LITERATURE REVIEW DIVERSITY IN ORGANIZATIONS: BIBLIOMETRIC ANALYSIS

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Abstract: *Diversity in organizations is very important today. With diversity, organizations can get various views, abilities, and various things to overcome organizational or company problems and increase the company's effectiveness. These differences can also lead to happiness and conflict in an organization. This literature review research uses bibliometric analysis. The articles used in the study were compiled from Google Scholar's database. This research aims to provide an in-depth study of diversity in organizations. There were 34 articles analyzed in this study. The research uses the Google Scholar database between 2017 and 2021 and uses PoP software to search for article data to be researched. After all the data has been collected, it will then be analyzed using VOSviewer software to analyze co-authorship and co-occurrence. A citation will be processed by using PoP software. The results of literature studies with a bibliometric analysis approach are expected to be a reference to provide an overview of diversity*

INTRODUCTION

Shifting demographic and business trends in the economy today continues to elevate the crucial meanings of effective diversity management into organizational dilemmas and thinking (Avery, 2011). Public policy on labor diversity has been around since the Civil Rights Act of 1964, it is constantly updated concerning a wide range of issues in social diversity, along with race and ethnicity, sexual orientation, and physical ability (Gutiérrez & saint Clair, 2018). The fact that diversity in the workplace in many countries is growing increasingly diverse (Gonzalez & Zamanian, 2015). In recent decades, interest from investors and governments in strengthening the board's gender diversity has increased (Kanyutu & Kenyatta, 2021). Corporate boards have long been the subject of research in a variety of disciplines (Johnson et al., 2013) and certainly in disciplines on diversity in organizations. The composting of the board in a corporate organization can be observed to come from the size of the board, the combination of independent executive and non-executive supervisors, and many other desired qualities, including gender diversity, educational attainment and the management of board members, nationality, age of board members, and technical experience (Kanyutu & Kenyatta, 2021).

Many business leaders around the world have discussed the benefits of a racially

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diverse workforce (Sharma et al., 2020)). The workforce in the organization is not the same, they come from a variety of out-of-sync backgrounds, such as educational background, economy, culture, religion, race, family environment, social environment, motivation of thought, and their goals are involved in an organization, all of which become an inseparable entity in an organization (Maisyura, 2021). Gonzalez & Zamanian, (2015) states that range refers to the extent to which participants of an entity, along with a collection or business enterprise, range from every other. It covers a completely extensive range of man or woman attributes, although maximum interest is paid to differences in gender, race/ethnicity, and age. The range of attributes, inclusive of nationality, way of life, education, feature, tenure, potential, sexual orientation, faith, values, character, dreams, and plenty of others appeal to interest. According to (Shore et al., 2009), there are six dimensions of diversity: race, gender, age, disability, sexual orientation, and origin.

Diversity in organizations is very important today. According to (Maisyura, 2021) the diversity of the workforce in organizations/companies will play an important role in improving performance and presenting new values that are useful for organizations/companies if they can be managed properly. With diversity, organizations can get various views, abilities, and various things to overcome organizational or corporate problems and increase the company's effectiveness. These differences can also lead to happiness and conflict in an organization. Most diversity studies address the implications of workplace diversity by taking social justice, legal compliance, or organizational viewpoints (Gonzalez & Zamanian, 2015). Meanwhile, according to (Bembenek, 2014) diversity is usually reflected in differences in personal culture, value system, tradition, form of capital ownership, market activities carried out, the potential of existing and intangible resources, which is a common phenomenon in clusters. According to (Avery, 2011) if companies want to thrive in today's ever-diversified market, they must attract, develop, coordinate, and maintain a much broader human resource base than in previous years. In a world of globalization populated by limitless and virtual organizations, it is time to revisit old theories about diversity and create a new set of paradigms.

