

# A Bibliometric Analysis on Organizational Behavior

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## *Abstract*

*This paper aims to identify different connections between organizational behavior and other subjects in order to understand the way this field developed for the past five years. In order to observe these connections a bibliometric analysis was conducted and interpreted. A database of 1188 articles published in English were extracted from the Web of Science and imported in VOSviewer software.*

*The bibliometric analysis conducted showed an increasing number of papers published on organizational behavior in the past two years and the countries with the most published articles on this subject. From the VOSviewer software analysis resulted the 445 keywords co-occurrence map and the map representing the evolution of keywords over the past five years.*

*This research is useful as a starting point for further research involving new connections between organizational behavior and subjects that are discussed.*

**Keywords:** *organizational behavior, individuals, organizations, bibliometric analysis*

**JEL classification:** D23; D79; E20; M50

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## 1. Introduction

The purpose of this paper is to identify different connections of organizational behavior with other subjects. The main reason for starting this research was related to the possibility of extended quantitative research on a topic that has not been largely explored so far but represents a high interest for future organizations. To achieve the goal of the paper, a bibliometric analysis was performed following some steps to better understand the current situation. The first part of this paper presents the concept of organizational behavior in a short overview of the topic. The second and third parts are connected to present the research methodology and results. There were 1188 files published as articles, in English, exported and analysed with VOSviewer software.

Results of the current bibliometric analysis are presented and discussed further, the output being the count of papers per publishing year, the distribution of papers per country, the keywords co-occurrence map, and evolution of keywords over the past five years.

In the conclusion section, the main ideas extracted from this analysis, the limitations of this research, and future directions of research were presented.

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## **2. Review of the literature on the concept of organizational behavior (OB).**

The first mention of organizational behavior study has its roots in 1920 when Western Electric Company started some studies on their workers from Hawthorne Works plant with the purpose of observing their behavior and their type of interaction. To understand what makes their employees more productive, the company compared groups with different working conditions (lightening power in the room), then groups with different lunch breaks and working speed based on their capacity, changing leadership styles, and implementing rewards based on performance. These studies concluded that it is not mainly about working conditions or rewards, but about the relationship between co-workers and their leader (Harvard Business School).

Organizational behavior is the discipline that studies the attitudes and behaviors of individuals and groups within organizations to ensure their efficient functioning and adaptation to change.

An organization is made up of people working together. First, an organization is a group of interacting individuals. Each person is unique and characterized by their own personality, values, attitudes, skills and abilities, expectations, and experiences. The organization tends to channel the energy of individuals with the help of a diversity of groups.

However, the study of social behavior in organizations is not limited only to building groups and work teams in such a way as to obtain maximum of organizational performance, but also to understanding and explaining informal social behavior, as well as organizational processes that affect groups, such as communication, conflict, power, and leadership. Usually, the group is formed, by a manager, of two or more people who interact in order to achieve a common goal (Schermerhorn, 2011; Slapper, 2005; Hellriegel, 2010).

The organization as a whole is a component that includes the study of the organization-environment relationship between the organization and the environment and some general organizational aspects such as organizational culture, strategy, organization structure, and the connection between these and the behavior of individuals and groups in the organization. (Luthans, 2021). The environment influences the organization through technological and scientific development, economic fluctuations, social and cultural influences, and government actions. The effects of the organization's operations in its environment are reflected by the capitalization of opportunities and the reduction of risks, respectively, the successful achievement of goals and objectives (Stegaroiu et al., 2020).

The way the leader interacts with other employees is debated and observed in many papers, to better understand organizational behavior, as is the case of the studies conducted in the past years in healthcare. The COVID-19 pandemic had a significant impact on employees in this field, and their individual behavior, as well as their group behaviour, has been of high importance to observe their abilities to face stress, manage work-life balance, and improve their communication skills with their superior or leader (Borkowski & Meese, 2020; Corboş et al., 2021).

As observed from the studies discussed, organizational behavior is important for many fields and organizations, continuously improving the aspects of individuals in organizations, groups in organizations, leadership styles, and the environment. For this reason, this paper presents the research evolution of the last five years on this subject.

