

RESEARCH ARTICLE

From regional roots to global reach: A 30-year bibliometric analysis of the *Journal of Management & Organization*

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Abstract

This study provides the large-scale bibliometric assessment of the *Journal of Management & Organization* (JMO), offering insights into its intellectual trajectory and positioning within the management field. Covering 1,083 documents published between 1995 and 2024, indexed in Web of Science and Scopus, the analysis applies performance metrics, citation structures, and science mapping using *VOSviewer* and *Bibliometrix*. The study is further grounded in institutional and field-theoretic perspectives, interpreting JMO's evolution as a process of legitimacy-building and scientific capital accumulation within a global knowledge field. The results show that JMO's growth has been marked by cyclical expansion, with a sharp increase in productivity since the mid-2000s but uneven citation impact, heavily reliant on a small set of landmark articles. Co-citation and bibliographic coupling analyses reveal intellectual roots in organizational behavior, psychology, and strategy, while keyword and thematic mapping highlight enduring strengths in leadership, human resource management, and job satisfaction. At the same time, new research frontiers have emerged in governance, innovation, sustainability, and work-life balance, reflecting JMO's responsiveness to global challenges such as COVID-19 and digital transformation. Collaboration networks confirm the journal's Australasian anchoring, yet also demonstrate growing integration into international research systems, particularly through linkages with the United States, China, and Europe. This study contributes to understanding JMO's evolving role within management and organizational scholarship, identifying both its achievements and challenges. The findings offer insights for scholars, institutions, and editors on how JMO can consolidate high-impact niches, diversify its author base, and strengthen its influence in shaping global management debates.

Keywords: management; organization; bibliometrics; scopus; web of science; VOSviewer; bibliometrix

Introduction

The *Journal of Management & Organization* (JMO) is the official scholarly outlet of the Australian and New Zealand Academy of Management (ANZAM), published by Cambridge University Press as a Gold Open Access journal. It provides global perspectives on management and organizational scholarship across allied social-science disciplines and maintains wide abstracting and indexing coverage,

including the Social Sciences Citation Index (Web of Science [WoS]), Scopus, PsycINFO, EconLit, ERIH PLUS, ProQuest and RePEc.

JMO's lineage began in 1995 as the *Journal of the Australian and New Zealand Academy of Management* (JANZAM). In 2006, the title was relaunched as *Journal of Management & Organization*, continuing the earlier volumes' scholarly record. Ken Parry served as the inaugural Editor-in-Chief of JANZAM in 1995, establishing the editorial foundations upon which JMO would evolve. Subsequent editorial leadership has included Tui McKeown (outgoing editor prior to 2020), Tim Bentley (appointed EiC in late 2014), and Remi Ayoko (EiC, March 2020–May 2024; then Past EiC through December 2024), reflecting the journal's growing international visibility and scope. Since May 2024, Vanessa Ratten has served as Editor-in-Chief (ANZAM, 2014; Billsberry, Kempster & Jackson, 2018).

As of the most recent metrics reported on the Cambridge platform and allied bibliometric sources, JMO's journal-level indicators underscore its citation footprint in the management and organisation domains. Reported values include a 2-year Journal Impact Factor (2024) of 2.8, a 5-year Impact Factor of 3.8, a CiteScore of 7.3, and a Scimago Journal Rank (SJR, 2024) of 0.945 with a Q1 classification in the *Business and International Management* and an *h*-index of 54. In 2024, the journal published 67 articles (37 open-access). These indicators are third-party measures and should be interpreted with appropriate caution, but they provide useful context for understanding the journal's performance over time.

Considering these developments and the journal's three-decade trajectory, this study undertakes a comprehensive bibliometric retrospective of JMO. The analysis maps publication, and citation pattern identifies leading contributors (articles, authors, institutions, and countries) and uncovers the journal's evolving intellectual and thematic networks. Drawing on Scopus and the Web of Science Core Collection (1995–2024), we employ established science-mapping tools such as VOSviewer, bibliometrix, and biblioshiny alongside widely recognised indicators (e.g., citations per paper, *h*-index) to examine co-citation, bibliographic coupling, and keyword co-occurrence structures. The study design follows established bibliometric protocols (Broadus, 1987; Pritchard, 1969; Rousseau, 2014) such as the scientific procedures and rationales for systematic literature reviews (SPAR-4-SLR), adapted to the specific context of a single-journal retrospective (Hussain, Merigó, Rahimi & Lev, 2025; Khorshidi, Merigó & Beydoun, 2025; Merigó, Mas-Tur, Roig-Tierno & Ribeiro-Soriano, 2015). The findings will offer valuable insights into the historical development of JMO, the current state of research in management, and potential future directions.

Note that the preparation of a bibliometric overview of a journal is a very popular issue in the academic community that has been developed for a long time with seminal contributions in the *Journal of Finance* (Heck, Cooley & Hubbard, 1986), *The Accounting Review* (Heck & Bremser, 1986), *Journal of Financial Economics* (Schwert, 1993), *Journal of Consumer Research* (Hoffman & Holbrook, 1993) and in the *Journal of International Business Studies* (Inkpen & Beamish, 1994). The *Strategic Management Journal* published a retrospective of the first 20 years of the journal (Phelan, Ferreira & Salvador, 2002; Ramos-Rodríguez & Ruiz-Navarro, 2004) and *Technovation* for the 25th anniversary (Garcia-Merino, Do Carmo & Álvarez, 2006). *Total Quality Management & Business Excellence* (Dereli, Durmuşoğlu, Delibaş & Avlanmaz, 2011) and the *Journal of Business Ethics* also published a retrospective evaluation of their publications by using bibliometric techniques (Calabretta, Durisin & Ogliengo, 2011). The *Journal of Management Studies* published a general overview motivated by the 50th anniversary (Clark, Wright, Iskoujina & Garnett, 2014). The *Journal of Business Research* (Merigó *et al.*, 2015) and the *Journal of Organizational Change Management* (Giraud & Autissier, 2013) have also published bibliometric overviews of their publications.

