

# A Bibliometric Analysis of the Role of Cultural Diversity in Multinational Management

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## ABSTRACT

Cultural diversity within multinational management is a pivotal area of study with profound implications for organizational effectiveness, innovation, and performance. This open-access article presents a comprehensive bibliometric analysis conducted to synthesize and evaluate the current state of knowledge in this field. Utilizing systematic literature review and bibliometric techniques, we identify and analyze 910 scholarly articles spanning from 1965 to 2024, with a total of 232,210 citations. The analysis reveals enduring scholarly interest, as evidenced by an average citation rate of 3,935.76 cites per year. Top cited research articles highlight seminal contributions that have significantly shaped our understanding of cultural diversity in multinational contexts. Network and overlay visualizations unveil evolving research trends, identifying clusters of interest and emerging areas for future investigation. The findings not only provide a comprehensive overview of existing literature but also offer insights into promising avenues for further research, ultimately contributing to improved organizational performance and intercultural collaboration in the global marketplace.

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## 1. INTRODUCTION

Cultural diversity within multinational management has emerged as a critical area of study due to its profound implications on organizational effectiveness, innovation, and overall performance [1]. As globalization continues to accelerate, multinational corporations (MNCs) face increasingly complex challenges in navigating diverse cultural contexts [2], [3]. Understanding the role of cultural diversity in multinational management is essential for

developing strategies that capitalize on the benefits while mitigating the potential pitfalls associated with cultural differences [4], [5].

In today's interconnected world, MNCs operate in environments characterized by a rich tapestry of cultures, languages, and customs [6]. This diversity presents both opportunities and challenges for multinational management [7]. On one hand, diverse perspectives foster creativity, enhance problem-solving capabilities, and enable organizations to better understand and serve

diverse markets [8], [9]. On the other hand, cultural differences can lead to communication barriers, misunderstandings, and conflicts that hinder collaboration and decision-making [10].

Despite its significance, the role of cultural diversity in multinational management remains an understudied area in the academic literature [11]. While existing research has shed light on various aspects of multiculturalism within organizations, there is a need for a comprehensive bibliometric analysis to synthesize and evaluate the current state of knowledge in this field [12], [13]. By systematically examining existing research trends, identifying key themes, and mapping the intellectual landscape, this study aims to contribute to a deeper understanding of the dynamics of cultural diversity in multinational management [14], [15].

The research problem addressed in this study revolves around the need to comprehensively assess the scholarly discourse on the role of cultural diversity in multinational management. Specifically, the lack of a systematic analysis of existing literature hinders our ability to identify gaps, trends, and areas for future research. By addressing this gap, we can gain valuable insights into the factors driving research in this field, the most influential authors and publications, and the conceptual frameworks and methodologies employed.

The primary objective of this research is to conduct a bibliometric analysis of the role of cultural diversity in multinational management. This entails:

1. Identifying and analyzing relevant scholarly literature from reputable databases and sources.
2. Mapping the intellectual structure of the field through bibliometric techniques.
3. Examining trends in research themes, methodologies, and theoretical frameworks over time.
4. Assessing the impact and influence of key authors and

publications in shaping the discourse on cultural diversity in multinational management.

5. Identifying gaps and opportunities for future research directions in this area.

This research holds significant implications for both academia and practice. By synthesizing and analyzing existing literature, we can provide scholars with a comprehensive overview of the current state of knowledge, highlight areas that warrant further investigation, and offer insights into promising avenues for future research. Moreover, our findings can inform multinational managers and policymakers about effective strategies for managing cultural diversity in organizations, ultimately contributing to improved organizational performance and intercultural collaboration in the global marketplace.

## 2. LITERATURE REVIEW

Cultural diversity plays a crucial role in multinational management. It brings benefits such as increased creativity, adaptability to global markets, improved productivity, and a larger talent pool [16]. However, it also presents challenges in terms of interculturality, which refers to different cultural standards and ways of doing things that make coordination and control difficult [17]. Multinational companies often focus on the benefits of cultural diversity and overlook these challenges [18]. To address these challenges, it is important for companies to develop strategies that promote tolerance, acceptance, and respect for cultural diversity [19]. Additionally, understanding and managing cultural differences is essential for effective interactions and achieving organizational goals in multicultural teams [20]. By embracing cultural diversity and implementing intercultural management practices, multinational companies can harness the potential of diverse perspectives and experiences to drive business success.

