

# JOB-RELATED TEAM DIVERSITY: A BIBLIOMETRIC ANALYSIS

## Introduction

Each stage of the research development cycle for a particular scientific discipline or sub-discipline should take into account the global nature of the knowledge dissemination process and the dynamics of change. Scholars are preoccupied by a number of questions concerning potential areas of research, the intensity of research to date, leading research centers and scientists in a given research field. A tool for answering these questions is bibliometrics analysis, which, in relation to research, is defined as the quantitative analysis of publications aimed at fulfilling information functions regarding the development of a chosen research area [Aria, Cuccurullo, 2017]. Reviews of literature that are narrative in nature can be influenced by the researcher's personal biases and often lack methodological strictness, as identified by Tranfield et al. [2003]. In contrast, bibliometric techniques apply a quantitative strategy to the characterization, assessment, and ongoing surveillance of scholarly publications. These techniques offer a structured, transparent, and repeatable approach to the review process, which can enhance the integrity of literature surveys [El Mohadab et al., 2020]. Additionally, bibliometric techniques can be instrumental at the outset of literature reviews, even prior to the commencement of reading, by steering researchers toward the most seminal works and delineating the landscape of research in an objective manner, free from personal predilections [Mishra et al., 2021].

Structured reviews of literature are widely employed for pinpointing unexplored areas in research and delineating the scope of existing knowledge by engaging in a repetitive cycle of coordinated search, selection of relevant literature, and

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detailed examination [Fahimnia et al., 2015]. The rise of bibliometrics in a range of fields can be attributed to the integration of specialized software with secondary data repositories, easing the task of reviewing and appraising large quantities of academic data. Although previous studies have extensively discussed the concept of diversity and identified several influencing factors, job-related team diversity still remains an under-recognized construct in the subject literature.

Diversity can be described as the differences based on any attribute by which employees differ or perceive themselves to be different from their colleagues [Guillaume et al., 2012]. It refers to all compositional differences between individuals within a work unit [Roberson, 2019]. Diversity includes a broad spectrum of objective and perceived differences between members of an organization. Generally speaking, diversity refers to any differences between individuals within a given organizational unit [Roberson, 2019: 70].

Diversity is attributed to individuals based on physical characteristics (i.e., age, gender, race, and nationality) as well as psychological attributes (i.e., personality, attitudes, and values) [Harrison et al., 1998; Van Dijk et al., 2012]. In other words, employee diversity may relate to easily detectable, superficial traits (e.g., age, gender, and ethnic origin) as well as information about hidden, deeper aspects of members (e.g., differences in abilities, personality, values, roles, and work attitudes) [Harrison, Klein, 2007; Milliken, Martins, 1996]. Another division assumes the separation of diversity less related to job (age, gender, and race) and highly related to job (experience, knowledge, skills) [Pelled, 1996].

Researchers in the literature on teams distinguish between demographic diversity, which is related to observable individual characteristics, and job-related diversity [Webber, Donahue, 2001]. Job-related diversity is the extent to which team members differ in “distinct experiences, skills, or perspectives that are relevant to cognitive tasks at work” [Simons et al., 1999: 662] and includes disparities among team members in their functional, educational, and professional backgrounds [Webber, Donahue, 2001]. Diversity can also be divided by considering bio-demographic characteristics and task-related traits. Bio-demographic diversity includes innate, visible characteristics such as age, gender, and ethnic origin. In contrast, task-related diversity includes acquired attributes such as specialized knowledge, education, and work experience [Horwitz, Horwitz, 2007]. The ways of categorizing and labelling these traits vary among researchers, but there is a general agreement on their impact on team outcomes. Notably, job-related diversity traits have a greater impact on team outcomes compared to demographic traits, especially in teams performing complex, non-routine tasks [Chi et al., 2009; Pelled, 1996]. Pelled [1996] divided diversity into less job-related (age, gender, and race) and more job-related (functional background, education, and tenure) based on the relationship with the nature of job. Demographic diversity is also referred to as surface-level diversity, while differences in attitudes,

personality, and values are described as deep-level diversity. Moreover, a distinction can be made between objective and perceived diversity. Objective diversity refers to actual, measurable differences in member characteristics, whereas perceived diversity is based on the awareness and recognition of these differences by the members. This distinction is significant because people's reactions and interactions are often based on their perceptions, rather than objective reality [Hobman et al., 2003; Hobman et al., 2004].

In a recent systematic review, Yadav and Lenka [2020] found that 71% of studies focused on demographic diversity or relationship-oriented diversity, while only 29% included job-related diversity. As Jaiswal and Dyaram [2019] note, most researchers examine diversity focusing on differences in the actual attributes of employees. Few studies that have investigated both actual diversity and its perceptual counterparts have shown that the perception of diversity is a stronger predictor of diversity outcomes than actual diversity itself. Hence, in light of the inadequate comprehension of job-related diversity, which relates to differences at a deeper level, it was determined to undertake a bibliometric analysis of this particular aspect of diversity.