More recently, Rialp, Merigó, Cancino and Urbano (2019) studied the first 25 years of the *International Business Review*, Rose, Hölzle and Björk (2020) focused on *Creativity and Innovation Management*, Sarin *et al.*, (2020) on *Technological Forecasting and Social Change*, Gardner *et al.*, (2020) on *The Leadership Quarterly*, Baker, Kumar and Pandey (2021) on *Small Business Economics*, and

Dana, Kumar, Pandey and Sureka (2021) on the *Journal of Small Business Management*. During the last three years, many other studies have appeared including the work of Donthu, Kumar, Pandey, Lim and Pilling (2022) in the *Canadian Journal of Administrative Sciences*, Froese, Malik, Kumar and Sahoo (2022) on *Asian Business and Management*, Kumar, Chavan and Pandey (2023) on the *Journal of International Management*, Slavinski, Todorović and Obradović (2023) on the *International Journal of Project Management*, Tabash, Kumar, Sharma, Vashistha and El Refae (2023) on the *International Journal of Organizational Analysis*, and Varma, Kumar, Lim and Pandey (2023) on *Personnel Review*. Finally, also note that motivated by a special anniversary (Monastersky & Van Noorden, 2019), many other journals have implemented different activities including the publication of special anniversary issues (Arrow et al., 2011), editorials (List & Uhlig, 2017), essays (Barley, 2015) and reviews (Van Fleet et al., 2006).

JMO has published some bibliometric studies on strategic management and the mission statement (Alegre, Berbegal-Mirabent, Guerrero & Mas-Machuca, 2018), climate change and interdisciplinary research (Wohlgezogen, McCabe, Osegowitsch & Mol, 2020), management research on the COVID-19 (Ayoko, Caputo & Mendy, 2021), internet of things and supply chain management (Li, Zhu & Darbandi, 2023), optimization algorithms in management (Zhou, Xia & Dai, 2023), employee relations (Mori, Cavaliere, Sasseti & Caputo, 2024) and inclusive workplaces (Palumbo, Hinna & Manesh, 2025). However, still there is no general bibliometric overview of JMO and this is the main motivation of this work.

In positioning this study, we interpret the evolution of JMO through the theoretical lens of institutional theory, field dynamics, and scientific capital. Drawing on the institutional perspective (DiMaggio & Powell, 1983), journals are understood as organizational actors embedded in competitive fields where legitimacy, reputation, and conformity to disciplinary norms are vital for survival. Over time, journals accumulate scientific capital (Bourdieu, 1988) through peer recognition, international collaboration, and thematic resonance, each of which enhances visibility and symbolic authority. This framing situates JMO's 30-year trajectory as a case of field-level positioning (Whitley, 2000), wherein its evolution from a regionally anchored outlet to an internationally recognized journal reflects broader processes of knowledge diffusion, legitimacy-building, and capital accumulation. This conceptual integration allows the bibliometric analysis to speak to broader theoretical debates about how academic journals evolve within structured systems of prestige and influence.

The rest of the paper is structured as follows. Section 2 outlines the methodology, including data sources and bibliometric tools. Section 3 presents the performance results, covering publication trends, citation structures, highly cited works, and leading authors, institutions, and countries. Section 4 reports the science mapping results using VOSviewer and Bibliometrix, with analyses of co-citation, bibliographic coupling, keyword co-occurrence, trend topics, and thematic maps. Section 5 discusses the findings, highlights implications, and concludes with limitations and future research directions.

Methods

This study adopts a structured bibliometric methodology to ensure rigor, transparency, and reproducibility (Hussain, Mabrok, Gao, Rabhi & Rashed, 2024). We apply the SPAR-4-SLR protocol (Donthu, Kumar, Mukherjee, Pandey & Lim, 2021; Paul, Lim, O'Cass, Hao & Bresciani, 2021), which provides a systematic framework for journal-focused bibliometric reviews. The approach is well established and frequently applied in several bibliometric analyses (Guillén-Pujadas, Alaminos, Vizuete-Luciano & Merigó, 2025; Hussain et al., 2025; Khorshidi et al., 2025). The protocol encompasses five sequential stages: Identification, Acquisition, Purification, Evaluation, and Reporting, each of which is explicitly linked to the procedures undertaken in this study. The overall process is summarized in Table 1, and the following subsections describe in detail how each stage was operationalised.