### **3. Research Methodology**

The literature published between 2018 and 2022 on organizational behavior has been analysed in the database downloaded from Web of Science (WOS). The terms used to search the content were ‘organizational behavior’, present in the title and keywords of each article.

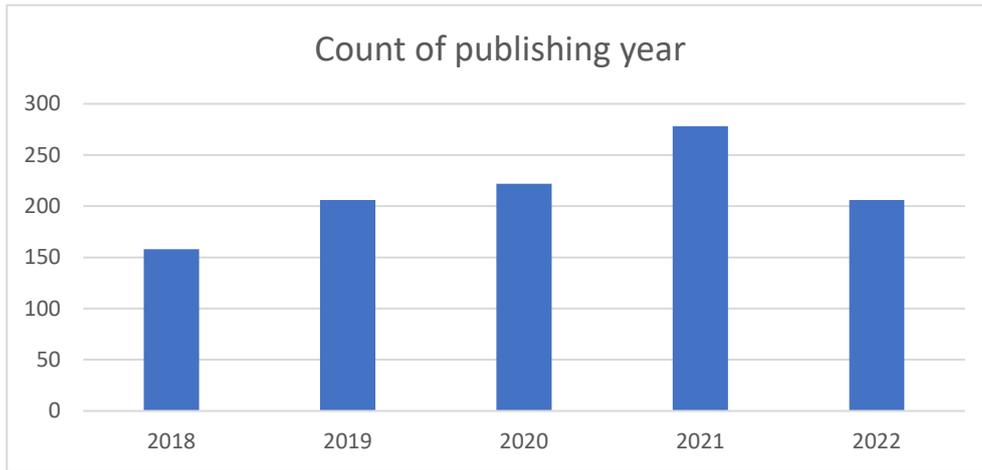
The selected articles were only articles published in English between 2018-2022 and in the provided database, the data were all the details related to each article (full record and references cited), exported as plain text file.

There were 1188 files exported that met the selected criteria, and data were collected on 15 September 2022 and imported into VOSviewer (version 1.6.18) (Van Eck & Waltman, 2011) to create a map based on bibliographic data, for key words co-occurrence analysis as a keyword map, overlay visualization map, and density visualization as used in similar research (Gora, 2019; Bunea, 2021).

### **4. Results**

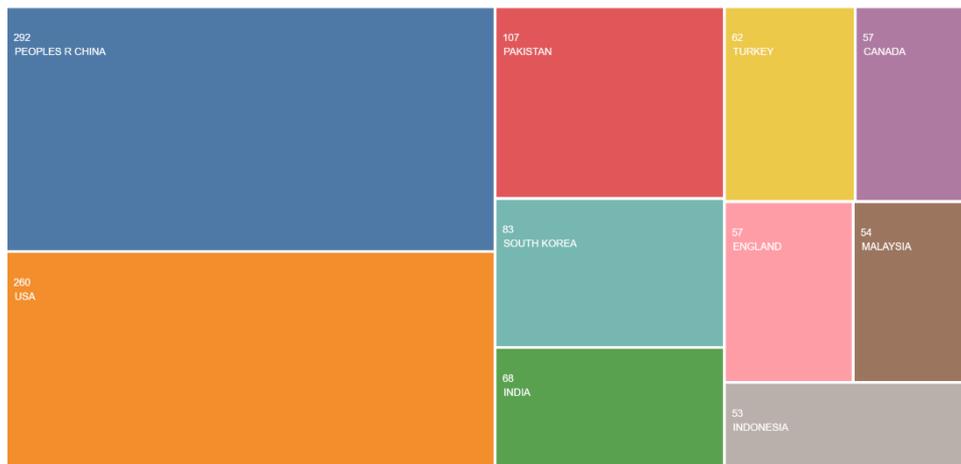
This paper aims to identify the other concepts with which organizational behavior interacts and what connections are created between these concepts, using bibliometric analysis as a method.

The first analysis in this process was conducted on the number of publications per year. From the 1188 analysed articles, starting with 2018 when there were 158 published articles, continuing with 2019 when 206 articles were published, 2020 with 222, 2021 was the year with the most articles published, meaning 278 and 2022, until 15 September when the data were retrieved, there were 206 articles published so far, the same number as in 2019.