Undoubtedly, the past five years have seen a marked increase in scholarly attention to the diversity of education, job functions, and tenure. However, the existing literature tends to focus on individual dimensions of diversity rather than their collective impact on outcomes. Moreover, while many researchers focus on group and organizational outcomes, there is a lack of studies on individual-level outcomes [Yadav, Lenka, 2022]. Shemla et al. [2016] suggest from their literature review on perceived diversity in teams that the perceived lack of similarity between an individual and the team should reduce the individual's engagement in tasks and social exchange, resulting in a lower level of engagement in helping others (helping behaviors). Similarly, the perceived lack of similarity between an employee and the team reduces the level of social exchange [Hoggy, Terry, 2000], and ultimately the willingness to cooperate with the team and to act on its behalf. Qi and Armstrong [2019] argue that diversity may lead to a feeling of a lack of cohesion and willingness to help others, negatively affecting civic behaviors.

As indicated by the research findings of Yadav and Lenka [2020], job-related diversity aspects were mainly studied in the high-tech industry, information technology sector, manufacturing, banking, or higher education institutions. The cited authors suggest expanding research to other sectors. All this indicates that the phenomena of diversity in general, and job-related diversity in particular, are specific and require separate research.

This article aims to present previous research on job-related team diversity, which is analyzed using bibliometric analysis to identify co-occurrence, co-authorship, and citation, to provide a comprehensive overview of the current state of research on job-related team diversity.

The rest of the paper is organized as follows. The next section presents research method used in the study. Afterwards, the results (most cited articles, co-citation analysis, co-words analysis based on keywords) are presented. The final section concludes the article and offers some future research agendas regarding job – related diversity.

To sum up, the bibliometric analysis carried out can be used in particular for: (1) predicting future research directions in a given area; (2) identifying areas in need of research (searching for knowledge gaps); (3) identifying links between research areas; (4) identifying areas characterized by a relatively high capacity of ongoing research; (5) analyzing trends occurring in a given area of research.

In particular, the study aims to identify key themes and research trends, as well as potential gaps and areas for future research. Through the synthesis and analysis of existing literature on job-related team diversity, this study also aims to contribute to the development of a more nuanced and comprehensive understanding of this important topic. Ultimately, the findings of this study may have significant implications not only for future researchers but also for managers seeking to enhance the innovation and efficiency of organizations, including competitive advantage.

## 1. Research method

The quantitative approach to literature research represents a relatively new method of scientific inquiry. Using the bibliometric method (i.e., the quantitative-qualitative analysis of collections of bibliographic descriptions of documents), which includes the inclusion of citation data in the research process, it is possible to study the social stratification of scholars, and the number of citations of their publications can be treated as a rough measure of the recognition and validity (in the sense of usefulness) of scientific work. Moreover, a high number of citations of a scientific publication may turn out to be an indicator of innovation (new idea, method or discovery) [Moral-Muñoz et al., 2020]. On the other hand, a group of articles frequently cited within a particular scientific specialization is sometimes treated by researchers as a distinctive carrier of its paradigm [Zupic, Čater, 2015].

The bibliometric analysis conducted by the authors highlights the crucial importance of the job- related team diversity and calls for further analyses to identify research gaps and promising research directions. Additionally, it contributes to the literature by offering valuable insights for researchers, policymakers, and management practitioners. It expands our understanding of the existing literature and helps identify potential directions for future research. This original contribution to the field is expected to stimulate further scholarly discourse and practical advances in managing job-related team diversity.

Researchers employ bibliometric analysis for various purposes, including the exploration of new trends in the output and impact of articles and journals, understanding collaboration patterns and research elements, as well as probing the intellectual contours of a given field as reflected in the literature [Donthu et al., 2021a; Donthu et al., 2021b; Verma, Gustafsson, 2020]. Central to this analytical approach are expansive and unbiased datasets (for instance, citation counts, publication frequencies, keyword occurrences, and topic instances), though the interpretation of such data can be influenced by both quantitative metrics like performance analysis and qualitative evaluations like thematic scrutiny, guided by explicit methodologies and frameworks. Bibliometric analysis thus serves as a key to unlocking and charting collective scholarly insights and the developmental intricacies of established academic territories by providing structure to significant quantities of raw data through a stringent analytical process. As such, thorough bibliometric studies can establish a robust framework for the innovative progression of a scholarly domain [Donthu et al., 2021c].