This research aims to provide an in-depth picture of the topic of diversity in organizations. It is expected that with the results of findings that use bibliometric analysis both organizations, company owners, and company employees can understand well about the conditions of diversity in the organization or workplace. The data in this study were taken between 2017 and 2021 in the hope that there will be a known research condition on diversity in organizations in recent years. As for the specific purpose of the research to find out such as 1,) the name of the researcher on the topic of diversity in the organization, 2) the most popular keywords and keyword development over the past five years, 3) the most productive researchers over the past five years, which articles have the most impact on research on the topic of diversity in culture.

The results of this analysis on the topic of diversity in organizations can be used by academics, and researchers with the theme of diversity in organizations, an organization, and company owners with workers in corporate organizations. This is intended so that the organization and the owner of a company can regulate the conditions of diversity in the organization to make employees feel safe and comfortable, automatically if employees feel safe and comfortable it will improve their performance. In addition, for researchers, the

findings in this article can be used as a reference and basis for guidelines in conducting further research. This is for research (Shore et al., 2009) which states that research on the dimensions of diversity in organizations must assess the study of literature to make suggestions for future research. This study used bibliometric analysis techniques with the help of publishing or perish and VOSviewer applications.

LITERATURE REVIEW

Diversity refers back to the extent to which contributors of an entity, along with a group or organization, differ from every different. It covers a totally huge variety of man or woman attributes, despite the fact that maximum interest is paid to differences in gender, race/ethnicity, and age. diversity in agencies and companies is associated with social categorization and facts/selection-making techniques, each of that is associated with destructive and favorable attitudes and behaviors (Gonzalez & Zamanian, 2015). There are six dimensions of diversity (race, gender, age, disability, sexual orientation, and national origin) (Shore et al., 2009). Diversity is a form of individual difference that is influenced by biographical characteristics as well as personal characteristics. Biographical characteristics are differences that are easily assessed directly such as age, gender, race and ethnicity, disability, working period, gender, religion, and cultural identity. While personality characteristic is a characteristic of differences in the values of one's personality to find similarities if someone gets to know others more (Robbins & Devitt, 2017).

Diversity among the workforce can be seen from 2 sides, namely the side as a positive advantage that will strengthen the organization/company and the negative side, namely as a source of conflict that will weaken the organization/company if the diversity is not managed properly. However, the diversity of the workforce in the organization/company will play a very important role in improving performance and presenting new values that are beneficial to the organization/company if they can be managed properly (Maisyura, 2021). Some of the benefits of diversity in the organization are: (1) raising the talents, experiences, and skills of employees, (2) creating ideas and innovations among employees, (3) improving the ability of foreign languages, (4) increasing healthy skills in the community, and (5) can increase productivity organization.

METHOD

This study uses a database accessed between 2017 and 2021 and the database in this study was accessed on Google Scholar. Like the research method (Nurfauzan & Faizatunnisa, 2021) this literature review research uses a bibliometric analysis approach. Publish or Perish analysis and VOSviewer are used to support bibliometric analysis methods. Bibliometric analysis in this study is useful to display in-depth trends on the topic of research in organizations based on co-authorship consisting of the name of the researcher, a co-occurrence consisting of research keywords that appear in the topic of organizational diversity as well as the development of keywords over five years and which The final is about citation is about the ten documents that get the most citations. The citation will be processed by using the Publish or Perish application and Ms-Excel. The use of Ms-Excel indicates that Ms-Excel is one of the relevant software for bibliometric evaluation purposes. Bibliometric analysis effectively provides knowledge about variables to be researched on grand theory in the chosen field of science (Purbohastuti, 2021). VOSviewer has a function to display