Table 1. Procedure of the study based on the SPAR-4-SLR protocol

Activity		
Assembling	Identification	Domain: Journal of Management & Organization (JMO).
		Research objective: Provide a bibliometric retrospective of JMO.
		Research questions:
		1) What is the current position of JMO in the scientific community?
		2) Which are the most cited articles of JMO?
		3) Which documents does JMO cite more frequently?
	Acquisition	4) Who are the most productive authors, institutions and countries of JMO?
		5) How is the co-citation and bibliographic coupling network of JMO?
		6) How is the keyword and topical structure of JMO?
		Search platform: Scopus.
		Search period: 1995–2024. The search was performed between May and September 2025.
		Source Title: Journal of Management & Organization. Results = 3,836.
Arranging	Purification	Filter Source Title: Journal of Management and Organization: 1,250 documents.
		Search in Web of Science Core Collection (Publication Titles) (2007–2024): 1,173 documents.
		Computer software: VOSviewer, <i>bibliometrix</i> , <i>bibliometrix</i> and Microsoft Excel.
		Filter 1. Exclude 2025 (1995–2024): 1,224 documents.
		Filter 2. Publication Stage. Final: 1,155 documents.
		Filter 3: Article & Review. Final number: 1,083 documents.
Assessing	Evaluation	Web of Science (with equivalent filters): 901 documents.
		Additional results: JCR (WoS) and SciVal (Scopus).
		Performance analysis:
		1) Rankings with bibliometric indicators according to the number of articles and citations.
		2) Bibliometric indicators: Number of documents and citations, cites per paper, the <i>h</i> -index, cites per year, papers and cites per capita, and temporal classification.
		Graphical analysis:
		1) Mapping with VOSviewer and <i>bibliometrix</i> software.
		2) Analysis with co-citation, bibliographic coupling, and co-occurrence of author keywords.
		3) Methods: Network analysis, thematic map and word cloud.
		Agenda proposal method:
		1) Present a bibliometric review of JMO between 1995 and 2024.
		2) Analyze the leading and current trends of JMO.
3) Study open questions for future research.		

(Continued)

Table 1. (Continued.)

Activity	
Reporting	Reporting conventions: Explanations and interpretations with numbers, tables, and figures.
	Limitations:
	1) The bibliographic data is retrieved between May and September 2025 but changes through time.
	2) The drawbacks of the Scopus and WoS databases affect this study.
	3) It is not easy to compare the publication and citation patterns of different subfields.

Data sources and scope

Two curated bibliographic databases were queried in May 2025:

- Scopus (primary corpus for performance statistics and rankings).
 - Source Title: *Journal of Management & Organization* → 3,836 records (unfiltered).
 - Filter Source Title variant: *Journal of Management and Organisation* → 1,250 records.
 - Limit years to 1995–2024 → 1,224 records.
 - Publication stage = Final → 1,155 records.
 - Document types = Articles + Reviews → 1,083 records (working dataset used in all Scopus-based tables/figures).
- Web of Science Core Collection (supporting corpus for selected VOSviewer figures).
 - Publication Titles: *Journal of Management & Organization*, 2007–2024 → 1,173 records.
 - Filter Source Title variant: *Journal of Management and Organisation* → 1,250 records.
 - Final publications (exclude 2025) → 1,150 records.
 - Articles + Reviews → 1,017 records.
 - Exclude Early Access → 901 records (WoS mapping set).

These scopes reflect database coverage differences and ensure like-for-like comparisons within each source (Bar-Ilan, 2008; Ding, Rousseau & Wolfram, 2014; Glanzel, Moed, Schmoch & Thelwall, 2019).

Search strategy, inclusion criteria, and data handling

Inclusion criteria require records must (i) be published under JMO's lineage, (ii) fall within the stated years (1995–2024 in Scopus; 2007–2024 in WoS), (iii) have Final publication status, and (iv) be classified as Article or Review. Early-access and 2025 items are excluded to avoid instability in bibliographic metadata and citation accrual. After export, we checked and harmonised metadata fields (titles, authors, affiliations, references, and author keywords). No imputation was performed. Scopus serves as the reference corpus for all descriptive statistics, while WoS is used for complementary visualisations where specified.

Indicators and analytical techniques

Performance indicators are computed across multiple dimensions, including total publications and citations, citations per paper, *h*-index (Alonso, Cabrerizo, Herrera-Viedma & Herrera, 2009; Hirsch, 2005), citations per year, and selected per-capita measures (authors, institutions, countries), together with temporal classification to track developmental phases. Where appropriate, we draw on contemporary guidance on indicator interpretation (Figuerola-Wischke, Merigó, Gil-Lafuente, Kydland

& Amiguet, 2024; Hussain *et al.*, 2025) and report journal-level context via JCR/SciVal descriptors when used (Clarivate, 2025, Scopus, 2025).

Science mapping (Cobo, Lopez-Herrera, Herrera-Viedma & Herrera, 2011) examines relational structure by: co-citation to reveal intellectual foundations (Small, 1973), bibliographic coupling to capture current research fronts (Kessler, 1963), and author-keyword co-occurrence to surface thematic concentrations and trends (Callon, Courtial, Turner & Bauin, 1983). This trio provides complementary views of JMO's knowledge base, active clusters, and topical evolution.

Software and parameters

Network construction and visualization are conducted in VOSviewer (Van Eck & Waltman, 2010). Descriptive statistics and additional maps are generated in bibliometrix/biblioshiny (Aria & Cuccurullo, 2017) and Microsoft Excel. Unless otherwise specified, default normalisation and clustering settings are used in VOSviewer. Threshold choices (e.g., minimum citations or keyword occurrences) are stated alongside each figure to ensure reproducibility.

Reproducibility and limitations

All queries were run in May 2025; counts may change as databases update. Coverage and indexing policies differ between Scopus and WoS (Bar-Ilan, 2008; Ding *et al.*, 2014), and early-access handling can affect near-term citation accrual (Glanzel *et al.*, 2019). Cross-database comparisons are therefore interpreted cautiously, and like-with-like analyses are reported within each source.