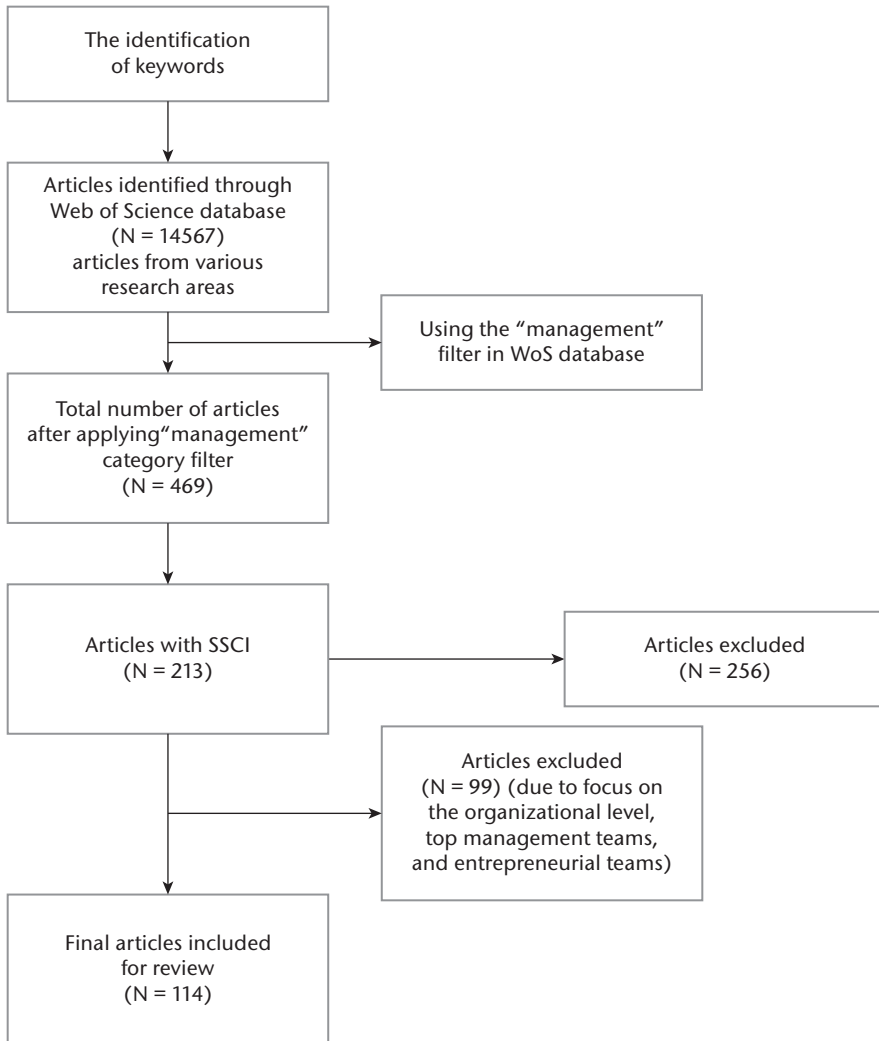
The main objective of this study was to comprehensively survey the body of research published in peer-reviewed academic journals that refer to team diversity. To achieve this goal, we conducted a systematic review of the existing literature, seeking articles on this subject as a basis for the bibliometric analysis. The latter is a method that allows for the examination of large datasets comprising published scientific articles. In this case, it was used to explore available publications related to diversity in the workplace. This technique includes the analysis of keyword co-occurrence in articles and co-citation analysis, which helped in understanding the thematic framework and knowledge base in the area of deep-level diversity. Our approach followed the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) methodology, and we adhered to the bibliometric analysis guidelines [Van Oorschot et al., 2018]. Our research was primarily based on peer-reviewed articles available in the Web of Science database up to the year 2022. We restricted our inclusion criteria to papers written in English and did not impose any limitations on publication dates during the initial search to comprehensively map the field.

First, we focused on searching for words related to job-related and deep-level diversity in titles, abstracts, and author keywords. The choice of search terms was influenced by previous reviews and included the following such keyword phrases as: “knowledge diversity”, “experience team diversity”, “background diversity”, “job-related diversity”, “tenure diversity”, “educational diversity”, “functional diversity”, “values diversity”, “traits diversity”, “cognitive diversity” and their various forms. The logical operator “OR” was applied between each phrase, which means that a journal article only needed to contain one of these phrases in the title, abstract, or keywords to be included. As a result, we obtained 14,567 records.

Subsequently, the results were filtered for peer-reviewed articles in the ‘management’ category to identify papers related to the field of diversity in the context of the

company. This narrowed down the results to 469 records. Among the obtained results, only those pertaining to papers with SSCI were selected. This criterion was met by 213 articles, constituting 45.5% of the previously selected set. The prepared dataset was reviewed to eliminate articles related to the level of organization, including top management teams and entrepreneurs, as they were not related to our area of interest. An analysis of abstracts and article content ultimately narrowed down the group to 114 papers (Figure 1).

