

Bibliometric Insights into Leadership Skills and Their Influence on Diverse Team Performance

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Abstract

Purpose:

This research employs a thorough bibliometric analysis to study the evolving context of leadership competencies in managing heterogeneous teams. By examining scholarly works from the past twenty years, this study provides insight into how scholars have investigated the significance of leadership skills in team diversity. Thematic mapping, bibliographic coupling, co-citation analysis, and performance evaluation are important analytical techniques.

Design/methodology/approach:

The Scopus database was the source of 176 academic publications in all. The study performed an exhaustive evaluation of performance and topic clustering using bibliometric tools like VOS viewer. To comprehend the field's intellectual structure, metrics like publishing trends, prominent authors and organizations, high-impact journals, keyword co-occurrence, and international research collaborations were looked at.

Findings:

The United States and the University of Iowa emerged as the top contributors to the highest research output in 2024. The International Journal of Organizational Behavior has been determined to be the most productive, and the Journal of Management was found to be the most influential. Research on diverse mindsets and meta-analyses on team design are significant works that impacted the area. Significant fields of scholarly interest were highlighted by the identification of 19 thematic groupings.

Research implications:

By mapping existing trends and highlighting gaps in the literature on leadership in diverse teams, this study offers academics with useful recommendations. It also provides the groundwork for further research in this expanding field of study.

Originality/value:

This happens to be the first study, as far as the authors realize, to provide a bibliometric review that focuses exclusively on leadership abilities in relation to varied team performance.

Keywords: Leadership competencies, Team diversity, Bibliometric review, Co-citation, Scientific mapping, Literature analysis

1. Introduction

As businesses increasingly expand into global markets, the dynamics of workplace diversity have become a significant area of focus for both scholars and practitioners. In particular, multinational companies are witnessing a steady rise in cultural heterogeneity due to globalisation and the internationalisation of operations. The importance of managing this diversity effectively cannot be overstated, as numerous studies have identified it as a potential driver of innovation, adaptability, and competitive advantage (Cox, 1991). Organisations that are successful in fostering an inclusive environment benefit not only from enhanced workforce capabilities but also from improved legitimacy among external stakeholders and greater

access to diverse talent pools (Hoobler, 2016); (Barak, 2016); (Ely, 1996).

Despite these recognised advantages, the actual benefits of workplace diversity are not always realised. The so-called "diversity dividend" is contingent on a variety of contextual and managerial factors (Nishii, 2018); (Roberson, 2017); (Van Knippenberg, 2016). In many cases, diversity remains an untapped resource because organisations lack the leadership capabilities or frameworks required to manage it effectively. Consequently, understanding how leadership styles and skills influence team performance in culturally diverse environments has emerged as a critical area of inquiry.

Modern workplaces are characterised by their complexity and their reliance on team-based

structures. Research indicates that organisations increasingly depend on teams to achieve strategic objectives, respond to market shifts, and innovate in real time (Naquin, 2003). A substantial portion of academic literature on organisational behaviour emphasises team effectiveness as a determinant of business success (Kenneth P. De Meuse, 2009). This effectiveness is typically assessed based on how well teams achieve their goals and function cohesively over time (Hackman J.R, 1987); (Mathieu, 2008).

Leadership is one of the most important elements influencing team performance. Studies suggest that shared leadership—wherein team members share duties and make decisions together can significantly improve team outcomes (Han, 2021); (Wang, 2014). In today's competitive and technology-driven work environments, team members are expected to collaborate closely, share responsibilities, and support one another, not just for the sake of performance but also for individual and collective well-being (Cai, 2016); (Li, 2020); (Zhang, 2022).

As the global workforce becomes increasingly multicultural, the challenge of leading diverse teams is becoming more pronounced. Leaders now need to navigate a complex web of cultural beliefs, communication styles, and value systems. In such settings, the ability to lead across cultures is not merely an added advantage but a core leadership competency (Kaur P. &, 2016). Cross-cultural leadership involves fostering inclusivity, leveraging diverse perspectives, and turning potential friction points into opportunities for collaboration and innovation (Huang, 2023). A growing body of literature has explored how team diversity impacts performance. The results are still unclear, though. According to some researchers, diversity encourages innovation and problem-solving, which improves team performance (Kukenberger, 2020); (Terjesen, 2016). On the other hand, others highlight possible disadvantages that could impair performance, such as a lack of cohesiveness, conflict, and communication barriers (Adams, 2009); (Shrader, 1997). However, some research indicates that the team doesn't have any significant relationships with diversity (Carter, 2010). These discrepancies underscore the need for additional research on the contextual elements that mediate the correlation between diversity and performance, particularly leadership practices.

Teams made up of people from various national, linguistic, and cultural backgrounds have also been formed as a result of internationalisation. Despite having a wealth of perspectives, these multicultural teams frequently struggle with communication and work style alignment (Tenzer, 2017). Therefore, how well leaders are able to overcome these differences has a big impact on how effective these teams are. Achieving objectives is only one aspect of team effectiveness; another is maintaining positive interpersonal relationships over time (Mamy, 2020).

In order to improve legitimacy and better serve a variety of populations, public sector organizations are also placing a greater emphasis on workforce diversity. According to the theory of representative bureaucracy, a diverse workforce improves the responsiveness and equity of public institutions. (Andrews R., 2005); (Groeneveld S., 2010); (Pitts D. W., 2010) As a result, diversity management has emerged as a major topic in discussions about governance and public administration.

The movement to create more inclusive workplaces is gaining traction on a global scale. Businesses of all sizes are implementing diversity and inclusion (D&I) programs to improve outcomes for underrepresented groups and establish fair work environments (Kalev A., 2006); (Leslie, 2019). These initiatives frequently seek to enhance the lived experiences of workers from a variety of circumstances in addition to representation (Kulik, 2008); (PWC, 2022).

Significant scholarly interest in leadership skills adapted for diverse contexts has been spurred by the increase in cross-cultural workplace interactions. Fewer studies have explicitly examined how leadership affects performance in culturally diverse teams, despite the fact that many have examined leadership in both monocultural and multicultural contexts. This disparity offers a chance to learn more about how leadership techniques change and adapt to the diversity of teams.