bibliometric maps in a way that is easy to interpret (van Eck & Waltman, 2010). While Publish or Perish (PoP) is used to find the data used and manage data to see the most citations. The method of this study will use the five stages adopted from the study (Tranfield et al., 2003), (Setyaningsih et al., 2018)), (Fahimnia et al., 2015) and (Nurfauzan & Faizatunnisa, 2021). The five stages of research can be seen in figure 1 below.
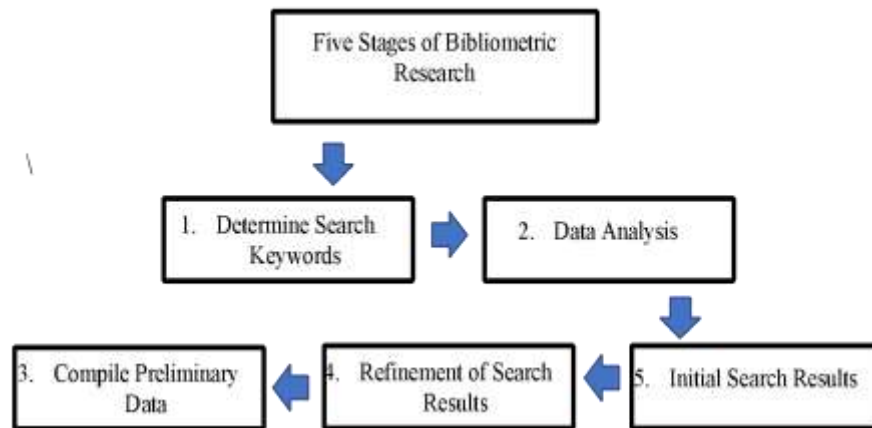

Figure 1. Five Stages of Bibliometric Literature Study Methods

1. Determine Search Keywords

    A database search on this study was conducted in April 2022 using the keyword "diversity in organizations". According to (Nurfauzan & Faizatunnisa, 2021) PoP applications with Google Scholar databases are used to collect article data. The early stages begin by including the keyword "diversity on organizational" in the PoP application in the keywords section. The final stage is to establish the year of search for article data, which is between 2017 and 2021.

2. Initial Search Result

    The search for articles at this stage begins by establishing a special provision that determines search data in the form of journals on the PoP. In addition, the number of articles searched on Google Scholar is also set with the keyword "diversity in organization" as many as 100 articles.

3. Refinement of Search Results

    Next, the selection of articles that match the keywords is carried out. Filtering this article is done directly on the PoP application by removing the checkmark on the part where the article is not used. At this stage, 100 existing articles were filtered into only 34 articles taken for various reasons.

4. Compile Preliminary Data Statistics

    Data that has passed the search and repair process is then stored by Mendeley in the form of RIS format to collect all article information such as author names, keywords, titles, abstracts, publication journals, years of publication, publishers, volumes, and references to then be analyzed again.

5. Data Analysis

    In analyzing and visualizing bibliometric networks this research used VOSviewer software. VOSviewer can be used to create author maps or journals based on co-citation data or to create keyword maps based on co-occurrence data. VOSviewer can display

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maps with a variety of different methods, each emphasizing different aspects of the map.

RESULTS AND DISCUSSIONS

The discussion about the profile of articles with the topic of diversity in organizations in the period 2017-2021 is presented in 3 forms of presentation including, co-authorship, namely discussing research networks and the names of researchers, co-occurrence, namely researching the word kunci and its development and citation, namely researching researchers and article documents that have the most impact on the research topic " diversity in organizations ". The study aimed to analyze article data based on the keyword "diversity in organizations". The database in this study uses Google Scholar which is accessed through PoP software, the article selected in this study is an article that uses English. Researchers use minimum appearance limits of 1 and 2 to present the results of co-authorship and co-occurrence analysis so that the research displayed on the network is more diverse. For co-citation used PoP software that can display results about research that contributes a lot. Data that has been stored in RIS form is then analyzed with VOSviewer software to display a network map of co-authorship and co-occurrence.