### 3. METHODS

This study employs a bibliometric approach to analyze the role of cultural diversity in multinational management. The methodology involves several sequential steps. First, a systematic literature review is conducted to identify relevant scholarly articles from reputable databases such as Scopus, Web of Science, and Google Scholar. Keywords including "cultural diversity," "multinational management," and related terms are used to ensure a comprehensive search strategy. Next, bibliographic data including publication year, authorship, affiliations, keywords, citation counts, and abstracts are extracted from the selected articles. Bibliometric analysis techniques such as co-citation analysis, co-word analysis, and bibliographic coupling are then applied to examine the intellectual structure of the field, identify key themes and research trends, and assess the influence of publications and authors. Additionally, visualization tools such as bibliographic mapping and network analysis are utilized to visualize the relationships among different concepts and research clusters. The findings from this analysis provide insights into the evolution of research on cultural diversity in multinational management, highlight emerging trends, and identify gaps for further investigation.

### 4. RESULTS AND DISCUSSION

#### 4.1 Research Data Metrics

Table 1. Data Citation Metrics

Publication years	1965-2024
Citation years	59 (1965-2024)
Paper	910
Citations	232210
Cites/year	3935.76
Cites/paper	255.18
Cites/author	131556.35
Papers/author	585.02
Author/paper	2.00
h-index	229

g-index	479
hI,norm	175
hI,annual	2.97
hA-index	56
Papers with ACC	: 1,2,5,10,20:591,524,411,309,180

Source: Publish or Perish Output, 2024

Table 1 provides comprehensive data citation metrics spanning the publication years from 1965 to 2024, capturing a total of 910 papers and 232,210 citations. The analysis reveals a substantial average citation rate of 3,935.76 cites per year, indicating the enduring relevance and impact of the research in the field of cultural diversity in multinational management. On average, each paper garners approximately 255.18 citations, showcasing the depth of scholarly engagement with this topic. Notably, the remarkably high average citation per author (131,556.35) and papers per author (585.02) underscore the prolific contributions of researchers to this area of study. The authorship is distributed at an average of two authors per paper, suggesting collaborative efforts in knowledge production. The calculated h-index of 229 and g-index of 479 reflect the significant influence and citation impact of the publications in this domain. Additionally, the hI,norm (175) and hI,annual (2.97) indices provide further insights into the citation performance normalized by the author's productivity and annualized citation rate, respectively. The hA-index of 56 indicates the cumulative impact of an author's publications over time. Moreover, the table highlights the distribution of papers with different levels of accumulated citations (1, 2, 5, 10, and 20), indicating a robust body of literature with varying degrees of recognition and impact. Overall, these metrics underscore the enduring scholarly interest, impact, and productivity within the realm of cultural diversity in multinational management research.

Table 2. Top Cited Research

Citations	Authors and year	Title
16130	F Trompenaars, C Hampden-Turner (2011)	Riding the waves of culture: Understanding diversity in global business
7630	G Hofstede, MH Bond (1988)	The Confucius connection: From cultural roots to economic growth
5554	D Denison (1990)	Corporate culture and organizational
5442	T Cox (1994)	Cultural diversity in organizations: Theory, research and practice
4419	C Ward, S Bochner, A Furnham (2020)	Psychology culture shock
4389	MA Hitt, RE Hoskisson, H Kim (1997)	International diversification: Effects on innovation and firm performance in product-diversified firms
3791	HV Perlmutter (2017)	The tortuous evolution of the multinational corporation
3746	RJ Ely, DA Thomas (2001)	Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes
3152	S Ang, L Van Dyne, C Koh, KY Ng (2007)	Cultural intelligence: Its measurement and effects on cultural judgement and decision making, cultural adaption and task performance
2744	AK Gupta, V Govindarajan (1991)	Knowledge flows and the structure of control within multinasional corporations