Even though there is a wealth of research on leadership abilities, little is known about how they have changed over time, especially in regard to team diversity. A methodical way to monitor the evolution of scholarly work in this area over time is through bibliometric analysis. Notably, although earlier research has provided a general overview of the leadership skills landscape, focused analyses of leadership in diverse team settings are still lacking. By examining research trends and scholarly output pertaining to team performance and leadership abilities, particularly in diverse team environments, this research tries to close that gap. Using bibliometric tools like performance analysis, co-citation analysis, and bibliographic coupling, it looks for prominent authors, influential articles, important thematic clusters, and new trends (Gao, 2021); (Donthu N. K., 2021). This method lays out the field's intellectual framework and thematic directions in addition to highlighting important contributions (Gupta, 2022).

Furthermore, trend analysis and keyword co-occurrence will assist in determining which areas are gaining traction and how scholarly focus has changed over time (Goodell, 2021). Emerging researchers wishing to investigate understudied topics or use novel approaches in their research will find this overview to be a useful resource. Gupta (2022).

In the end, this analysis provides an all-inclusive understanding of the relationship between team

performance and leadership abilities in culturally diverse contexts. It advances knowledge of how to maximise leadership in increasingly complex and diverse team environments by pointing out gaps, highlighting influential research, and charting the development of important themes.

Scholars, HR specialists, and organizational leaders who actively manage multicultural teams will find the study's insights especially pertinent. It will also help with the planning of upcoming research projects that seek to clarify the relationship between different team outcomes and leadership behavior. Sustained competitiveness and long-term success in the global marketplace will depend on leaders having the skills and information necessary to lead diverse teams as organizations continue to globalize.

2. Background

In today's interconnected world, rapid technological progress has effectively turned the globe into a tightly knit community where individuals, regardless of cultural or geographical differences, can collaborate, communicate, and share ideas seamlessly (Kawar, 2012). This digital and social interconnection has elevated the role of diversity in organizational life, as it drives flexibility, creativity, and adaptability in complex and dynamic environments. Diversity—once viewed as a demographic trait—has now evolved into a multifaceted concept that reflects the range of differences individuals bring to the workplace, such as their educational backgrounds, professional experience, cognitive approaches, personality traits, gender, ethnicity, and tenure (Green, 2002); (O'Reilly, 1989).

Businesses that embrace and regard diversity are more liable to foster inclusive cultures where employees feel empowered to contribute meaningfully. When individuals are respected and their unique strengths are recognized, organizations benefit through increased productivity, improved innovation, better employee engagement, and ultimately, a stronger return on investment (Raewf, 2021). Therefore, cultivating cultural awareness and sensitivity becomes essential, particularly in work environments that include individuals from a variety of ethnic and cultural backgrounds. It requires more than just recognizing surface-level differences—it demands a deeper understanding of cultural norms, communication styles, and values, since what is appropriate in one cultural context may be misunderstood or even deemed offensive in another (Kawar, 2012).

In particular, leaders play a crucial role in shaping how diversity is managed within organizations. Their ability to recognize and leverage the strengths of a diverse workforce has become a key determinant of organizational success. In the modern business landscape, leaders must adapt their approach to ensure that diversity is not only present but also

effectively integrated into the fabric of the organization. When managed well, diversity can be a strategic asset—fuelling innovation, enabling companies to serve a wider range of customers, and enhancing overall competitiveness (Rijamampianina, 2005). However, the evolving nature of global business brings new challenges to leadership. The increasing complexity driven by globalization, fast-paced technological innovation, and the growing emphasis on inclusive work environments is forcing leaders to adapt quickly (Rahman, 2019). One of the most noticeable shifts is the demographic composition of today's workforce. In global organizations, employees often represent a mixture of cultural, linguistic, and racial backgrounds, making it imperative for leaders to be culturally competent (Kaur A. a., 2017). The ability to understand, respect, and manage cultural nuances is now as important as traditional managerial skills (Shaban, 2016).

Nonetheless, workplace diversity can also lead to potential downsides if not managed thoughtfully. Diverse teams may struggle with communication barriers, cultural misunderstandings, and interpersonal conflicts. These challenges can hinder collaboration, reduce efficiency, and, in some cases, negatively impact job performance (Granovetter, 2005). Although individuals across cultures may share similar foundational values, their perceptions, behaviors, and expectations in the workplace can vary significantly, potentially leading to friction and misinterpretation (Lewis, 2000); (Mazur, 2010).

To effectively lead in such environments, leaders must develop a specific set of skills tailored to managing diversity. This includes being emotionally intelligent, culturally aware, and capable of inclusive decision-making. Visionary leadership alone is insufficient—modern leaders must also create an atmosphere where every team member, regardless of background, feels valued and heard (Chuang, 2013). They must foster psychological safety and mutual respect, allowing diverse perspectives to flourish. This demands a shift from traditional leadership models to more flexible, participatory, and empathetic approaches (Bourke, 2020).

Leadership is the first step toward inclusivity, according to (Chuang, 2013) and (Mazur, 2010). Leaders have a greater chance of cultivating organizational cultures where diversity is viewed as a strength instead of a challenge when they prioritise equity, fairness, and active listening. Intentional action is needed to create such environments, moving beyond superficial regulations to put in place procedures that foster a sense of community, cooperation, and purpose. Instead of just accommodating differences, the objective is to use them to spur creativity and performance.

The significance of context-specific leadership in international organizations is further supported by insights from Hofstede's theory of cultural

dimensions. According to his research, there are notable regional variations in cultural values, such as those between Asian and European nations (Hofstede, 2024). It is becoming more and more crucial to examine leadership from a culturally sensitive perspective as businesses keep growing their global presence. In a diverse world, there is no model which can fit in any situation for effective leadership. Rather, leaders need to develop the ability to move quickly through complexity by using a thorough awareness of the cultures they work in and the people they manage. By doing this, they can not only get past the obstacles that come with diversity, but also realize its full potential in fostering creativity, engagement, and long-term success. To deepen our understanding of the current area in leadership skills and team performance research, several key questions emerge that affirm thorough exploration:

RQ1: *How has research on leadership skills and team performance evolved, and what are the emerging trends shaping this field today?*

RQ2: *Which academic sources, publications, and contributors have been crucial in forming the fundamental understanding and continuing the foundational knowledge and ongoing developments in this area?*

RQ3: *Who are the most influential scholars, and which keywords or themes consistently appear across the*

most cited works in the field of leadership and team performance?