Procedural summary (SPAR-4-SLR protocol)

The methodological steps outlined above are consolidated in Table 1, which serves as the procedural roadmap for the study. Following the SPAR-4-SLR framework (Donthu *et al.*, 2021; Paul *et al.*, 2021), the activities applied in this study are as follows:

- **Assembling (Identification).** The scope is defined as the *Journal of Management & Organization* (JMO), with the primary objective of producing a 30-year bibliometric retrospective. The research questions, listed in Table 1, capture the journal's position in the scholarly community, the most-cited JMO articles and external references, the leading authors, institutions, and countries, and the structural patterns revealed through co-citation, bibliographic coupling, and keyword co-occurrence analyses.
- **Acquisition.** The search strategy is specified with precision. Scopus was selected as the primary database, covering the years 1995–2024, and WoS Core Collection was used as a complementary source for 2007–2024. The table documents the raw retrieval counts, subsequent filtering, and the software tools employed (VOSviewer, bibliometrix/biblioshiny, and Excel).
- **Arranging (Purification).** Filters were applied sequentially to ensure data consistency: exclusion of 2025 records, retention of final-stage publications, and restriction to articles and reviews. These steps yielded the final analytical corpora of 1,083 Scopus documents and 901 WoS documents. The table also notes the integration of JCR (WoS) and SciVal (Scopus) for additional journal-level metrics.
- **Assessing (Evaluation).** This stage details the analytical dimensions: performance indicators (documents, citations, citations per paper, *h*-index, annualised and per-capita metrics) and graphical analyses (co-citation, bibliographic coupling, keyword co-occurrence). The use of network analysis, thematic mapping, and word clouds is documented as complementary techniques for visualising the journal's intellectual and thematic structure.
- **Reporting.** The final section highlights the conventions applied in presenting results through tables and figures, as well as the explicit limitations, dynamic database updates, platform coverage differences, and cross-disciplinary comparability issues.

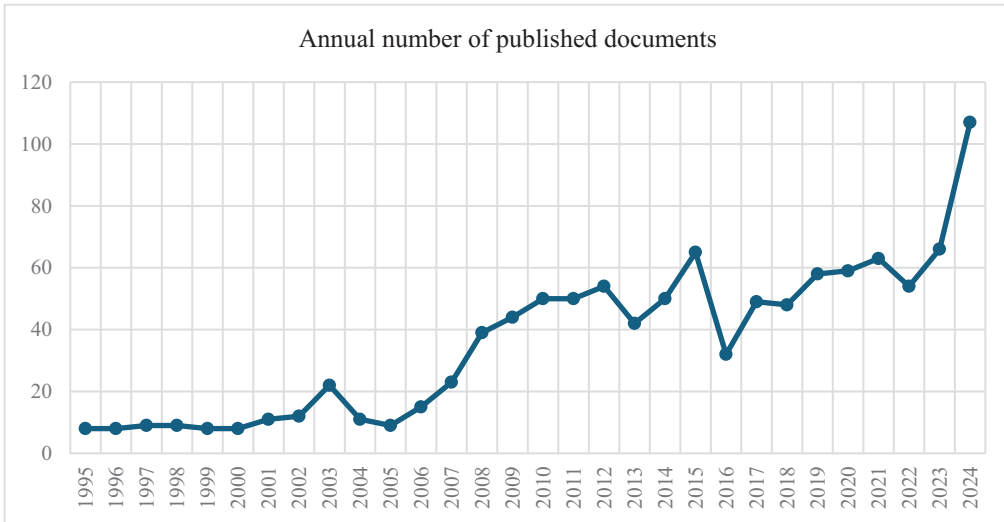


Figure 1. Annual number of papers published in JMO.

By explicitly linking each activity to the SPAR-4-SLR stages, [Table 1](#) not only summarises the methodological pipeline but also provides readers with a transparent and reproducible account of how the study was designed and executed.

Results

The bibliometric assessment of the JMO over 30 years highlights distinct phases in its scholarly development, marked by shifts in publication volume, citation impact, and thematic resonance. The evidence suggests a trajectory from limited regional output to broader international visibility, punctuated by periods of unpredictability and breakthrough contributions that reshaped its citation profile. Rather than linear growth, JMO's evolution reflects cycles of consolidation and expansion, underscoring the tension between quantity, selectivity, and long-term impact.

Publication and citation structure of JMO

This dynamic is most evident in the journal's publication and citation structures, where fluctuations in annual output and highly uneven citation distributions reveal both the opportunities and vulnerabilities of JMO's growth. The data point to moments when increased productivity coincided with influential breakthroughs, but also to periods where higher volumes did not translate into proportional impact, highlighting the journal's ongoing challenge of balancing expansion with scholarly significance. [Figure 1](#) shows that JMO's publication output has progressed through three distinct phases.

The first decade (1995–2005) was characterised by very modest productivity, averaging fewer than 15 papers per year, reflecting the journal's early-stage positioning and limited visibility. This period is consistent with the consolidation phase of new journals, where growth is constrained by author awareness, indexing coverage, and editorial capacity. The second phase, beginning in 2006, marks a clear expansion, with output rising steadily and stabilising between 40 and 65 papers annually through much of the 2010s. This growth coincided with the journal's deeper integration into international databases and its widening author base, yet instability remains visible, especially the sharp dip in 2016, when publication volume fell below 35. Such a contraction suggests a shift towards editorial tightening or policy reorientation, demonstrating that expansion was not pursued at any cost. The

third phase begins in 2017, with relatively stable production around 50–65 papers, before the increase in 2024 to more than 100 papers, the highest in JMO's history. While this unprecedented peak reflects the journal's 30th anniversary and associated thematic calls, its sustainability remains uncertain. A sharp increase in publication volume of this kind poses both an opportunity to expand influence and a risk of diluting citation performance if quality and thematic coherence are not carefully maintained.