Source: Publish or Perish Output, 2024

Table 2 presents the top cited research articles in the field of cultural diversity in multinational management, showcasing the most influential contributions to date. At the forefront is the work by Fons Trompenaars and Charles Hampden-Turner (2011), "Riding the Waves of Culture: Understanding Diversity in Global Business," with a remarkable citation count of 16,130. This seminal work provides a comprehensive framework for understanding cultural diversity and its implications for global business. Following closely is the classic study by Geert Hofstede and Michael H. Bond (1988), "The Confucius Connection: From Cultural Roots to Economic Growth," which explores the cultural dimensions underlying economic development. Other notable contributions include Denison's (1990) examination of corporate culture and organizational effectiveness, Cox's (1994) analysis of cultural diversity in organizations, and Ward et al.'s (2020) investigation into psychology culture shock. Furthermore, Hitt et al. (1997) delve into the effects of international diversification on innovation and firm performance, while Perlmutter (2017) provides insights into the evolution of multinational corporations. Ely and Thomas (2001) offer valuable insights into the effects of diversity perspectives on work group processes and outcomes, while Ang et al. (2007) explore the concept of cultural intelligence and its impact on decision-making and task performance. Lastly, Gupta and Govindarajan's (1991) study on knowledge flows within multinational corporations sheds light on the structure of control in multinational settings. Collectively, these highly cited works represent foundational research that has significantly shaped our understanding of cultural diversity in multinational management.

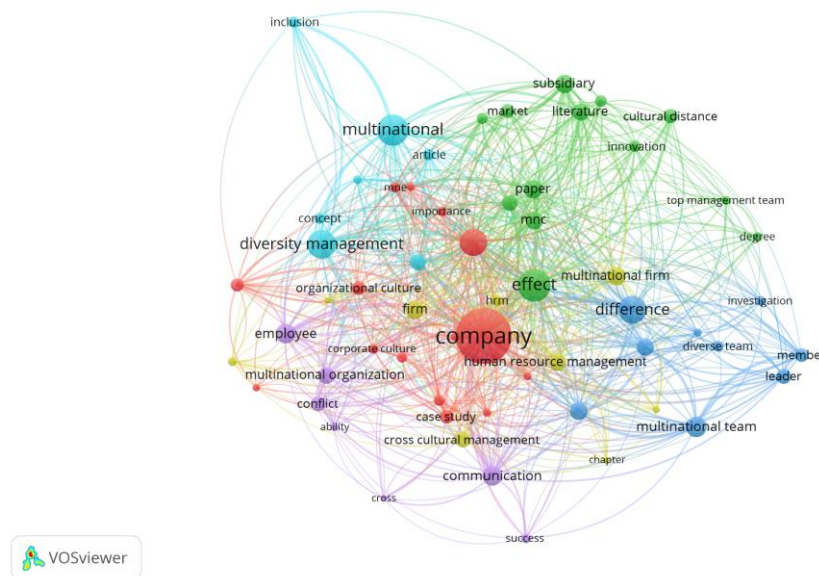


Figure 1. Network Visualization

Source: Data Analysis Result, 2024

The image shows a bibliometric network visualization with different clusters of terms, indicating their interconnectedness and possibly the frequency of their co-occurrence in literature. The clusterization suggests the grouping of terms that are often used together or relate to similar subtopics within the broader field.

1. **Multinational and Global Business Cluster:** The terms "multinational," "mne" (multinational enterprise), "subsidiary," "multinational organization," and "multinational firm" form a clear cluster. This suggests a focus on studies concerning multinational corporations and how they manage operations, subsidiaries, and strategies globally.
2. **Diversity and Management Cluster:** "Diversity management," "organizational culture," "corporate culture," "employee," and "inclusion" are grouped together. This cluster would focus on the management of diverse workforces in organizations, the cultural aspects of business, and inclusivity within corporate settings.
3. **Human Resources and Teams Cluster:** Close to the diversity cluster, terms like "human resource management," "hrm," "team," "leader," and "member" indicate a concentration on the roles within organizations, leadership, team dynamics, and HR practices.
4. **Communication and Cross-Cultural Management Cluster:** This includes terms like "communication," "cross-cultural management," "conflict," and "cross." This cluster might address the communication strategies and challenges in multinational companies, especially in cross-cultural contexts.
5. **Company Performance and Analysis Cluster:** Terms like "company," "effect," "case study," and "investigation" suggest a focus on the analysis of company performance and the study of specific company cases, examining the effects of various business strategies and management practices.
6. **Innovation and Development Cluster:** While not as clearly defined as the others, terms like "innovation," "market," and "development" could form a cluster that deals with innovation management and market development strategies.