Figure 1. Methodological approach for the sample selection process



Notes: This figure presents the number of articles identified at each step of the research methodology.  
Source: own study.

## 2. Results of bibliometric analysis

### Most cited articles

Citation analysis serves as a fundamental and arguably the most unbiased and straightforward method in the realm of science mapping. This approach allows for the identification of the most significant publications within a specific research domain. It operates under the premise that citations serve as indicators of intellectual connections between publications, formed when one publication references another. This type of analysis gauges a publication's influence by assessing the number of times it has been cited [Donthu et al., 2021c].

Table 1. Most cited articles

Author	No. of citations WoS	Keywords
Pelled, Eisenhardt, Xin [1999]	1610	Emotional conflict; Functional background diversity; Group longevity; Intragroup task conflict; Job-related surface-level diversity; Task routineness; Team performance; Tenure diversity
Harrison, Price, Gavin, Florey [2002]	911	Conscientiousness diversity; Relations-related deep-level diversity; Outcome importance diversity; Task meaningfulness diversity; Team Conflict; Task performance; Team performance; Time performance; Values diversity
Cummings [2004]	901	External knowledge; Functional diversity; Job-related surface-level diversity; Knowledge management; Knowledge sharing; Organizational innovation; Social networks; Team performance; Conflict
Horwitz, Horwitz [2007]	759	Cognitive diversity; Educational diversity; Functional diversity; Job-related surface-level diversity; Social integration; Task complexity; Task conflict; Task interdependence; Team performance; Team size; Team type; Tenure diversity
Sethi, Smith, Park [2001]	507	Customers influence; Extend of project monitoring; Functional diversity; Job-related surface-level diversity; Social cohesion; Super ordinate identity; Team characteristics; Team innovation
Webber, Donahue [2001]	491	Cognitive resource perspective; Educational diversity; Expectations model; Functional diversity; Job-related surface-level diversity; Professional background diversity; Team cohesion; Team performance
Bell, Villado, Lukasik, Belau, Briggs [2011]	462	Educational background diversity; Functional background diversity; Innovation; Job-related surface-level diversity; Meta-analysis; Team performance; Tenure diversity
Dahlin, Weingart, Hinds [2005]	393	Educational diversity; Information use; Job-related surface-level diversity
Keller [2001]	382	Functional diversity; Job-related surface-level diversity; New product development; Team cohesion; Team communication

Source: own study.

Table 1 provides a summary of the most frequently cited publications along with their citation counts and associated recurring keywords. The list of highly cited authors is led by Pelled et al. [1999], whose work “Exploring the black box: An analysis of work group diversity, conflict and performance” has been cited a remarkable 1,610 times. Two other notable works on the list are “Time, teams, and task performance: Changing effects of surface- and deep-level diversity on group functioning” authored by Harrison et al. [2002] and “Work groups, structural diversity, and knowledge sharing in a global organization” written by Cummings [2004] both of which have received slightly just over 900 citations. In addition to the recurring keyword “team performance,” which appears in the majority of the most frequently cited works, these publications also share keywords such as “task conflict” and “team conflict”. This suggests a strong interest among researchers in exploring the impact of conflict management within teams involved in task execution and its influence on team outcomes.

## Co-citation analysis

One of the tools for determining the impact of articles in a field is co-citation analysis, which identifies specific clusters of references that are ‘co-cited’ by subsequent authors in their scientific papers. With this analysis, visual maps can be created to show the strength of the connections among references co-cited in the past. This is a graphical representation of references in the bibliographies of collaborating authors, illustrating the strength of connections between two or more references. This method of visual representation simplifies the identification of relationships between articles and illustrates the process of clustering related publications into research clusters [Liu et al., 2015].