**Figure 1. Count of articles per publishing year**  
*Source: Author's contribution based on WOS data analysis*

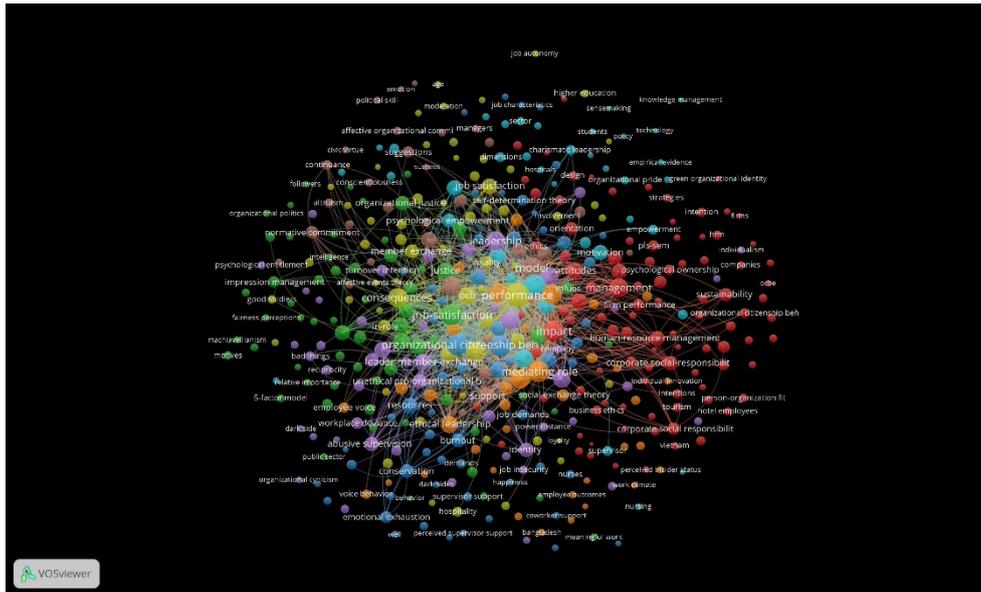
Besides these published articles, exported into the database, there were also some articles with early access. According to Web of Science information on early-access articles, they are fully indexed, and they can be searched for, but the only issue is that they do not have a final publication date and are not yet assigned to a volume by the journal where the article was accepted. Taking this into consideration, some more articles can be added, per year, to the already presented number of published articles: one article for 2020, 37 articles for 2021 and 80 articles for 2022. Therefore, we can observe that the year 2021 keeps its first position in this ranking, while 2022 is on the second position so far.



**Figure 2. The distribution of articles by country.**  
*Source: WOS analysis results tool*

As can be observed in Figure 2, the countries with the most published articles are People's R. of China with 292 articles, followed by the USA with 260 published articles and Pakistan 107 articles, meaning that these three countries have more than half of the published articles in the last 5 years.

To create the keyword map and group the keywords into clusters, the VOSviewer clustering technique was used, as described by Waltman, Van Eck, and Noyons (2010) and other researchers in their studies (Marinaş et al., 2021; Dima et al., 2022). This technique gathers data from existing nodes, also using the links between them and the total strength between them. Figure 2 shows the visualization map of the 445 keywords that met the criteria of at least 5 occurrences of 4298 keywords identified for the subject 'organizational behavior'.