RQ4: *Which countries are at the forefront of research in this domain, and what patterns emerge regarding the geographical distribution of scholarly contributions?*

RQ5: *What are the top academic journals publishing in this field, and how do they compare in terms of impact metrics such as H-index, CiteScore, SNIP, and SJR? Additionally, which institutions and affiliations are leading research output and influence in this area?*

3. Bibliometric research method

3.1 Identifying precise and relevant keywords for literature retrieval.

In this study, the chosen terminology reflects a blend of two interdisciplinary themes: leadership skills and performance in diverse teams. To comprehensively capture the scope of both domains, it was essential to incorporate keywords relevant to each subject area. The two search strings and matching keyword sets that were used to extract information and choose documents from the Scopus database are listed in Table 1. These terms were chosen after a preliminary analysis of the most important works in the field, guaranteeing their applicability and thoroughness. While phrases like diverse teams or heterogeneous teams were used to account for the diversity component, terms like team effectiveness and collective achievement were used to represent team performance.

Table-1

Assortment Measures	Rejected	Considered
Databank: "Scopus"		
Date investigated: "21 February 2025"		
Preliminary examination result (search phrase): "Leader*" AND "Team performance" OR "Team effectiveness" OR "Collective achievement" AND "Diversity" OR "Heterogeneity"		181
Interval: 2004 to 2025	5	176
Area of study: "Arts and Humanities, Business, management and accounting, Econometrics and Finance, Economics, Social sciences and Decision Science"	49	127
Type of Publication: "Articles, Conference Paper, Book Chapter and Review"	4	123
Language : Consider documents published in English only	1	122
Examining (Content based)		

3.2 Data collection

Scopus was chosen as the main data source for this study because of its wealth of peer-reviewed research published in respectable, high-impact publications (Groff, 2020). 181 articles were chosen as a result of a meticulously planned search procedure that found pertinent publications, as indicated in Table 1. Keywords like "Leader," "Team Performance," "Team Effectiveness," "Collective Achievement," "Diversity," and "Heterogeneity" were carefully chosen for the search strategy. Only English-language articles from a variety of

disciplines were taken into consideration in order to preserve clarity and relevance.

It is important to note, though, that databases such as Scopus may occasionally contain errors in publication details and citations, frequently as a result of errors that persist in the citation of articles in subsequent works (Donthu N. K., 2021). Inaccurate or deceptive results could result from using this data without further refinement. The dataset underwent multiple rounds of validation and cleaning in order to prevent this.

Before proceeding with bibliometric mapping and analysis, the data was checked for accuracy in

accordance with the suggestions made by Zupic (2015) and Donthu N. K. (2021). The research team cleaned up important terms in article titles, abstracts, and keywords using VOSviewer's natural language processing features. This included standardizing terms by combining similar terms (e.g., treating "multicultural" and "cross-cultural" as part of the broader concept of "diversity") and converting plurals to singular forms (e.g., "leaders" to "leader"). These modifications were crucial in guaranteeing that the data was thematically coherent and prepared for further examination.

3.3 Analysis Technique

A set of quantitative methods for evaluating and interpreting written texts and datasets is known as bibliometric analysis (Mishra, 2018); (Goyal, 2021). By using this method, researchers can find new information in the literature, which gives ongoing studies more context and value (Suominen, 2016); (Groff, 2020). It is essential for creating thematic bibliographies, spotting research patterns, and evaluating the state of academic work in a particular field at the moment (Gao, 2021); (Hossain, 2022); (Amiri Mdoe Amiri, 2022).

Scholars frequently use methods like bibliographic coupling, authorship tracking, co-citation, citation analysis, and co-word mapping to complete such analyses. These techniques aid in analyzing academic writing patterns and offer a more profound comprehension of the organization and dissemination of knowledge (Donthu N. K., 2021).

4. Findings

4.1 Performance analysis

The progression of research publications on leadership and diverse team performance is depicted in Figure 1. While 2024 marked the highest number of publications to date, the foundational work in this field can be tracked back to 2004 with contributions from Shelley, Francis, Leanne, and William. Early studies primarily explored how various leadership styles impacted team outcomes. A notable shift occurred in 2008, when Jeffrey introduced a focus on leadership skills in the context of diverse teams—a perspective that has since gained momentum. Given the upward trend in recent years, it is likely that scholarly interest in this area will continue to grow.

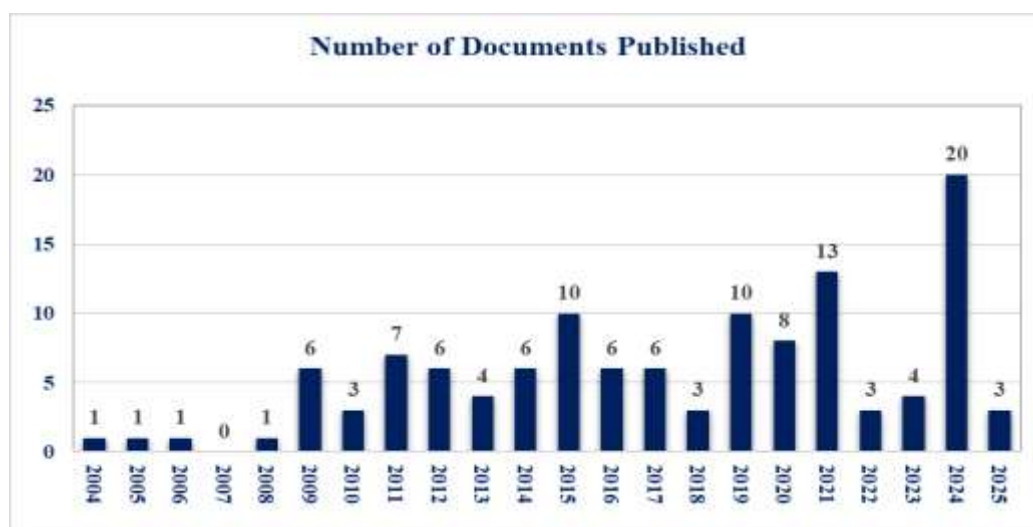


Figure 1 Leaders and diverse team performance research publication trends

4.2 Well-known writers, institutions, and nations for study on leaders and diverse team performance

Leading authors, organisations, and nations that have made significant contributions to the study of leadership and diverse team performance are highlighted in Table 2. Among the utmost cited authors are Boyle, Brendan Homan, and Astrid C., each with 236 citations across three published studies. Rebecca also stands out with three publications and the same number of citations. When it comes to institutions, the University of Iowa in the United States leads with 610 citations, trailed by Donghua University in China and Lingnan University in Hong Kong, both with 252 citations. Notably,

Lingnan University's impact comes from a single publication. At the country level, the United States emerges as the most influential, with 2,932 citations across 46 documents. Hong Kong follows with 463 citations from four publications. Additionally, Hoegl, Martin is recognized as the greatest prolific author in this sphere, while the United States holds the top spot as the most productive country in leadership and diverse team performance research.