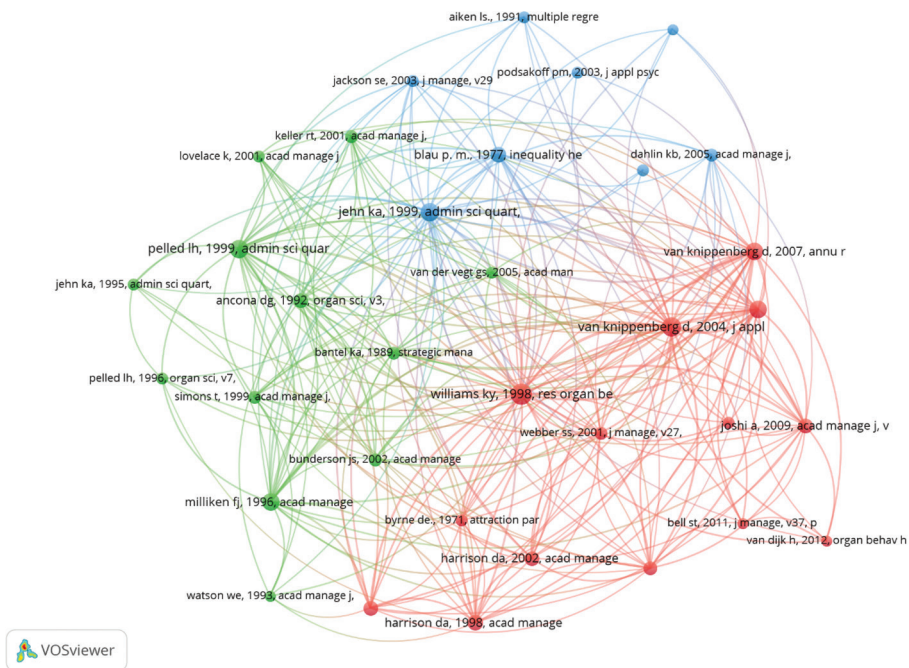
One of the advantages of co-citation analysis is that business researchers can find thematic clusters based on cited publications [Cancino et al., 2017; Hjørland, 2013; Martínez-López et al., 2018]. Such a strict categorization principle means that, due to the long period of the publication process, co-citation analysis reflects the state of knowledge at a given point in the relatively recent past, and does not necessarily represent its most current state or future prospects. However, as a dynamic indicator that evolves over time, it provides researchers with clues about the direction of choice for future research in line with current trends. Hence, this use of co-citation analysis is useful especially for researchers looking for seminal publications and knowledge foundations [Rossetto et al., 2018].

We analyzed the document co-citations, which enabled the identification of three clusters. Cluster one (red) is the most numerous and is characterized by the strongest connections between cited nodes. Most articles present issues central to understanding diversity, describing its different types, as well as its effects. Also discussed are theories such as social categorization, social integration, decision making, the cognitive resource



perspective, and phenomena such as fault lines. The second cluster (green) includes articles focused on the moderators of diversity's relationship with its outcomes – such as resources, budget, collective team identification, group longevity, task routine – and the mediators – such as informational diversity, communication, decision comprehensiveness, and conflict. The last cluster (blue) is dedicated to the methodology of the study, with references to key articles discussing how to calculate diversity, such as Blau's index or intergroup concordance, and avoiding the error of common methods. It also points to possible alternatives to standard analyses, such as the generalization of multiple linear regression, SWOT analysis, and multimethod examination.

Figure 2. Network visualization of co-citation analysis



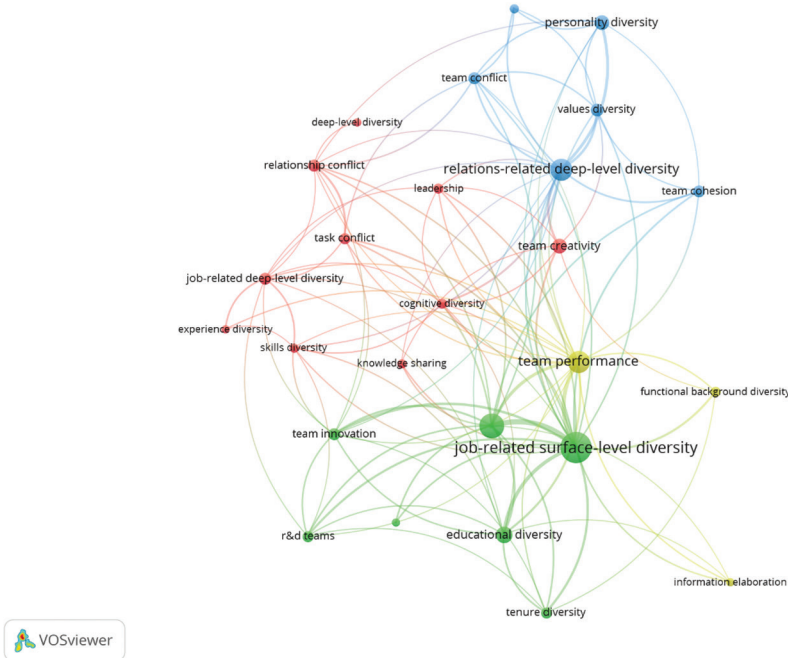
Source: own study.

## Co-words analysis based on keywords

Co-word analysis is a method for examining the content within documents to determine connections and construct a conceptual framework within a particular field. The underlying concept of this technique is that when words frequently appear together in documents, it signifies a close relationship between the concepts represented by those words. The result of co-word analysis is a network of themes and their interrelationships, serving as a representation of the field's conceptual landscape. This

semantic map aids in understanding the field's cognitive structure, and producing such maps for various time periods can help track changes in this conceptual landscape. Co-word analysis can be applied to various components of documents, including titles, keywords, abstracts, or entire texts. For this analysis keywords were analyzed. In cases where keywords were missing, the authors reviewed the article and subsequently added keywords to the database [Backhaus et al., 2011].