The annual citation structure in Table 2 provides a sharper lens on JMO's impact trajectory than publication counts alone (Fig. 1). In the formative years (1995–2003), output was modest and citations low, with most articles attracting only minimal attention. Although almost every paper received at least one citation, very few surpassed even the 20-citation threshold, reflecting the journal's limited international visibility and regional concentration during its early stage.

From 2004 onward, a more pronounced shift becomes evident. Despite relatively small volumes, years such as 2004 and 2006 stand out, producing highly cited contributions that significantly boosted the journal's profile. For example, in 2006, four papers crossed the 50-citation mark, with two exceeding 100 citations. The breakthrough period arrived between 2008 and 2012, when JMO consistently produced articles that today have accumulated over 1,000 citations and multiple papers each year surpass the 100-citation threshold. Importantly, 2008 produced JMO's first ≥ 200 -citation article, a milestone that marked its entry into the wider global discourse.

The mid-2010s (2013–2017) reflect a pattern of fluctuating citation performance. While total publications grew steadily, the number of highly cited papers fluctuated. Some years, such as 2013 and 2014, have generated few papers above the 50-citation threshold, while others, like 2015 and 2017, have produced multiple influential works, several of which entered the top 50 most cited list (T50). This underlines a key characteristic of JMO's citation profile: impact has been driven by selective outliers rather than by a uniform rise across all papers.

Accelerated growth found during 2018–2021, which together represent the journal's most influential period. In 2018 alone, two papers exceeded 200 citations and seven entered the T50, while in subsequent years JMO consistently produced papers crossing the 100-citation mark. This reflects the publication of articles that resonate strongly with global debates on technology, inclusivity, resilience, and crisis management. Yet, as expected, the most recent years (2022–2024) show a sharp drop in cumulative citations, not because of declining relevance but due to citation lag. Despite record output in 2024 (107 papers), only a handful have so far crossed even the 20-citation mark, underscoring the temporal gap between publication volume and measurable impact.

In total, out of 1,083 papers published, 817 (75.2%) received at least five citations, 81 (7.5%) surpassed 50 citations, 25 (2.3%) exceeded 100, and just 7 (0.6%) crossed the 200-citation threshold. This highly skewed distribution illustrates a 'long-tail' pattern, where a small minority of articles account for a disproportionate share of the journal's overall visibility. It highlights both JMO's capacity to occasionally produce landmark contributions and its ongoing vulnerability to uneven impact when such articles are absent. This structural pattern mirrors the trajectories of other mid-tier journals, such as the *Asia Pacific Journal of Management* that relied on irregular breakthrough articles before achieving broader and more consistent recognition (Wang, Cheah, Lim & Chang, 2024).

Citation dynamics in Fig. 2 add further nuance (Hussain *et al.*, 2025; Tukey, 1977). In the journal's early years (1995–2004), median citations were minimal, and distribution was narrow, underscoring limited international reach. A sharp inflection occurred between 2005 and 2010, when several papers emerged as highly influential outliers, surpassing 200 citations and in some cases exceeding 300. These landmark contributions demonstrate that even in years with moderate publication volumes, JMO was capable of producing agenda-setting research that amplified its profile within the field. The period from 2011 to 2016 shows more even distributions with stable medians but fewer extreme peaks, suggesting consolidation rather than breakthrough. This stabilisation reflects a journal that had established credibility and was consistently producing work of solid impact, even if fewer articles dominated the citation landscape. The most recent period (2018–2020) is striking in that several papers already demonstrate exceptional early citation performance, with some surpassing 300 citations within just a few years. This acceleration reflects JMO's alignment with high-demand topics such

Table 2. Annual citation structure of JMO

Year	TP	TC	≥200	≥100	≥50	≥20	≥10	≥5	≥1	T50
1995	8	48	0	0	0	1	1	3	7	0
1996	8	28	0	0	0	0	1	2	5	0
1997	9	46	0	0	0	1	2	4	1	0
1998	9	15	0	0	0	0	0	0	8	0
1999	8	26	0	0	0	0	0	2	8	0
2000	8	55	0	0	0	1	1	1	5	0
2001	11	32	0	0	0	0	0	2	9	0
2002	12	72	0	0	0	1	1	4	10	0
2003	22	156	0	0	0	2	7	9	15	0
2004	11	254	0	0	2	3	5	10	10	1
2005	9	90	0	0	0	0	5	8	9	0
2006	15	665	0	2	4	10	13	13	15	4
2007	23	738	0	1	4	11	19	22	22	2
2008	39	1,330	1	3	4	15	26	33	38	3
2009	44	1,214	0	3	4	19	31	39	44	3
2010	50	1,433	0	3	6	27	38	42	48	5
2011	50	1,354	1	1	7	19	31	44	50	5
2012	54	1,280	1	1	4	24	36	45	53	2
2013	42	648	0	0	2	12	24	33	42	0
2014	50	767	0	0	2	13	29	39	46	1
2015	65	1,489	0	1	7	28	49	59	63	3
2016	32	584	0	0	2	9	23	29	31	0
2017	49	1,225	0	0	4	22	42	47	48	3
2018	48	2,181	2	4	10	22	34	39	45	7
2019	58	1,787	1	4	10	25	40	46	56	6
2020	59	1,015	0	0	1	19	36	52	58	1
2021	63	1,654	1	2	7	27	49	60	67	4
2022	54	622	0	0	0	10	23	39	52	0
2023	66	581	0	0	0	8	22	44	64	0
2024	107	587	0	0	1	3	13	47	94	0
Total	1,083	21,976	7	25	81	332	601	817	1023	50
%	100%	–	0.64%	2.30%	7.45%	30.54%	55.29%	75.16%	94.11%	4.60%