1. Research Results
a. Number of articles in the last five years
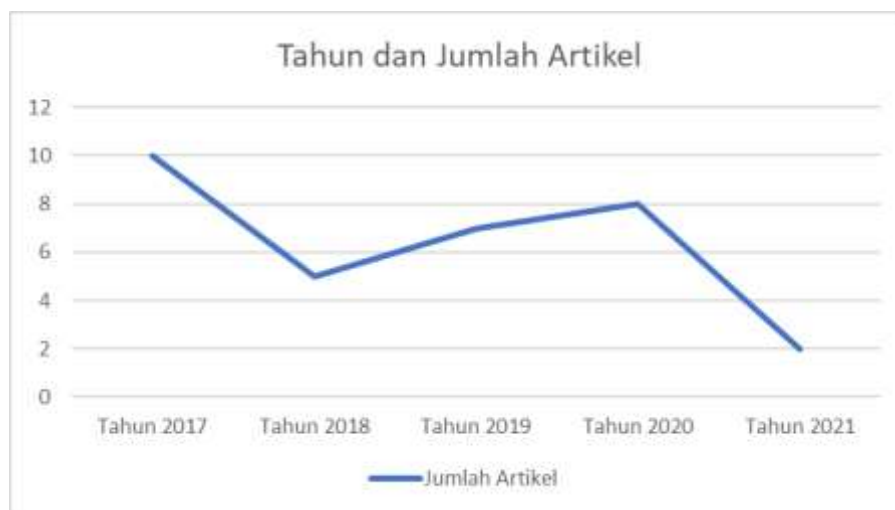
Graphic Image 1. Number of articles in the last five years of data processing

Based on figure 1 we can see from 34 articles in 2017 occupying the year where research on the topic of diversity in organizations is found there are 10 articles, while 2021 is the year where fewest articles about diversity are found in organizations, namely 2 articles only.
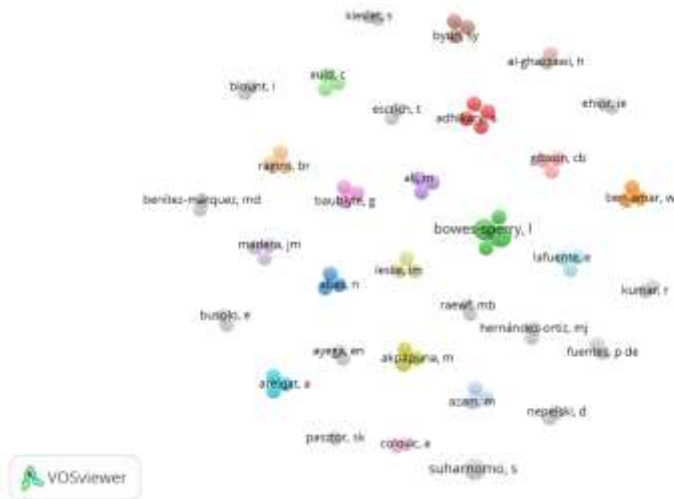
b. Co-Authorship

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Figure 2. Network Visualization 1 For Co-Authorship (Author Name)

From figure 2, the results of the VOS viewer analysis can be seen if there are several networks of researchers' names totaling 80 names of researchers. On the network, it is also seen that each author's net is not connected to each other's research when conducting research on the topic of diversity in the organization. There are some of the largest networks in the study, namely research (Windscheid et al., 2017) and (Windscheid et al., 2018) which has green tissue, research (Sharma et al., 2020) that has red tissue, research (Baublyte et al., 2019) which has a pink tissue color, research (Luanglath et al., 2019) which has a purple tissue color, and research (Akpapuna et al., 2020) and (Mehng et al., 2019) which have yellow networks.
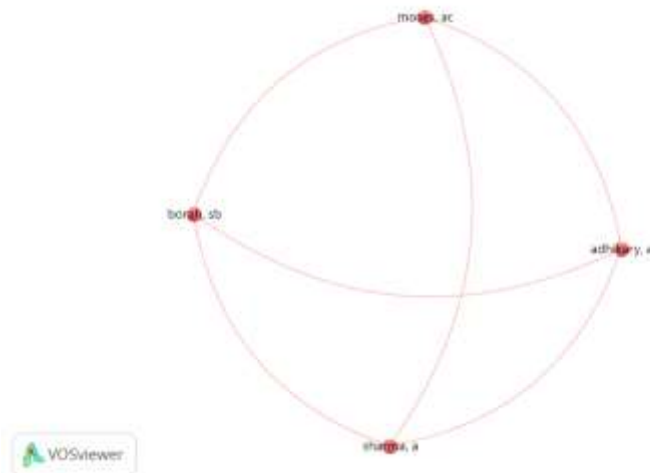