Figure 2. Network visualization of co-word analysis based on keywords



Source: own study.

A keyword co-occurrence analysis was conducted to delineate the knowledge production of job-related and deep-level diversity research. Based on the analysis, a total of four clusters of research were revealed: job-related deep-level diversity (red), job-related surface-level diversity (green), relations-related deep-level diversity (blue), and functional background diversity (yellow). Fig 3 provides a visual representation of the network among the four clusters. Each cluster is clarified using the concept of sensemaking, where the keywords within each cluster are structured to present a unified storyline that elucidates the core and extent of that particular cluster [Donthu et al., 2021c]:

- Job-related deep-level diversity. The co-occurrence of words in this cluster suggests that studies focus on cognitive diversity, deep-level diversity, experience diversity

and skills diversity in the context of knowledge sharing, leadership and relationship conflict. Team creativity is the expected outcome of these phenomena.

- Job-related surface-level diversity. The focus is on educational diversity, tenure diversity, functional diversity. Considerations are mainly about knowledge management in R&D teams that lead to team innovation.
- Relations-related deep-level diversity. The occurrence of keywords indicates interest in personality diversity and values diversity in the context of team cohesion, team conflict, and other team processes.
- Functional background diversity. This cluster associates functional background diversity with information elaboration and team performance.

## Identification of current research front

The third aim of the research was to chart future research in the examined field. Citation scores may introduce bias due to the reputation of the journal and the age of publication. Papers in prestigious journals receive greater recognition, as do older publications that have had more time to gather citations [Andersen, 2021]. For this reason, we analyzed sections in research papers that discuss future research directions and implications, focusing on the most recent papers published during the period of 2018–2022. We employed content analysis techniques to uncover the ideas and themes proposed by researchers for future research directions [Andersen, 2021]. To map the future research landscape, we applied an inductive thematic analysis approach. This method involves familiarizing oneself with qualitative data, initially generating codes, identifying recurring themes, evaluating these themes, and assigning appropriate labels [Donthu et al., 2021a; Wong, 2021].

## Strategies of facilitating and managing teams

As Homan et al. [2020] note, leaders can shape the effects of diversity. They claim that an integrated theory on how leadership moderates team diversity effects is needed. Moreover, emphasizing the differentiation between proactive and reactive leadership, as opposed to presuming that leaders can constantly forecast outcomes and processes in advance, offers an essential alternate perspective regarding leaders in their capacity as diversity managers. Based on a qualitative study, Williams et al. [2022] proposed a model presenting strategies for managing job-related diversity, i.e., educational diversity; power diversity, and functional diversity. They explained that strategies such as active explanations, experience-based tasks, deferring to a single leader, balancing delegation, participative leadership, sequential specialist involvement, and a co-production mindset result in effective diversity management. Moreover, they contrasted these strategies with ineffective ones. For future research, the cited authors

suggest an empirical examination of their theoretical model. It is also possible to focus on the characteristics of the leader, such as the complex patterns of emotional influence exerted by formal or informal leaders within teams [Shemla et al., 2020].

## Team learning and knowledge

Some researchers point at the importance of team learning and knowledge creation. Li et al. [2018a] focus on team ambidexterity, understood as the ability to engage in exploratory learning and exploitative learning, and reflexivity as the process underlying learning. They suggest examining mutual relationships between these variables. The other possible research venue is to examine team thinking styles (holistic vs intuitive thinking). Future research can also explore the evolving nature of knowledge governance and its long-term-effects [Tsai, 2023]. The focus can also be on the type of knowledge of individuals and exploring the impacts of various forms of individualized knowledge [Vongswasdi et al., 2023].

## Team creativity

Although team creativity as a result of team diversity has been studied extensively in the previous research, researchers emphasize the need for further investigations in this area. Bodla et al. [2016] recommended using variables, such as “team integration, conflict, person-group fit, trust, better communication, and organizational climate, as intervening and contextual variables to better understand the diversity – creativity relationship” [Bodla et al., 2016]. Furthermore, team learning behavior may mediate the relationship between team diversity and team creativity. Wang et al. [2019] propose examining whether deep-level diversity in culturally diverse teams has a positive relationship with team creativity and innovation.

## Team identification

Team integration is a positive emergent state that can serve as a mediator in the relationship between team diversity and outcomes such as performance [Bodla et al., 2016]. This relationship was confirmed in a meta-analysis conducted by [Shemla et al., 2016; Li et al. 2018b]. The cited authors suggest conducting time-lagged research to examine the causal ordering of these variables.