Table 2- Significant Institution, Authors and Country

TC	Author	TP	TC	Institution	TP	TC	Country	TP
236	Boyle, Brendan	3	610	University of Iowa, United States	1	2932	United States	46
236	Homan, Astrid C.	2	252	Dong Hua University, China	1	463	Hong Kong	4
236	Mitchell, Rebecca	3	252	Lingnan University, Hong Kong	1	421	Netherlands	11
	Van Knippenberg,							
214	Daan	2	252	Tsinghua University, China	1	395	China	10
206	Chiang, Vico	2	217	Drexel University, United States	2	379	Germany	15
				Pennsylvania State University,				
206	Giles, Michelle	2	217	United States	1	312	Australia	7
				Pepperdine University, Los			United	
206	Joyce, Pauline	2	199	Angeles, United States	1	217	Kingdom	8
				University of Amsterdam,				
206	Parker, Vicki	2	196	Netherlands	1	170	Singapore	3
				Erasmus University Rotterdam,				
153	Hoegl, Martin	5	196	Netherlands	1	147	France	4
				Conjoint University of Newcastle,				
143	Muethel, Miriam	3	176	Australia	1	121	Denmark	5
				Hunter New England Nursing and				
				Midwifery Research Centre,			Switzerland	
112	Zhou, Wencang	3	176	Australia	1	94		5
				The University of Newcastle,				
39	Dechurch, Leslie A.	2	176	Australia	1	82	India	7
				RCSI Institute of Leadership,				
39	Niler, Ashley A.	2	176	United States	1	70	Norway	2
				Hong Kong Polytechnic				
31	Atanasova, Yana	2	176	University, Hong Kong	1	69	South Korea	4
				Duquesne University, Pittsburgh,				
31	Lauring, Jakob	2	136	United States	1	64	Israel	3
				Duquesne University, Pittsburgh,				
31	Senn, Christoph	2	136	United States	1	48	Canada	3
				Duquesne University, Pittsburgh,				
26	De Jong, Jeroen P.	2	136	United States	1	17	South Africa	3
				University of Maryland, United				
22	Benoliel, Pascale	2	125	States	1	16	Sweden	3
				University of North Carolina,				
14	Kearney, Eric	2	125	United States	1	11	Portugal	3
				Dupree College Of Management,				
14	Shemla, Meir	2	125	Atlanta, United States	1	5	Thailand	2

Note(s): TC = Total citations, TP = Total number of article(s) publications

4.3 Influential journals for Leaders and diverse team performance research

The most influential leaders and team performance study sources are shown in Table 3. With 650 citations and two publications, the Journal of Management is the most prominent source. Group and Organization Management comes in second with 500 citations and five publications. With five publications apiece, "IGroup and Organization Management" and "Journal of Organizational Behavior" are the most productive journals. "Team Performance Management" comes in second with

four publications. In the most prestigious journals, 2011–2015 was the most productive year.

4.4 Influential articles on Leaders and diverse team performance research

A Meta-Analytic Review of Relationships Between Team Design Features and Team Performance by Stewart, published in 2006, has received 610 references, making it the most often cited article, according to Table 4. With 252 citations, Chen, Liu, and Tjosvold's 2005 paper, Conflict Management for Effective Top Management Teams and Innovation in China, comes in second.

Table 3 Influential Journals for Leaders and Diverse Team Performance Research

Journal	TC	TP	2011 - 2015	2016 - 2020	2021 - 2023
Journal of Management	650	2	1		1
Group and Organization Management	500	5	3	1	1
Journal of Management Studies	317	2	2		
Organizational Behavior and Human Decision Processes	301	2	1	1	
Human Resource Management	262	2	1	1	
Academy of Management Journal	217	1	1		
Journal of Organizational Behavior	176	5	1	1	3

Leadership Quarterly	159	2	1	1	
Journal of Product Innovation Management	136	1	1		
Journal of Personnel Psychology	96	1	1		
Journal of Knowledge Management	95	1		1	
Journal of Business and Psychology	89	2	1	1	
International Entrepreneurship and Management Journal	86	2		2	
Journal of Managerial Psychology	83	2	2		
Information and Management	79	1		1	
Journal of Business Research	76	2			2
Team Performance Management	75	4	1		3
European Journal of Work and Organizational Psychology	65	2		2	
Engineering, Construction and Architectural Management	63	1	1		
International Journal of Cross-Cultural Management	61	2		1	1

Note(s): TC = total citations, TP = total number of article(s) publications

Table 4- Most influential articles on Leaders and diverse team performance research