Figure 3 Network Visualization 2 For Co-Authorship (Author Name)

In VOS viewer analysis if the author's name network is not connected to one other which means that every researcher who conducts research on the topic of diversity in the organization does not have a relationship with each other, then automatically the author cluster displayed by VOSviewer is the one with the strongest network. From figure 2.2, it can

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be seen that there is the strongest co-authorship network has a red network consisting of four names of researchers who have strong networks. The research network comes from a research article owned (Sharma et al., 2020) whose authors consist of Sharma A, Moses A, Borah S, and Adhikary A.
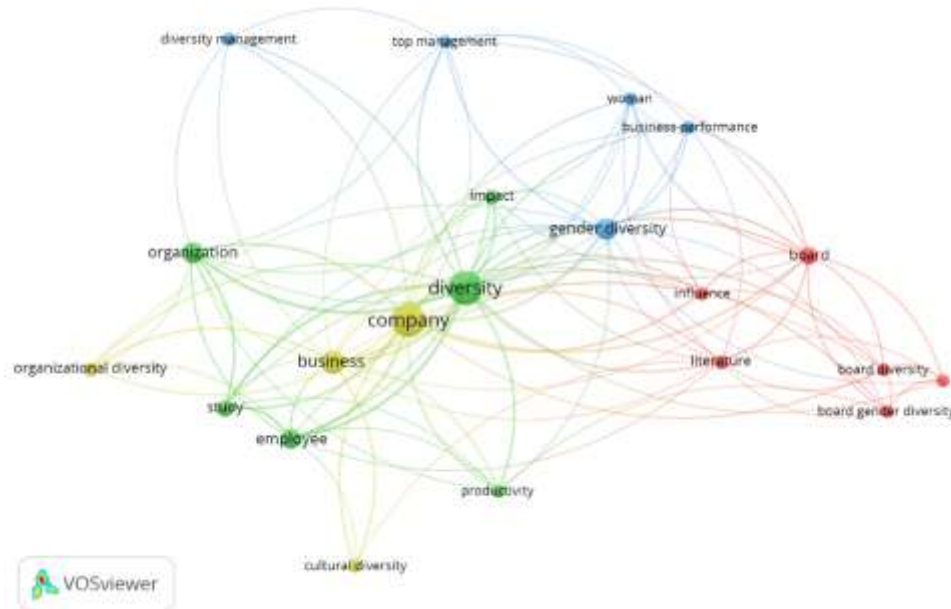
c. Co-Occurrence

Figure 4. Network Visualization for Co-Occurrence (Keywords)