Abbreviations: TP and TC = Total papers and citations; ≥200, ≥100, ≥50, ≥20, ≥10, ≥5, ≥1 = Number of papers with equal or more than 200, 100, 50, 20, 10, 5, and 1 citations; T50 = Number of documents in the Top 50 of Table 4.

as artificial intelligence, inclusive leadership, and crisis management, where global scholarly interest translated into rapid uptake. In contrast, the most recent cohorts from 2023 and 2024 naturally exhibit compressed citation ranges, a temporal artefact of limited time for accumulation, but nonetheless highlight the lag between publication growth and measurable scholarly impact. Another contextual factor shaping recent citation dynamics is JMO's increasing engagement with open-access publishing. Since transitioning to a Gold Open Access model, the journal has benefited from enhanced global discoverability, particularly through institutional repositories and digital indexing systems.

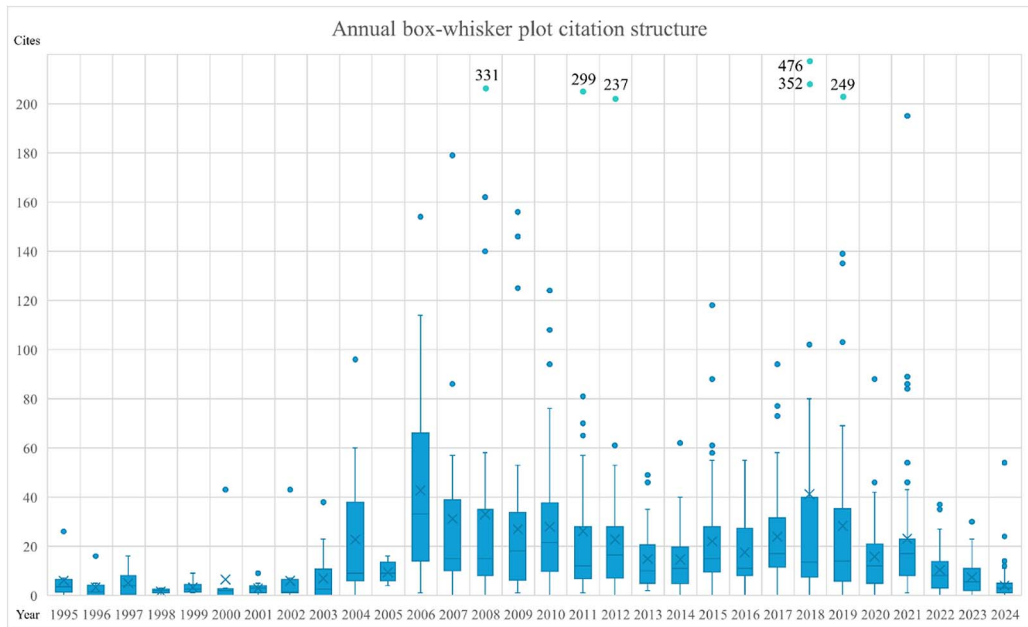


Figure 2. Annual box-whisker plot citation structure of all papers published in JMO.

This visibility aligns with broader evidence that open-access availability often correlates with faster early-stage citation accumulation (Piwowar *et al.*, 2018). While such effects may partly explain the strong citation performance of papers published after 2020, especially those addressing COVID-19 and sustainability, future research should examine whether this accessibility advantage translates into long-term impact stability.

Taken together, the evidence from Figs. 1 and 2 underscores that JMO's trajectory has not been one of linear growth but rather one punctuated by pivotal moments where influential publications amplified the journal's standing. The capacity to generate highly cited outliers has been crucial in elevating JMO beyond its regional base, yet the instability in both output and citation structures reveals the inherent challenges of balancing productivity, selectivity, and long-term scholarly influence.

Impact indicators and ranking evolution of JMO

Table 3 traces JMO's trajectory from peripheral status to mid-tier consolidation. In 2009–2013, the journal's position was weak: impact factor (IF) (Bensman, 2007; Garfield, 1955) consistently below 0.6, 5YIF under 1.0, AIS (Bergstrom, West & Wiseman, 2008) negligible, and category rankings in the lowest quartiles (e.g., RM 163/173 in 2013). These metrics reflected limited visibility and weak international uptake. Between 2014 and 2018, gradual improvement emerged, citations increased, IF fluctuated between 0.4 and 1.0, and CiteScore rose modestly to 2.1, yet instability suggested reliance on a narrow base of cited articles rather than systemic growth.

The turning point occurred in 2019–2020, when citations nearly doubled and IF grew from 1.93 to 4.13, accompanied by a parallel rise in CiteScore (3.6) and percentile improvements across Scopus categories (Percentile in Business and International Management (PBIM) = 73; Percentile in Organizational Behaviour and Human Resource Management (POB) = 74). This leap coincided with thematically resonant publications on leadership, resilience, and digital transformation, topics accelerated by the COVID-19 crisis, and an editorial strategy emphasising special issues and international diversification.