Author(s)	Title	TC
Stewart G.L. (2006)	A meta-analytic review of relationships between team design features and team performance	610
Chen G.; Liu C. and Tjosvold D. (2005)	Conflict management for effective top management teams and innovation in China	252
Mohammed S. and Nadkarni S. (2011)	Temporal diversity and team performance: The moderating role of team temporal leadership	217
Groves K.S. and Feyerherm A.E. (2011)	Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance	199
Van Knippenberg D. et al. (2013)	Diversity mindsets and the performance of diverse teams	196
Mitchell R. et al. (2015)	Managing inclusiveness and diversity in teams: How leader inclusiveness affects performance through status and team identity	176
Sivasubramaniam N. et al. (2012)	Determinants of new product development team performance: A meta-analytic review	136
Kirkman B.L. et al. (2004)	The impact of demographic heterogeneity and team leader-team member demographic fit on team empowerment and effectiveness	125
Dionne S.D. et al. (2010)	The role of leadership in shared mental model convergence and team performance improvement: An agent-based computational model	118
Stewart M.M. and Johnson O.E. (2009)	Leader-member exchange as a moderator of the relationship between work group diversity and team performance	108
Klein K.J. et al. (2011)	When team members' values differ: The moderating role of team leadership	105
Hoch J.E. et al. (2010)	Is the Most Effective Team Leadership Shared? The Impact of Shared Leadership, Age Diversity, and Coordination on Team Performance	96
Khedhaouria A. and Jamal A. (2015)	Sourcing knowledge for innovation: knowledge reuse and creation in project teams	95
Muethel M. et al. (2012)	Socio-demographic factors and shared leadership behaviors in dispersed teams: Implications for human resource management	86
Post C. (2015)	When is female leadership an advantage? Coordination requirements, team cohesion, and team interaction norms	86
Hoch J.E. (2014)	Shared leadership, diversity, and information sharing in teams	83
Zhang L. and Guo H. (2019)	Enabling knowledge diversity to benefit cross-functional project teams: Joint roles of knowledge leadership and transactive memory system	79
Sudhakar G.P. et al. (2011)	Soft factors affecting the performance of software development teams	69
Richter N.F. et al. (2021)	Motivational configurations of cultural intelligence, social integration, and performance in global virtual teams	67
Choi J.N. (2009)	Collective dynamics of citizenship behaviour: What group characteristics promote group-level helping?	65

Note(s): TC = total citations

4.5 Top references for Leaders and diverse team performance research

Based on both local and worldwide citation counts, Table 5 presents the most often cited research articles in the leadership and team performance domain. The 2013 study "Diversity Mindsets and the Performance of Diverse Teams" by Van Knippenberg D. is at the top of the list with 7 local citations and 196

global citations, for a local-to-global citation ratio of 3.57. The paper investigates ways to optimize the advantages of diversity in teams. The authors present the idea of "diversity mindsets"—the conceptual frameworks that team members employ to understand and interact with team diversity—drawing from studies in both team cognition and diversity. Both objectives and the methods employed

to achieve them are influenced by these attitudes. The study also theorizes how the relationship between diversity and team performance is influenced by the precision, mutual comprehension, and awareness of these shared ideas. The paper "A Meta-Analytic Review of Relationships Between Team Design Features and Team Performance," written by Stewart G.L. and published in the *Journal of Management* in 2006, is the second most cited source. The local-to-global citation ratio for this study was 0.98, with 6 local and 610 global citations. It provides a thorough quantitative analysis of 93 research, looking at the ways in which different aspects of team design impact team performance. One of the main conclusions was that improving team performance is significantly influenced by leadership, particularly transformational and empowering leadership styles.

4.6 Knowledge foundations of Leaders and diverse team performance research through co-citation analysis

By analyzing the semantic linkages between commonly cited sources, co-citation analysis provides insights into the fundamental information forming a field of study (Donthu N. K., 2021). Figure 2 illustrates a co-citation network highlighting references that have been cited at least 20 times within the reviewed literature. Notably, Stewart G.L.'s work in the *Journal of Management* (represented by red nodes) is frequently cited in studies focusing on team design and performance. Similarly, publications by Mohamed (green nodes) emphasize the moderating effects of temporal leadership within teams. In the same vein, Groves (blue nodes) is often referenced in the context of cultural diversity's influence on team accomplishment. Additionally, Sivasubramaniam's meta-analytic review on group performance appears among the frequently cited works, underlining its relevance in this research domain.

4.7 Analysis of theme and effect structure via bibliographic coupling

Table 6 displays the leader and team performance theme clusters through bibliographic coupling. Team Design and performance, diversity and team dynamics, Multicultural

Teams and Leadership and Shared Leadership, and Team Coordination are the four categories. In Table 6, the most influential articles of each cluster are also included. The five categories include every aspect of leaders' skills and team performance.

Cluster 1 is concerned with the effects of team dynamics and structure on overall performance. A thorough meta-analysis of 93 research done by Stewart (2006) found that factors such as interdependence, task clarity, team composition, and leadership style are important in predicting team effectiveness. Chen (2005) highlights the importance of conflict management in fostering creativity in a research on Chinese top management teams. The research shows that focusing on task-related conflict, rather than personal disagreements, creates a more collaborative and innovative work environment—especially when cultural factors are taken into account. Sivasubramaniam (2012) examines what drives success in new product development (NPD) teams. The study identifies strong leadership, cohesive teamwork, effective communication, and clearly defined goals as critical ingredients for high performance in innovation-oriented teams. Meanwhile, Kirkman (2004) explores how demographic differences and leader-team member compatibility influence team outcomes. The findings suggest that while diversity can improve performance, having demographic alignment between leaders and team members significantly boosts psychological empowerment and strengthens team unity.

Table 5 Top references for Leaders and diverse team performance research

LC	Document	Title	GC	LC/GC ratio (%)	Normalised LC	Normalised GC
7	Van Knippenberg D, 2013, Organ Behav Hum Decis Processes	Diversity mindsets and the performance of diverse teams	196	3.57	3.50	2.60
6	Stewart Gl, 2006, J Manage	A meta-analytic review of relationships between team design features and team performance	610	0.98	1.00	1.00
5	Mitchell R, 2015, Hum Resour Manage	Managing inclusiveness and diversity in teams: How leader inclusiveness affects performance through status and team identity	176	2.84	5.56	3.51
4	Groves Ks, 2011, Group Organ Manage	Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance	199	2.01	3.11	2.10
3	Kukenberger Mr, 2020, Pers Psychol	The building blocks of shared leadership: The interactive effects of diversity types, team climate, and time	61	4.92	4.80	2.85

Note(s): LC = local citations, GC = global citations

and constructive understanding of diversity, they are more likely to leverage it for creative problem-solving and improved team outcomes. Mitchell (2015) looks at inclusive leadership and how it can improve team dynamics in a range of surroundings. According to the study, leaders who consciously involve all team members in interactions and decision-making enhance team identity, ease tensions associated with hierarchy, and eventually improve teamwork and performance. Lastly, Dionne (2010) emphasizes the significance of shared mental models, or shared perceptions of team objectives and tasks. The study uses computational modeling to demonstrate how leaders can greatly improve team coordination and effectiveness, especially in complex or diverse team environments, by assisting team members in aligning their mental models.