From figure 4 we can see there are four color networks on keywords with the topic of diversity research in organizations. In keywords with green networks found keywords study, employee, organization, diversity, productivity, and impact, on the red network found keywords influence, literature, board, board diversity, and board gender diversity, on the yellow network found keywords business, company, cultural diversity, and organizational diversity, and the last on the blue network found the keywords woman, business performance, gender diversity, top management. Keywords on diversity research in this organization are quite diverse but it is very possible that in the future research on this topic is growing by linking keywords so that new keywords will be found for research.
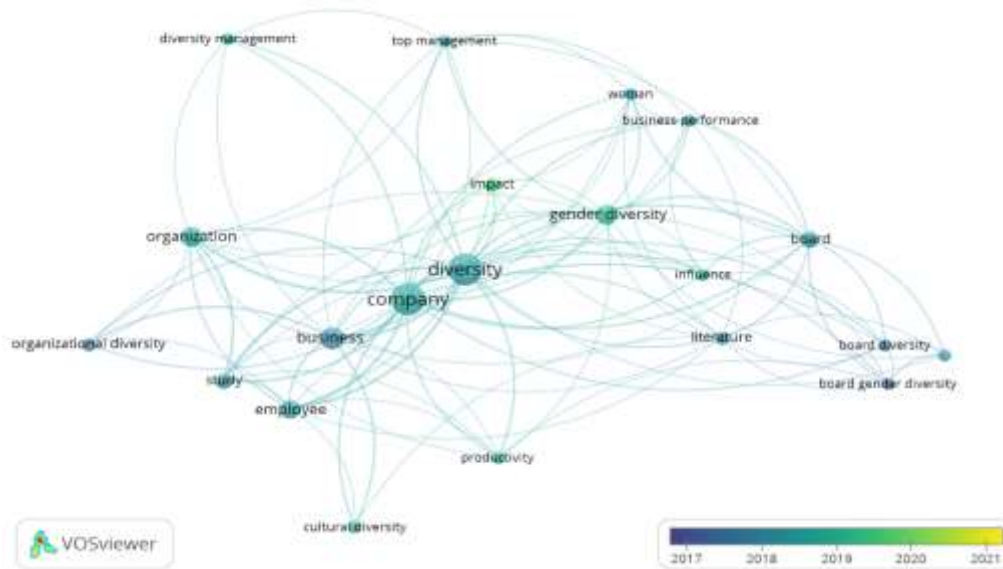
Figure 5. Overlay Visualization For Co-Occurrence (Keywords Year)

rom figure 5 we can see that the growth of diversity keywords in culture from 2017 to 2021 did not experience significant development. This can be seen from the color of the network, all of which show a dark blue color. The darker the keyword cluster, the longer the year the research has been done, similarly, if the keyword cluster is colored more yellow means the newer the research year. Because keywords on diversity topics in organizations do not show significant changes are expected in the following year more and more are researching topics diversity in organizations so that new keywords will appear on the topic. This is to the results of a statement (Roberson et al., 2017) which states that there is a gap in knowledge making the need for more research on diversity at work.

d. **Citation**

This citation analysis uses a PoP software application. From this analysis, we can find and find out which articles and researchers can contribute the most to research on the topic of cultural diversity. Of the names seen in the top 10 cited, no one comes from Indonesia, this should be used as lashes for researchers from Indonesia so that in the future researchers and academics will be able to produce articles on the topic of diversity in organizations that have the opportunity to contribute to the development of knowledge. An explanation of the top 10 cited can be seen in Table 1 below.

Table 1. Top 10 Cited Articles in Google Scholar

No	Cite	Author	Title	Year	Journal	Publisher
1	457	W Ben-Amar, M Chang, Philip McIlkenny	Board gender diversity and corporate response to sustainability initiatives: Evidence from the carbon disclosure project	2017	Journal of business ethics	Springer