Each cluster represents a different area of research interest within the scope of multinational business studies, diversity management, human resource management, cross-cultural communication, company performance analysis, and innovation. These topics are interconnected, as seen by the network lines, indicating that research in one area may often involve or impact another.

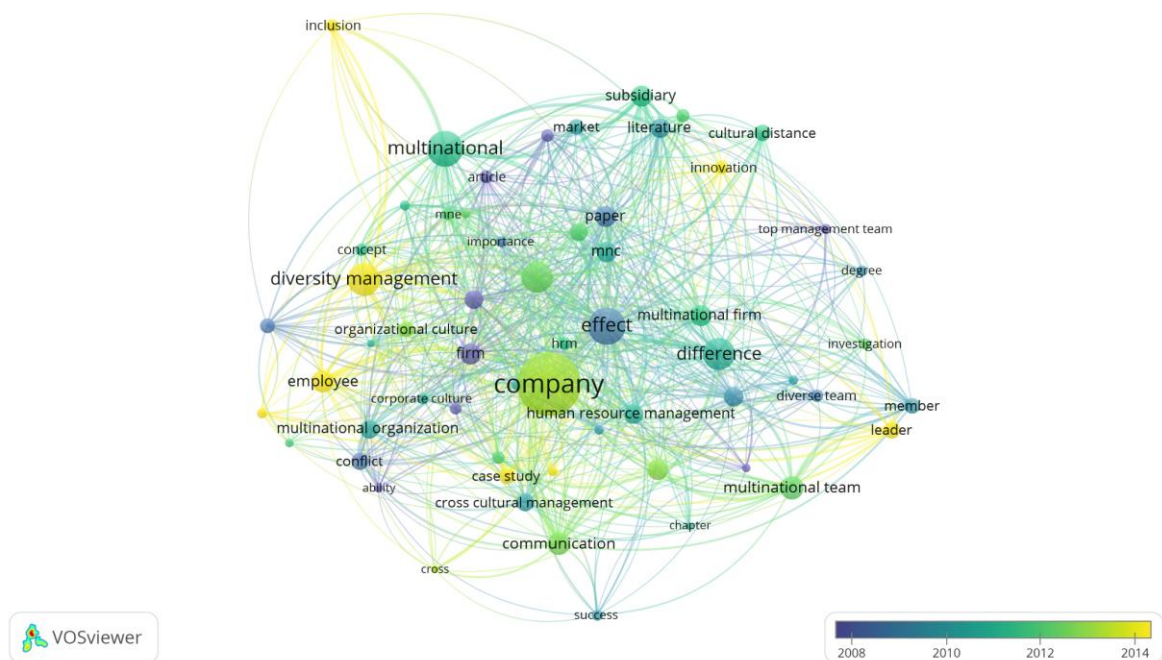


Figure 2. Overlay Visualization  
 Source: Data Analysis Result, 2024

The image depicts a VOSviewer network analysis with terms related to research in a field, presumably business or management, with a temporal overlay indicating the prominence of terms over time. The color gradient from blue to yellow represents the timeline from 2008 to 2014. Here is a general interpretation of research trends for each year based on the color gradient:

1. 2008 (Blue): The starting point of the timeline. Terms that are blue would represent the focus of research around 2008. These would be the earliest trends, consisting of terms like "firm", "conflict", "ability", and "culture".
2. 2009 to 2011 (Green shades): As the colors transition from blue to green, these would represent the focus of research in the years following 2008 up until around 2011. The terms within this range are likely to show an evolution of the initial trends or the

introduction of new concepts. This area covers several terms like "cross cultural management", "human resource management", "multinational organization", and "corporate".

3. 2012 (Light Green to Yellowish-Green): This range would represent the research trends that became prominent around 2012. Terms in these shades like "company", "multinational team", "organizational culture", and "MNE" may indicate emerging research areas or a shift in focus within the field.
4. 2013 to 2014 (Yellow): The most recent years in the dataset, indicated by yellow, would show the latest trends in research just before and including 2014. These terms would likely represent the most current areas of interest or the newest concepts introduced to the field at that time.