Note(s): Each node represents a cited reference and a semantic cluster of references based on theme similarity. The size of nodes indicates the degree of local citations; larger nodes indicate a higher intensity of local citations. The link between nodes represents co-citations. The size of the link between nodes indicates the degree of co-citations; larger links indicate more co-citation intensity.

Cluster 3 on Multicultural Teams and Leadership looks at how leadership styles and cultural diversity within teams affect team dynamics and performance in a range of situations. The function of cultural intelligence (CQ) in leadership, especially in multicultural team environments, is examined by Groves (2011). According to the study, leaders who possess a high CQ are better able to handle cultural differences, which leads to improved team performance. Furthermore, teams with greater levels of cultural variety benefit more from cultural intelligence. In 2009, Godfrey Ochieng put up a useful approach for leading multicultural project teams. In

order to improve cooperation and project performance in heterogeneous teams, the study identifies issues including miscommunication, conflicting work norms, and value conflicts and suggests solutions like cultural training, inclusive leadership, and open communication. Maderer (2014) examines how cultural diversity and past cross-cultural experiences affect team performance using professional football teams as a case study. Diversity can improve results, but only if team members and leaders have prior experience working in multicultural settings, according to the research, indicating that success depends on an understanding of cultural differences. Cheng (2012) looks into how self-managing teams' cultural value orientations—such as individualism vs collectivism—affect their performance over time. According to the study, teams that have a well-balanced mix of cultural beliefs typically perform better over time, particularly when those differences are recognized and skilfully handled through mutual respect and agreed norms.

Table 6-Thematic clusters of leaders skills and team performance through bibliographic coupling

Theme	Author(s)	Title	TC
Team Design and Performance	Stewart (2006)	A meta- analytic review of relationships between team design features and team performance	610
	Chen (2005)	Conflict management for effective top management teams and innovation in China	252
	Sivasubramaniam (2012)	Determinants of new product development team performance: A meta-analytic review	136
	Kirkman (2004)	The impact of demographic heterogeneity and team leader-team member demographic fit on team empowerment and effectiveness	125
Diversity and Team Dynamics	Mohammed (2011)	Temporal diversity and team performance: The moderating role of team temporal leadership	217
	Van Knippenberg (2013)	Diversity mindsets and the performance of diverse teams	196
	Mitchell (2015)	Managing inclusiveness and diversity in teams: How leader inclusiveness affects performance through status and team identity	176
	Dionne (2010)	The role of leadership in shared mental model convergence and team performance improvement: An agent-based computational model	118
Multicultural Teams and Leadership	Groves (2011)	Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance	199
	Godfrey Ochieng (2009)	Framework for managing multicultural project teams	63
	Maderer (2014)	Professional football squads as multicultural teams: Cultural diversity, intercultural experience, and team performance	59
	Cheng (2012)	Finding the right mix: How the composition of self-managing multicultural teams' cultural value orientation influences performance over time	58
Shared Leadership and Team Coordination	Hoch (2010)	Is the Most Effective Team Leadership Shared? The Impact of Shared Leadership, Age Diversity, and Coordination on Team Performance	96
	Muethel (2012)	Socio-demographic factors and shared leadership behaviors in dispersed teams: Implications for human resource management	86
	Hoch (2014)	Shared leadership, diversity, and information sharing in teams	83
	Zhang (2019)	Enabling knowledge diversity to benefit cross-functional project teams: Joint roles of knowledge leadership and transactive memory system	79

Note(s): TC = total citations

Cluster 4 on shared Leadership and Team Coordination highlights how distributing leadership roles within teams—especially diverse or cross-functional ones—impacts coordination, collaboration, and overall performance. Hoch (2010) explores the advantages of shared leadership, in which team members share leadership duties opposed of having them all fall under one person. According to the study, shared leadership greatly enhances team performance, especially when paired with excellent synchronization and in age-diverse teams. Muethel (2012) investigates how shared leadership in geographically distributed teams is impacted by demographic variables like age, gender, and cultural background. It demonstrates how encouraging shared leadership behaviors can help close gaps and improve cooperation across locations, even if diverse teams may experience communication difficulties. Hoch (2014) examines how information sharing is impacted by the interaction between shared leadership and team diversity in this follow-up study. According to the results, diverse teams are more likely to communicate openly and efficiently when leadership

is distributed, which improves performance. Zhang (2019) focuses on the optimal utilization of knowledge diversity in cross-functional teams. In order to manage varied expertise and enhance project outcomes, the study emphasizes the significance of knowledge leadership and transactive memory systems, which are shared understandings of who knows what within a team.

4.8 Thematic trends of leaders and team performance

An analysis of significant research topics between 2004 and 2012 reveals a strong foundation in understanding the structural and demographic complexities of diverse teams. The green cluster focused on the dynamics of dispersed teams, examining variables like age and gender composition, highlighting how geographical separation and demographic factors affect team performance. The orange cluster emphasized shared leadership models and country-specific profiles, indicating early interest in cross-cultural leadership adaptability.