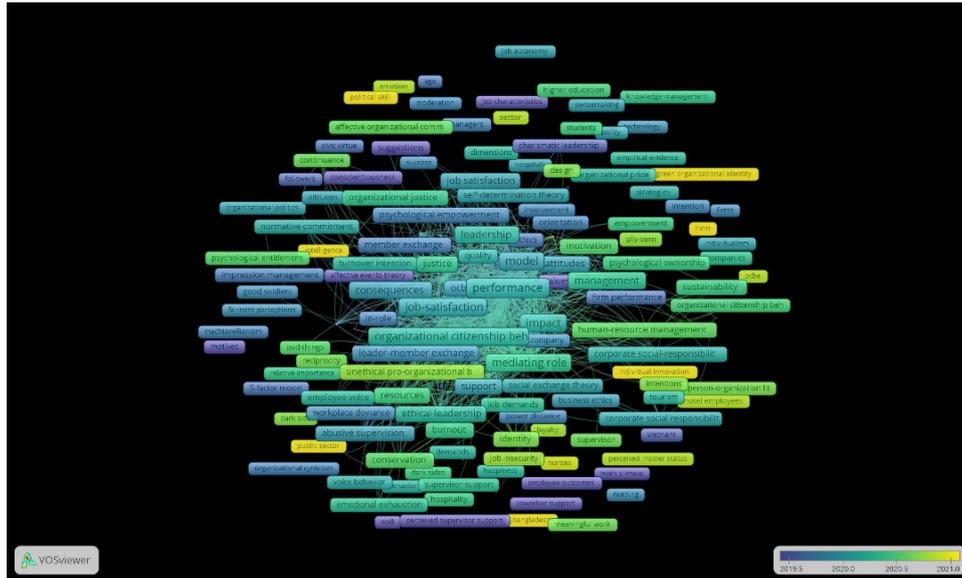


**Figure 3. Keyword map**  
*Source: Author's contribution using VOSviewer*

Based on Figure 3 for the 445 keywords that met the criteria, it can be observed that there are eight groups formed, the first group (red) contains 99 items or keywords, among which are observed “human resource management”, “organizational behavior management”, “corporate social responsibility”, etc. The second cluster (green) is made up of 64 keywords, among which are identified ‘big 5’, ‘job performance’, ‘job satisfaction’, ‘emotional intelligence’, ‘proactivity’. The third group (blue) has 62 items and significant keywords such as ‘co-worker support’, ‘creativity’, ‘employee participation’, ‘life satisfaction’, ‘perceived supervisor support’. The fourth group (yellow) has 61 items that include ‘culture’, ‘education’, ‘employee attitudes’, ‘empowering leadership’, ‘higher education’. The fifth cluster (purple) is made up of 48 keywords and among them are some keywords that are frequently discussed in organizational behavior such as “abusive supervision”,

“decisions”, “disengagement”, “identity”, “individual differences”. In the sixth group (light blue), 39 items (keywords) are identified, and some of them are ‘charismatic leadership’, ‘commitment’, ‘job attitudes’, ‘motivation’, ‘psychological empowerment’. The seventh group (orange), where 37 items are grouped, emphasizes keywords such as ‘employee behavior’, ‘ethical leadership’, ‘high performance work systems’, ‘perceptions’ and ‘transformational leadership’. The eighth group, which is also the last (brown), has only 35 items (keywords) such as ‘altruism’, ‘communication’, ‘organisational commitment’, ‘supervisor-subordinate’, ‘work aptitudes’.

Observing the clusters and the keywords, a connection between the existing literature, and these aspects that improve through continuous research, can be identified, being a positive reaction to approach such a vast subject.



**Figure 4: Evolution of keywords over the past five years**  
*Source: Author’s contribution using VOSviewer*

As can be observed in Figure 4, until 2021 some of the most common keywords used in articles on organizational behavior subject were “performance”, “mediating role”, “organizational citizenship behavior”. For the past year, the recent use of ‘self-regulation’, ‘public sector’, ‘green organizational identity’ keywords identified in the published articles provided new connections with organizational behavior and helped broaden the horizons of this subject.

All this data gathered together can lead to a new approach in the field of organizational behavior. As can be seen from the information presented, this field is related not only to individuals and organizations, but also to an entire work environment that can generate different discussions based on leadership style, work-life balance, employee performance, attitudes, employee engagement, and many other topics.

## 5. Conclusions

This article aimed to identify different connections between organizational behavior and other fields over the last five years to understand how this field developed. As presented in this paper, the numerous keywords identified (445) as related to organizational behavior emphasize the idea that there is a trend to broaden research in other different fields, focusing on the importance of a healthy work environment. In the past two years, bibliometric analysis showed an increasing number of articles on organizational behavior.

This research is focused on the current situation of research carried out on the investigated subject and emphasizes some new possibilities to continue research on this subject.

The limitations of this paper are strictly related to the VOSviewer application used, as it does not allow one to approach the analysed articles in order to identify the research method used for each article or their content. For further research, a comparison between the data provided by Web of Science and the Scopus database could be useful.

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