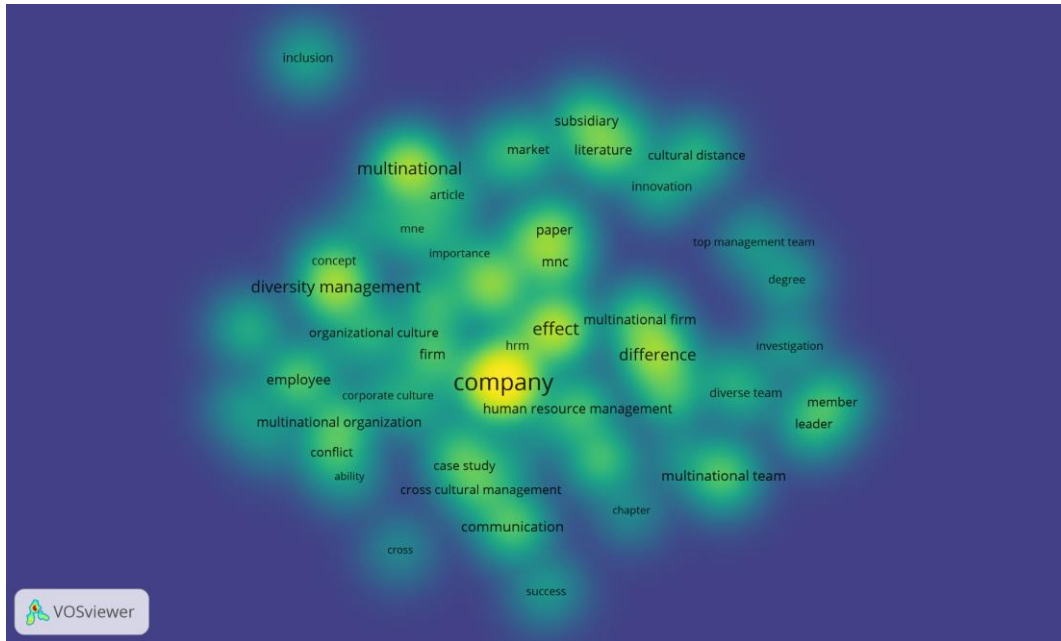


Figure 3. Density Visualization

Source: Data Analysis, 2024

The less bright areas in such a visualization generally point to terms that are either emerging or less frequently discussed within the dataset, which could suggest potential avenues for future research. In figure 3, the less bright areas seem to cover the periphery of the clusters, indicating less prominence compared to the central, brighter terms. Looking at the image, the potential future research topics in the less bright area could include:

1. Cross Cultural Management: It appears on the outskirts of the visualization, suggesting that there could be more to explore, particularly in how different cultures interact within a multinational business context.
2. Corporate Culture and Employee Relations: Since these terms are not the brightest, it might indicate a growing interest in understanding the dynamics between corporate culture, employee satisfaction, and performance.
3. Multinational Team Dynamics: Terms related to the specifics of working in multinational teams, possibly focusing on leadership,

teamwork, and communication in a culturally diverse environment.

4. Diversity Management Effectiveness: Research might delve deeper into the tangible effects of diversity management on company performance and employee well-being.
5. Subsidiary Integration and Autonomy: Given the less bright appearance of "subsidiary," there may be potential to explore how subsidiaries integrate with the parent multinational corporation, including the balance of local autonomy and global coordination.
6. Conflict Resolution: This term suggests a scope for exploring how conflicts are managed in multinational settings, including negotiation and conflict resolution strategies.
7. Cultural Distance: This concept is often explored in international business, but the dimness suggests more nuanced research could be developed, perhaps in conjunction with innovation and market adaptation strategies.

## 5. CONCLUSION

In conclusion, this bibliometric analysis provides valuable insights into the extensive scholarly discourse surrounding the role of cultural diversity in multinational management. The comprehensive data citation metrics highlight the enduring relevance and impact of research in this field, evidenced by the substantial average citation rate and the prolific contributions of researchers. The identification of top cited research articles underscores the foundational

work that has significantly shaped our understanding of cultural diversity in multinational contexts. The network and overlay visualizations offer a nuanced understanding of research trends over time, revealing clusters of interest and emerging areas for future investigation. Overall, this analysis not only consolidates existing knowledge but also points towards promising avenues for further exploration, ultimately contributing to enhanced organizational effectiveness and intercultural collaboration in multinational settings.

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