Table 3. Analysis of JMO in the JCR of the WoS and Scopus (Clarivate, 2025; Scopus, 2025)

Year	TCJ	IF	5YIF	AIS	RM	PM	CS	PBIM	POB
2009	64	0.48	–	–	90/112	20.09	–	–	–
2010	90	0.42	–	–	130/144	10.07	–	–	–
2011	119	0.39	–	–	146/168	13.39	1.2	65	50
2012	177	0.46	0.68	0.14	149/174	14.66	1.4	68	53
2013	159	0.32	0.48	0.21	163/173	6.07	1.6	69	56
2014	264	0.59	0.74	0.18	143/185	22.97	1.4	66	48
2015	385	0.40	0.96	0.18	179/192	7.03	1.3	61	45
2016	397	0.53	0.80	0.15	180/194	7.47	1.0	47	30
2017	608	1.18	1.16	0.18	159/210	24.52	1.6	64	50
2018	728	1.02	1.17	0.16	189/217	13.13	2.1	70	55
2019	933	1.93	1.80	0.30	152/226	32.96	2.3	65	58
2020	1,612	4.13	3.38	0.64	110/226	51.55	3.6	73	74
2021	1,983	3.64	3.77	0.73	144/228	37.06	5.1	80	81
2022	2,568	3.3	4.6	0.81	157/227	31.1	6.6	82	84
2023	2,515	3.1	3.8	0.81	171/407	58.1	6.6	76	78
2024	3,000	2.8	3.8	0.72	206/420	51.1	7.3	77	78

Abbreviations: TCJ = Total citations in the JCR; IF = Impact factor; 5YIF = 5-year impact factor; AIS = Article Influence Score (Bergstrom, West et al., 2008); RM = Ranking in the WoS category of Management; PM = Journal impact factor percentile in Management; CS = CiteScore (Scopus); PBIM = Scopus Percentile in Business and International Management; POB = Scopus Percentile in Organizational Behaviour and Human Resource Management.

Since 2020, indicators have stabilised at a higher level: IF between 3.1 and 3.6, 5YIF above 3.8, AIS rising to 0.81, and CiteScore reaching 6.6 (2022–2023), with Scopus percentiles consistently above 75. This confirms JMO's consolidation as a top journal. However, the plateau after 2021 signals the structural challenge of sustaining period of elevated citation performance in a crowded field. Output grows, such as the 2024 anniversary spike, may not translate into proportional impact without continued production of citation outliers.

Influential papers in JMO

Following the analysis of JMO's journal-level indicators, it is equally important to examine the intellectual contributions that have defined the journal's citation profile. Table 4 presents the 50 most cited documents in JMO, offering a window into the themes, theories, and contexts that have propelled the journal's visibility within management and organisational scholarship.

The dominance of recent contributions at the top of Table 4 is notable. Brougham and Haar's (2018) paper on *Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STARA)* leads with 476 citations (68 per year), followed closely by Teece's (2018) *Dynamic capabilities as (workable) management systems theory* with 352 citations (50 per year). These figures demonstrate how JMO has successfully aligned itself with high-demand topics such as artificial intelligence and dynamic capabilities, areas that cut across disciplines and have attracted global scholarly attention. Their rapid citation accumulation illustrates JMO's capacity to publish pieces that resonate far beyond its traditional readership.

Other highly cited works highlight the journal's ability to intersect organisational research with socially relevant issues. Kalliath and Brough's (2008) review of work–life balance (331 citations) and Galbreath's (2011) study of women on boards (299 citations) show that JMO has been influential in debates around employee well-being, sustainability, and gender in corporate governance. More recent

Table 4. The 50 most cited documents in JMO

R	TC	Title	Author/s	Year	C/Y
1	476	Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STARA): Employees' perceptions of our future workplace	Brougham D.; Haar J.	2018	68.00
2	352	Dynamic capabilities as (workable) management systems theory	Teece D.J.	2018	50.29
3	331	Work-life balance: A review of the meaning of the balance construct	Kalliath T.; Brough P.	2008	19.47
4	299	Are there gender-related influences on corporate sustainability? A study of women on boards of directors	Galbreath J.	2011	21.36
5	249	Impact of inclusive leadership on innovative work behavior: The role of psychological safety	Javed B.; Naqvi S.M.M.R.; Khan A.K.; Arjoon S.; Tayyeb H.H.	2019	41.50
6	237	Organizational resilience: A conceptual integrative framework	Kantur D.; Arzu I.-S.	2012	18.23
7	195	Human resource management and the COVID-19 crisis: Implications, challenges, opportunities, and future organizational directions	Hamouche S.	2023	48.75
8	179	Coping with entrepreneurial failure	Singh S.; Corner P.; Pavlovich K.	2007	9.94
9	162	Is entrepreneurship the answer to achieving work-family balance?	Kirkwood J.; Tootell B.	2008	9.53
10	156	Qualitative research on family businesses: The relevance and usefulness of the interpretive approach	Nordqvist M.; Hall A.; Melin L.	2009	9.75
11	154	The influence of religion-based workplace spirituality on business leaders' decision-making: An inter-faith study	Fernando M.; Jackson B.	2006	8.11
12	146	Salient stakeholder voices: Family business and green innovation adoption	Huang Y.-C.; Ding H.-B.; Kao M.-R.	2009	9.13
13	140	Work-life balance or work-life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organisations	Parkes L.P.; Langford P.H.	2008	8.24
14	139	Inclusive leadership and innovative work behavior: The role of psychological empowerment	Javed B.; Abdullah I.; Zaffar M.A.; Haque A.U.; Rubab U.	2019	23.17
15	135	Dynamic capabilities and organizational performance: The mediating role of innovation	Zhou S.S.; Zhou A.J.; Feng J.; Jiang S.	2019	22.50
16	125	Emotional intelligence in teams: Development and initial validation of the short version of the Workgroup Emotional Intelligence Profile (WEIP-S)	Jordan P.J.; Lawrence S.A.	2009	7.81
17	124	Corporate governance, corporate social responsibility and corporate performance	Huang C.-J.	2010	8.27
18	118	The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover	Mathieu C.; Fabi B.; Lacoursière R.; Raymond L.	2015	11.80
19	114	Emotional labour and negative job outcomes: An evaluation of the mediating role of emotional dissonance	Van Dijk P.A.; Brown A.K.	2006	6.00

(Continued)

Table 4. (Continued.)