## Helping behaviors and seeking help

Helping is a form of positive behavior [Johnson et al., 2018] discovered that backup and helping behaviors were more important in reducing conflict in healthcare teams

with low rather than high functional diversity. The authors propose examining their results in different research context using longitudinal research. Triana et al. [2021] focused on personality diversity, values diversity, and cultural diversity in their meta-analysis, showing relationships with positive behaviors such as helping behaviors. The results of the meta-analysis demonstrated that that helping behaviors act as a mediator in the relationship between team diversity and performance. Future research could examine other types of deep-level diversity and their relationships with helping behaviors and performance, through longitudinal research where variables are measured at different time periods [Triana et al., 2021]. An alternative approach was proposed by Wang, Rispens, and Demerouti [2022], who focused on help seeking behaviors. They suggest examining the mechanism by which help-seeking leads to creativity.

## Conflict

Team conflict was found to be a mediator in the linear relationship between team deep-level diversity and team performance. Future research, may offer explanations of how and when team performance is helped or hindered by team conflict [Bodla et al., 2016; Triana et al., 2021]. Future research could also focus on task conflict. A possible topic for future research could be the team's expertise disparity and functional background diversity in the context of relationship between task conflict and team performance, as well as the team's ability to benefit from task conflict [Lee et al., 2015].

## Conclusion

In summarizing the research findings, it is clear that the exploration of job-related team diversity is advancing in new and multifaceted directions. Recent analysis has highlighted that while considerable attention is being paid to demographic and easily observable aspects of diversity, there is a growing recognition of the importance of deeper, job-related diversity factors. Researchers are now encouraged to extend their investigations beyond high-visibility traits to include a more nuanced understanding of team dynamics and the interplay of diverse skill sets, experiences, and backgrounds that influence team performance and innovation. In the context of job-related diversity, conducting a bibliometric analysis has facilitated: (1) a holistic overview, (2) the detection of gaps in current knowledge, (3) the generation of groundbreaking research concepts, and (4) the strategic positioning of the research's intended contribution within the domain.

The strategic facilitation and management of diverse teams have been underscored as a critical area for future research. Leadership styles – particularly the distinction between proactive and reactive approaches – have been identified as significant moderators of diversity effects within teams [Guillaume et al., 2017]. Future studies are anticipated to empirically test theoretical models that address the intricate web of leadership strategies that successfully harness the potential of diverse teams, with a special focus on the emotional and social intelligence of leaders in fostering an inclusive and productive team environment.

With regard to team learning and knowledge, the importance of ambidextrous capabilities in teams –balancing exploratory and exploitative learning – is becoming increasingly evident. The interconnections between team learning styles, the ongoing evolution of knowledge management, and their impacts on long-term organizational outcomes offer fertile ground for further inquiry. Researchers are poised to delve into the complexities of individual and collective knowledge forms and their implications for team learning behaviors and knowledge governance.

Finally, the creative output of teams as influenced by diversity is acknowledged as an area ripe for continued examination. The intricacies of how deep-level diversity within culturally varied teams correlates with creativity and innovation are of particular interest. Mediating factors such as team integration, conflict management, and trust are suggested as key variables that warrant more in-depth study to elucidate the diversity-creativity linkage. This suggests a holistic approach to studying team composition, where emergent states like team integration and the mediating role of positive behaviors such as helping and seeking help are considered essential in drawing a complete picture of how diversity translates into team success.

This study presents a bibliometric analysis of the scholarly output published in peer-reviewed academic journals that pertain to job-related team diversity. For this purpose, we carried out a systematic review of the existing literature, searching for articles on the topic that served as the basis for the bibliometric analysis. This method allows for the examination of large data sets composed of published scientific articles. In this case, its utility was employed to explore the available publications related to diversity in the workplace. This technique includes the analysis of keyword co-occurrence in articles and citation analysis, which aided in understanding the thematic frameworks and knowledge base in the area of deep-level diversity.

This study has certain limitations. Firstly, we conducted a bibliometric analysis considering only data from the Web of Science database, which introduces a potential systematic error in our sampling approach. As a future research direction, it would be beneficial to use another bibliometric source, such as Scopus, to examine trends in job-related diversity. Moreover, we limited our inclusion criteria to articles written in English –in the future, it would be worthwhile to expand the analysis to include texts written in other languages. Despite these limitations, this study reveals findings

that can aid scholars in constructing a true picture of this topic, particularly as our research was not confined to quantitative analysis alone but also included qualitative analysis –content analysis –and we did not impose any restrictions on publication dates during the initial search to comprehensively map the field.