2	379	N Reguera-Alvarado, P de Fuentes, Joaquina Laffarga	Does board gender diversity influence financial performance? Evidence from Spain	2017	Journal of Business Ethics	Springer
3	163	Q Roberson, AM Ryan, BR Ragins	The evolution and future of diversity at work.	2017	Journal of applied psychology	psycnet.apa.org
4	159	A Hajro, CB Gibson, M Pudelko, Gibson and Markus Pudelko	Knowledge exchange processes in multicultural teams: Linking organizational diversity climates to teams' effectiveness	2017	Academy of Management Journal	journals.aom.org
5	115	J Moreno-Gómez, E Lafuente, and Vaillant	Gender diversity in the board, women's leadership and business performance	2018	Gender in Management: An International Journal	Emerald Publishing Limited
6	86	JF Lozano, T Escrich	Cultural diversity in business: A critical reflection on the ideology of tolerance	2017	Journal of Business Ethics	Springer
7	41	L Windscheid, Lynn Bowes-Sperry, Jens Mazei & Michèle Morner	The paradox of diversity initiatives: When organizational needs differ from employee preferences	2017	Journal of Business Ethics	Springer
8	41	T Rabl, M del Carmen Triana, María del Carmen Triana, Seo-Young Byun & Laura Bosch	Diversity Management Efforts as an Ethical Responsibility: How Employees' Perceptions of an Organizational Integration and Learning Approach to Diversity Affect Employee Behavior	2020	Journal of Business Ethics	Springer
9	40	D Nepelski, G Piroli	Organizational diversity and innovation potential of EU-funded research projects	2018	The Journal of Technology Transfer	Springer
10	39	L Windscheid, L Bowes-Sperry, Karsten Jonsen & Michèle Morner	Managing organizational gender diversity images: A content analysis of German corporate websites	2018	Journal of Business Ethics	Springer

Source Publish or Perish (Pop), April 2022

The names of the researchers from the top 10 cited are the 10 researchers who have the most citations and are researchers who have a high interest in researching diversity topics in organizations. From table 1 top 10 cited articles we can see the researcher who occupies the first position is (Ben-Amar et al., 2017). The research article, which received 457 citations, discusses the impact of female representation on the company's board of directors. Based on a sample of companies registered in Canada from 2008 to 2014, we can

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see that: the likelihood of voluntary disclosure about climate change increases with the proportion of women attending boards of directors in addition this article found evidence supporting critical mass theories about gender diversity in government.

The second position of the article has the most citations of 379 occupied by proprietary articles (Reguera-Alvarado et al., 2017). This article discusses the mandatory policy to increase the presence of women on board. According to this article the economic success of Spain: the second-largest country in the world is due to the rise of legal gender roles as well as the participation of women in conference rooms. Then in the third position occupied by (Roberson et al., 2017), the article has a total of 163 citations. This third article discusses the evolution of diversity, understanding of diversity, and findings in this article can contribute to organizational diversity. In addition, this article examines changes in diversity research, significant long-term assessments of organizational diversity, and the impact of state conditions on the impact of diversity.

Next for the fourth to ten positions is the article owned, (Hajro et al., 2017)with several citations as many as 159, (Moreno-Gómez et al., 2018) (Moreno-Gómez et al., 2018) with the number of citations as many as 115, (Lozano & Escrich, 2017) with the number of citations as many as 86, (Windscheid et al., 2017) with the number of citations as many as 41, (Rabl et al., 2020) with a total of 41 citations, (Nepelski & Piroli, 2018) with 40 citations, (Windscheid et al., 2017) with 39 citations. When viewed from the number of confiscations although the next research does not occupy the top three positions all these articles greatly contribute to research on the topic of diversity in organizations. To the results of the analysis on co-occurrence in the research year, 2017 was the most research year with related topics. The results of the findings in this analysis can be used as a reference and research for the topic of diversity in organizations.

Table Figure 23 Journal Publisher Rating

No	Publisher	Number of Articles
1	Springer	7
2	Emerald	6
3	Taylor & Francis	4
4	Elsevier	3
5	Research Gate	2
6	pdfs.semanticsholar.org	2
7	eprints.undip.ac.id	2

Source Publish or Perish (Pop), April 2022

In addition to the top 10 articles that get the most citations, from table 2 figures, it can be seen that there are 7 rankings of journal publishers who have published the most articles from the span of 2017 to 2021 out of 34 articles. The publisher who got the first post in publishing his article was Springer followed by Emerald and Taylor & Francis.