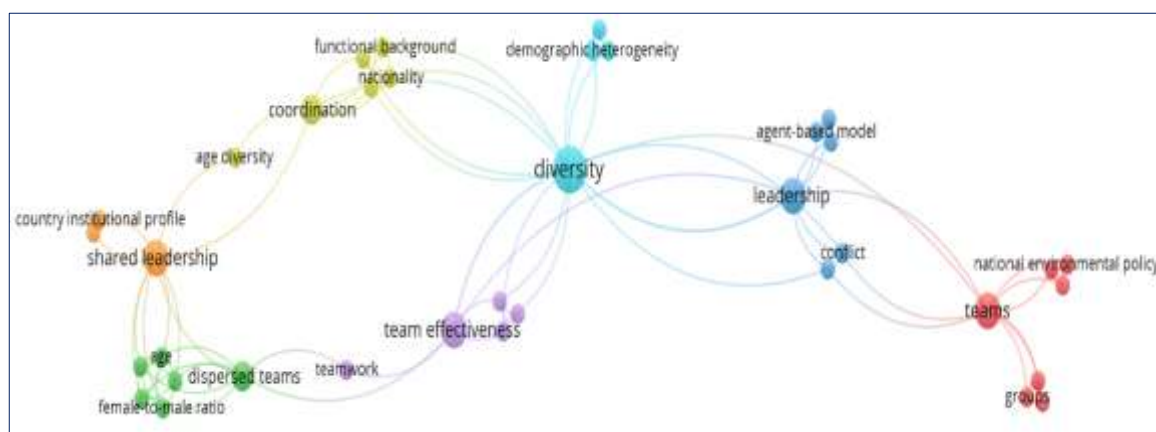


Figure-3 Significant themes in the interval of 2004 – 2012

Note(s)-Green nodes=dispersed teams, male to female ratio, age and dispersed teams, orange nodes=shared leadership and country profile, yellow nodes=age diversity, coordination, nationality and functional background, light blue nodes=diversity and demographic heterogeneity, dark blue nodes=conflict, leadership and agent based model, red nodes=groups, teams and national environment policy

Yellow nodes reflected growing attention to age diversity, functional backgrounds, and coordination challenges, underlining how varied experiences shape team collaboration. The light blue cluster explored demographic heterogeneity and broader

notions of diversity, setting a theoretical groundwork for understanding inclusivity in team contexts. Simultaneously, the dark blue group delved into conflict, leadership strategies, and agent-based modeling, suggesting an emerging interest in simulating team behavior to manage diversity-related challenges. Lastly, the red nodes indicated an early integration of organizational behavior and policy in leadership research by encompassing macro-level factors pertaining to teams, groups, and their conformity with national environmental policies. All things considered, this time frame established the multidisciplinary foundation for upcoming research relating performance, team diversity, and leadership abilities.

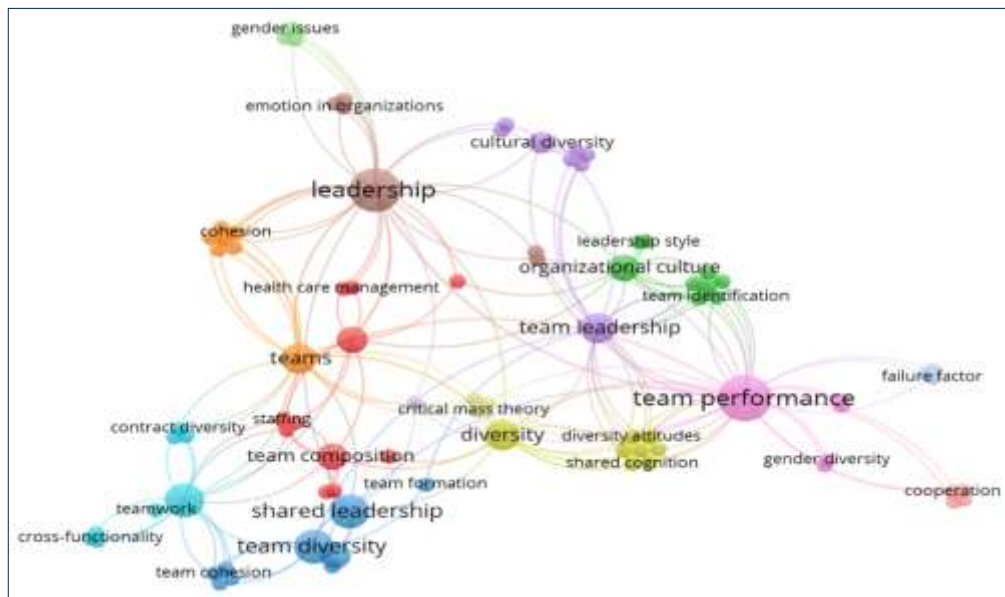


Figure-4: Significant themes in the “interval of 2013 – 2019”

Note(s) Blue nodes=team diversity, shared leadership, cross-functional and teamwork, red nodes=team composition and staffing brown nodes=leadership and emotion in organisation, green nodes=organisation culture, leadership style and team identification, purple nodes=team performance, gender diversity and cooperation Research on leadership and diverse team performance changed between 2013 and 2019 to focus on more complex and related topics. A move toward inclusive and collaborative team structures was reflected in the blue cluster, which placed a high value on team diversity, shared leadership, cross-functionality, and productive teamwork. The red cluster concentrated on staffing and team composition, emphasizing how crucial it is to strategically put together teams in order to maximize

performance results. Studies in the brown cluster examined the connection between emotion and leadership in organizations, indicating that affective dynamics and emotional intelligence were becoming more widely acknowledged as essential leadership qualities. The green cluster signalled the significance of alignment between leaders' approaches and the team's shared identity and values by examining the impact of leaders styles ,culture of organisation , and team identification. Finally, the purple cluster focused on cooperation, gender disparity, and performance of teams, highlighting the importance of inclusive practices in creating cohesive, high-performing teams. When taken as a whole, these clusters show a greater comprehension of the structural, psychological, and cultural factors that influence productive teamwork and leadership.

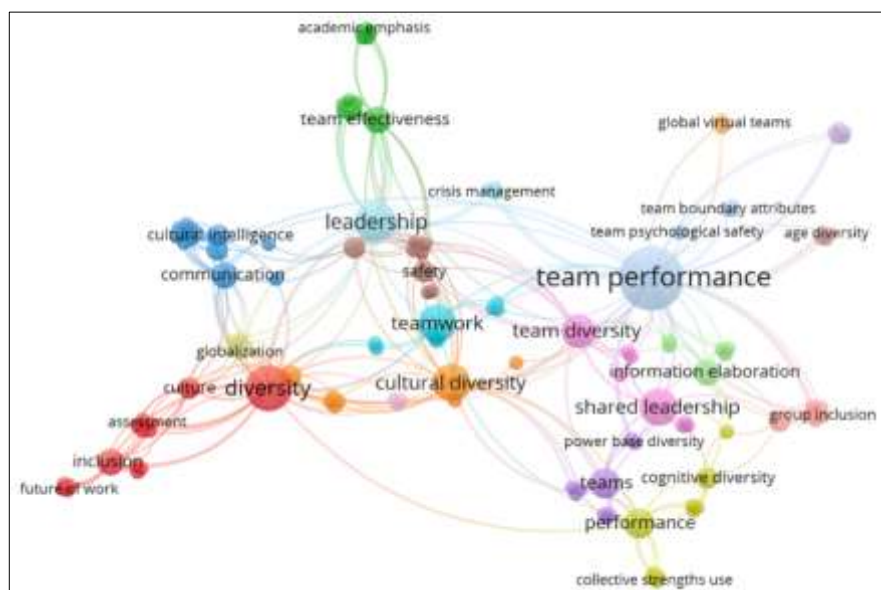


Figure-5 Significant themes in the interval of 2020 – 2025”