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## JOB-RELATED TEAM DIVERSITY: A BIBLIOMETRIC ANALYSIS

### Abstract

This paper presents a bibliometric analysis of the body of research concerning job-related team diversity, aiming to provide a panoramic view of the current state of knowledge in this domain. It meticulously dissects the scholarly discourse published in peer-reviewed journals, leveraging citation data to discern the social stratification of academic contributions and their impact on the field. The selection process began with a search for terms related to job-related and deep-level diversity in the titles, abstracts, and author keywords of journal articles, using a broad range of keywords and the “OR” logical operator to ensure inclusivity, yielding a primary set of 14,567 records. These records were then refined to peer-reviewed articles within the ‘management’ category and further narrowed to those indexed by the Social Sciences Citation Index (SSCI), resulting in 213 relevant articles, which, after a detailed review to exclude those not directly related to our research focus, provided a final sample of 114 papers.

The study sets out to map out the intellectual landscape, identifying key themes and research trends, spotlighting gaps in existing literature, and elucidating potential future research trajectories. By employing bibliometric methods, this study systematically reviews and synthesizes research, highlighting the significance of job-related team diversity. It further examines co-occurrence and co-authorship patterns to trace the evolution of thought and practice in this area.

The approach is designed to be both quantitative and qualitative, ensuring a balanced and rigorous exploration of the field. The findings indicate a strong emphasis on certain types of diversity, such as educational and functional, while suggesting that a deeper understanding of job-related diversity's impact on team performance and innovation is necessary. The paper concludes by proposing a set of actionable insights for both researchers and practitioners in the management field, advocating for an integrated approach to harness the full potential of job-related team diversity.

**JEL CLASSIFICATION CODES: M00, M14**

**KEYWORDS: JOB-RELATED TEAM DIVERSITY, BIBLIOMETRIC ANALYSIS, DIVERSITY, VOSVIEWER**

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## RÓŻNORODNOŚĆ ZESPOŁÓW ZWIĄZANA Z PRACĄ: ANALIZA BIBLIOMETRYCZNA

### Streszczenie

Artykuł ten prezentuje analizę bibliometryczną dotyczącą badań nad różnorodnością zespołów w kontekście pracy, mając na celu dostarczenie panoramicznego przeglądu obecnego stanu wiedzy w tej dziedzinie. Dokładnie analizuje dyskurs naukowy publikowany w recenzowanych czasopismach, wykorzystując dane cytowań do zrozumienia stratyfikacji społecznej wkładów akademickich i ich wpływu na pole badawcze. Proces selekcji rozpoczął się od wyszukiwania terminów związanych z różnorodnością zespołów i różnorodnością na głębszym poziomie w tytułach, abstraktach i słowach kluczowych artykułów, z wykorzystaniem szerokiego zakresu słów kluczowych i operatora logicznego „OR”, aby zapewnić wszechstronność, co dało wstępną liczbę 14 567 rekordów. Rekordy te zostały następnie zawężone do artykułów recenzowanych w kategorii „zarządzanie” i dalej do tych indeksowanych przez Social Sciences Citation Index (SSCI), co zaowocowało 213 istotnymi artykułami, które po szczegółowym przeglądzie, w celu wykluczenia tych niezwiązanych bezpośrednio z naszym obszarem badań, dały ostateczną próbkę 114 prac.

Studium to ma na celu nakreślenie intelektualnego krajobrazu, identyfikację kluczowych tematów i trendów badawczych, zwrócenie uwagi na luki w istniejącej literaturze i wyjaśnienie potencjalnych przyszłych trajektorii badań. Dzięki analizie bibliometrycznej niniejszy artykuł jest systematycznym przeglądem literatury wraz z syntezą wcześniejszych badań, co ma podkreślić znaczenie różnorodności zespołów w kontekście pracy. Ponadto wyodrębniono wzorce współwystępowania i współautorstwa, w celu prześledzenia ewolucji myśli i praktyki w tej dziedzinie.

Przeprowadzone badania pozwalają dokonać przeglądu obszernych baz danych, w celu zgromadzenia kompleksowej listy publikacji, analizy liczby cytowań, częstotliwości występowania publikacji oraz słów kluczowych wraz z analizą treści. Podejście to jest zaprojektowane jako ilościowe i jakościowe, zapewniając zrównoważone i rygorystyczne zbadanie dziedziny. Wyniki wskazują na silny nacisk na niektóre typy różnorodności, takie jak edukacyjna i funkcjonalna, jednocześnie sugerując, że konieczne jest głębsze zrozumienie wpływu różnorodności zespołów w kontekście pracy na wydajność i innowacyjność zespołu. Artykuł kończy się propozycją zestawu praktycznych wniosków, zarówno dla badaczy, jak i praktyków w dziedzinie zarządzania, opowiadając się za zintegrowanym podejściem do wykorzystania pełnego potencjału różnorodności zespołów związanej z pracą.

**KODY KLASYFIKACJI JEL: M00, M14**

**SŁOWA KLUCZOWE: RÓŻNORODNOŚĆ ZESPOŁÓW ZWIĄZANA Z PRACĄ, ANALIZA BIBLIOMETRYCZNA, RÓŻNORODNOŚĆ, VOSVIEWER**