2. Research Discussion

Research on the topic of diversity in this culture using the Google Scholar database. The data taken is the last five years, namely from 2017 to 2021 to see the latest conditions of research on related topics. Research on diversity in organizations is important to do because diversity in organizations especially gender diversity has a positive influence on employee

performance according to research (Martinez-Jimenez et al., 2020), (van den Oever & Beerens, 2021). In addition, according to (Hsiao et al., 2015) most of the research results show that diversity in organizations has the potential for positive effects (such as increased creativity, innovation, and flexibility) although there must be negative things to be gained due to diversity in the organization. Most of the titles of research articles about diversity in organizations do not discuss the overall diversity in organizations researchers usually choose one of the types of diversity that exists as we can see from the top-cited 10 titles for example more about gender diversity alone so it is expected that in the future more literature studies discuss the topic of diversity in the organization as a whole. Even research on diversity in organizations that use bibliometric methods on Google Scholar was not found, so research on this topic is very feasible to do.

Bibliometric analysis using VOSviewer on co-occurrence provides an overview of the article's keyword development on the topic of diversity in organizations over the past five years. The finding of the results of this analysis is that there is no significant development in keywords on the topic of diversity in the organization. Keywords in co-occurrence are more found in 2017 to 2018 this is by the number of articles found where the number of articles in 2017 is the most, namely as many as ten articles. The number of types of diversity in organizations such as the findings of the research (Shore et al., 2009) which state there are six dimensions of diversity, namely, race, gender, age, disability, sexual orientation, and national origin makes the keywords found quite diverse even though they do not experience definite development. However, because the type of dimension of diversity is quite a lot, usually people only use one of the six dimensions to be studied. So it is expected that in the future many studies on the topic of diversity in organizations associate all findings with each other in their research to produce more diverse keywords.

The results of the co-citation analysis using PoP software showed that ten studies had the highest number of citations. The research with the highest number of citations shows that the results of his research are the biggest impact on research on the topic of diversity in organizations. Three positions have the largest number of citations, namely, (Ben-Amar et al., 2017)with a total of 457 citations, the second position occupied by (Reguera-Alvarado et al., 2017)with a total of 379 citations, and the third position ada research from (Roberson et al., 2017) with a total of 169 citations. The researchers are researchers who are interested in researching the topic of diversity in culture, although, of the three studies, two of them only discuss one type of diversity in organizations, namely discussing gender, and only one study discusses diversity as a whole, but the findings in all three studies are very useful for academics who will research-related topics. in the future to be used as reference material. In the analysis of co-citations in 10 cited articles, no researchers came from Indonesia, although in the overall data results there are some researchers from Indonesia are expected in the future researchers from Indonesia can produce articles that also contribute greatly to research with related topics.

CONCLUSIONS
This research study provides an in-depth overview of the topic of diversity in organizations in various scientific fields to add references to future research. The study used bibliometric analysis techniques on 32 articles whose databases were taken from Google Scholar using PoP software. The year of the article used in this study is a five-year berkisar,

from 2017 to 2021. The keyword used in this study is " diversity in organizations ". This study is the first study on Google Scholar that uses bibliometric analysis on the topic of diversity in organizations. The data in this study were processed using PoP and VOSviewer software to provide an overview of network map analysis in co-authorship, co-occurrence, and co-citation. The analysis of co-authorship found that researchers do not have a relationship with each other, in the analysis of co-occurrence about the year, it was found that keywords with related topics did not experience significant development, while in the co-citation found the top 10 cited yang all came from outside so it is expected that in the future there will be researchers from Indonesia researching related topics that can contribute well. The publisher that publishes the most articles with topics diversity in the organization is Springer.

SUGGESTIONS

The limit of this study is the use of the period where the analysis was only carried out for the last five years, namely the period 2017 to 2021. This research database is only taken on Google Scholar and saved in the form of RiS so that some research data can not be accessed as in co-authorship can not see Author Country and Author Organization, then in co-citation, we also can not see the mapped network. Suggestions for further research can use other databases such as Scopus, EBSCOHost, Science of Direct or Web of Science (WOS), and others, as well as other keywords related to diversity in the organization so that new keywords can be found.

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