Note(s): Red Nodes=Cultural diversity and inclusion, Purple nodes=team diversity and shared leadership, Green nodes=team effectiveness and academic emphasis, dark blue nodes=cultural intelligence and communication, brown nodes=age diversity and safety, yellow nodes=performance and collective strength use light green nodes= information elaboration, orange node=cultural diversity and team diversity

From 2020 to 2025, the research focus on leadership and diverse teams has become increasingly multidimensional, addressing both structural and interpersonal aspects of team dynamics. **Red nodes** highlight growing attention to **cultural diversity and inclusion**, signalling a global shift toward more equitable and culturally aware organizational environments. The **purple cluster** reflects the interconnectedness of **team diversity** and **shared leadership**, emphasizing how leadership distribution within diverse teams enhances collaboration and decision-making. The green nodes emphasize team effectiveness in addition to academic focus, indicating a concurrent increase in scholarly interest and empirical research in optimizing diverse team outcomes. Communication and cultural intelligence stand out as crucial skills in the dark blue cluster, highlighting the necessity for leaders to skillfully and sensitively negotiate multicultural environments. In its discussion of age diversity and safety, the brown cluster emphasizes the value of intergenerational communication and inclusive practices that promote wellbeing in diverse teams. Thematics related to performance and the strategic application of group strengths are represented by yellow nodes, which indicate a move toward appreciating and utilizing the contributions of each team member for improved results. The significance of information elaboration and the role that cognitive diversity plays in fostering creativity and discourse are highlighted by the light green nodes. Finally, the orange node, which links cultural diversity with team diversity, highlights the expanding knowledge of the compound effects of various backgrounds on team processes and outcomes. In order to create more resilient, inclusive, and productive teams, diversity dimensions have been expertly incorporated into leadership studies during this time.

5. Future research directions

Knowing how studies on leadership skills in various teams have changed offers great insights into present trends and future prospects. Tracing basic research and important changes helps us to better understand how this field has developed and where it could be going. This retrospective perspective provides a foundation for academics to investigate how leadership skills affect team performance in more varied and hybrid work environments..

Earlier mid-2000s studies mostly looked at leadership styles and their direct influence on team dynamics. Much of the study between 2004 and 2010 concentrated on conventional leadership models inside homogenous team settings. From 2011 to 2015, though, focus turned to inclusive leadership, emotional intelligence, and cultural adaptability in different teams. The field grew to include multidisciplinary approaches between 2016 and 2020, investigating issues including transformational leadership, psychological safety, and intersectionality in multicultural team settings. Since 2020, the research story has developed more to cover digital leadership, hybrid team management, and technology-mediated communication in different workforces. Studies are increasingly stressing how AI-enabled tools, virtual collaboration platforms, and data-driven leadership strategies shape outcomes in global and cross-functional teams. Since 2020, the research story has developed more to cover digital leadership, hybrid team management, and technology-mediated communication in different workforces. Studies are increasingly stressing how AI-enabled tools, virtual collaboration platforms, and data-driven leadership strategies shape outcomes in global and cross-functional teams. Future studies are probably going to focus on customization, empathy-driven leadership, and flexible communication methods. Investigating the skills that aspiring leaders will need to promote equity, creativity, and unity in incredibly diverse settings is also becoming more and more important. Additionally, to prepare leaders who can successfully negotiate the complexities of diverse teams, institutional support in the form of policy frameworks, leadership development programs, and cross-cultural training will be essential.

In conclusion, the field is well-positioned for rapid expansion and offers a wealth of chances for interdisciplinary research that connects organizational behavior, management, technology, and psychology. Future research will probably concentrate on developing useful, empirically supported tactics that enable leaders to promote creativity, inclusion, and performance in increasingly diverse and digital team environments.

6. Conclusion

Bibliometric analysis serves as a valuable tool for guiding collection strategies, identifying institutional research strengths, understanding citation trends, and mapping out influential co-citation networks that highlight prevailing schools of thought. Visualizing significant trends, thematic advancements, and influential contributions in the areas of leadership abilities and diverse team performance was the goal of this study. The Scopus database, which is regarded as one of the biggest collections of academic literature, provided all of the data for the analysis.

The research outlines how scholarly interest in leadership skills and team performance has evolved over time, identifying major themes and shifts across different timeframes. It also charts the trajectory of research in this domain and suggests potential avenues for future inquiry. Researchers are encouraged to explore the emerging intersections of leadership capabilities and team outcomes to offer fresh insights for both policymakers and practitioners. In this way, the study contributes meaningfully to the broader understanding of research growth, current gaps, and future possibilities in this field.

However, the analysis's exclusive dependence on data indexed by Scopus limits its applicability. Future research could use data from both Web of Science and Scopus to provide a more complete picture because each platform has distinct, high-calibre publications. Furthermore, to investigate the scholarly discourse inside prestigious academic sources, future research could concentrate exclusively on papers indexed in SCI, SSCI, or ABDC lists.

7. Implications

Researchers, academics, entrepreneurs, and marketers can all benefit from the insightful information this study provides. It gives stakeholders a thorough grasp of the corpus of recent work in the subject, assisting them in identifying important contributors and their effects on the field. By recognizing why certain authors and institutions are considered influential, individuals can refer to their work to address both academic and practical challenges more effectively.

The study also identifies current gaps in the literature and suggests possible paths of inquiry for further investigation. The report also identifies prospective avenues for future research and draws attention to current gaps in the literature. It contributes to advancing knowledge in the area. It also serves as a useful reference for selecting suitable, high-impact journals for publishing future work.

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