what these factors mean for the possibilities and difficulties of diverse management within the field of computers.

Practical and theoretical implications. The goal of this study was to show the culture of the workforce and future directions in thematic research. The authors sought to offer additional insight into the subjects requiring additional research. The objective is to see the entire context of the topic instead of getting too much into the content used for the research. This study aims to offer support for follow-up investigations. The collected data were correctly identified by following the steps that seemed to go from broad study areas, like authors or journals, to more specific parts of the subject, including the links of each time period's most important thematic groupings. The effectiveness and relevance of the methodology used have been shown. The quantity of research on the topic is slowly but steadily increasing, and the rate at which keywords are added is also rather low, with limited reliability over time periods. This indicates a wide space for further enhancement and a slightly increasing curiosity in the subject matter among academics. A study was conducted on the distribution of themes and the underlying theme network at each time. Next, the evolution of the thematic clusters will be looked into. The results may prove helpful to beginner academics and researchers who wish to

improve their growing contributions to the trends in the workforce related to cultural diversity. The results of this investigation will encourage further study in the region. Studying the most recent papers can help researchers and academics better understand research. Theoretically, we demonstrated the importance of studying the range of the cultural workforce and its effect on other fields, and we highlighted novel areas of study for this emotive subject. The development of globalization has imposed adaptive circumstances, making it imperative to understand the present state of the art. As a result, cultural worker diversity is a significant phenomenon at both the organizational and individual levels.

Cultural diversity in the workplace has garnered significant interest over the past several years. Research on this subject is still developing, though, and several obstacles exist to overcome. This study used the Scopus database to do a bibliometric review of the literature on diversity in the workplace. The analysis identified this study area's gaps, trends, and patterns. According to this report, the research on workforce diversity has grown throughout the years, with a notable uptick in the last 10 years. This study examined the most prolific writers, organizations, and countries in this field, as well as the diversity aspects that have been looked into the most, such as gender, ethnic origin, and cultural background. However, this study also drew attention to the dearth of a strong network of institutions and researchers working together, as well as the need for additional research on other facets of diversity, including physical ability, age, religion, and other deep-rooted differences. This study also found that most research on workforce diversity has been done in industrialized countries. This means there isn't enough research from other parts of the world where cultural diversity is growing quickly. Researchers, decision-makers, and business professionals can all benefit from using the study's conclusions to better comprehend the body of material in circulation and pinpoint areas that warrant further investigation. This study can assist interested parties in identifying significant contributions and works in this field and investigating the specific subfields within workforce diversity. Policymakers and industry practitioners can also benefit from this study by using it to identify knowledge gaps and create practices or policies that promote cooperation and knowledge exchange across institutions and researchers. As the subject develops, this study may also encourage future partnerships and intellectual exchanges between institutions and researchers, which could improve the quality of the work and its practical applicability.

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