R	TC	Title	Author/s	Year	C/Y
20	108	Developing a theory of sport-based entrepreneurship	Ratten V.	2010	7.20
21	103	The advantages and challenges of neurodiversity employment in organizations	Krzeminska A.; Austin R.D.; Bruyère S.M.; Hedley D.	2019	17.17
22	102	Ethical leadership, trust in leader and creativity: The mediated mechanism and an interacting effect	Javed B.; Rawwas M.Y.A.; Khandai S.; Shahid K.; Tayyeb H.H.	2018	14.57
23	96	Board structure and firm performance: Evidence from Australia	Bonn I.	2004	4.57
24	95	The real mission of the mission statement: A systematic review of the literature	Alegre I.; Berbegal-Mirabent J.; Guerrero A.; Mas-Machuca M.	2018	13.57
25	94	The effects of work social support and career adaptability on career satisfaction and turnover intentions	Karatepe O.M.; Olugbade O.A.	2017	11.75
26	94	Learning together: Kolb's experiential theory and its application	Akella D.	2010	6.27
27	89	Forced flexibility and remote working: opportunities and challenges in the new normal	Franken E.; Bentley T.; Shafaei A.; Farr-Wharton B.; Onnis L.-A.; Omari M.	2021	22.25
28	88	Thriving at work as a mediator of the relationship between workplace support and life satisfaction	Zhai Q.; Wang S.; Weadon H.	2020	17.60
29	88	Strategy implementation: What is the failure rate?	Cândido C.J.F.; Santos S.P.	2015	8.80
30	86	Perceived organizational support, psychological entitlement, and extra-role behavior: The mediating role of knowledge hiding behavior	Alnaimi A.M.M.; Rjoub H.	2021	21.50
31	86	A theoretical framework of alliance performance: The role of trust, social capital and knowledge development	Suseno Y.; Ratten V.	2007	4.78
32	84	How to emerge stronger: Antecedents and consequences of organizational resilience	Rodriguez-Sanchez A.; Guinot J.; Chiva R.; Lopez-Cabrales A.	2021	21.00
33	81	Structural capital, innovation capability, and size effect: An empirical study	Aramburu N.; Sáenz J.	2011	5.79
34	80	Authoritarian leadership and employee silence in China	Duan J.; Bao C.; Huang C.; Brinsfield C.T.	2018	11.43
35	77	Diversity and creativity in cross-national teams: The role of team knowledge sharing and inclusive climate	Bodla A.A.; Tang N.; Jiang W.; Tian L.	2018	11.00
36	77	Mitigating the negative effect of perceived organizational politics on organizational citizenship behavior: Moderating roles of contextual and personal resources	De Clercq D.; Belausteguigoitia I.	2017	9.63
37	76	Addressing ecology and sustainability in mega-sporting events: The 2006 football World Cup in Germany	Dolles H.; Söderman S.	2010	5.07
38	73	Sustainability assurance and assurance providers: Corporate governance determinants in stakeholder-oriented countries	Martínez-Ferrero J.; García-Sánchez I.-M.	2017	9.13

(Continued)

Table 4. (Continued.)

R	TC	Title	Author/s	Year	C/Y
39	71	Corporate social responsibility in sport: Stakeholder management in the UK football industry	Walters G.; Tacon R.	2010	4.73
40	70	Corporate social responsibility and sustainability education: A trans-Atlantic comparison	Moon J.; Orlitzky M.	2011	5.00
41	70	Leadership learning through lived experience: A process of apprenticeship?	Kempster S.	2006	3.68
42	69	How work-family enrichment influence innovative work behavior: Role of psychological capital and supervisory support	Mishra P.; Bhatnagar J.; Gupta R.; Wadsworth S.M.	2019	11.50
43	66	Leadership and innovation: The moderator role of organization support for innovative behaviors	Mokhber M.; Khairuzzaman W.; Vakilbashi A.	2018	9.43
44	66	The impact of negative mood on team performance	Jordan P.J.; Lawrence S.A.; Troth A.C.	2006	3.47
45	65	The distinctiveness of family-firm intangibles: A review and suggestions for future research	Huybrechts J.; Voordeckers W.; Vandemaele S.; Lybaert N.	2011	4.64
46	65	Corporate social responsibility in management education: Current status in Spanish universities	Setó-Pamies D.; Domingo-Vernis M.; Rabassa-Figueras N.	2011	4.64
47	62	Family ownership logic: Framing the core characteristics of family businesses	Brundin E.; Samuelsson E.F.; Melin L.	2014	5.64
48	61	The relationship between the board of directors and firm performance in private family firms: A test of the demographic versus behavioral approach	Basco R.; Voordeckers W.	2015	6.10
49	61	Effectiveness of mission statements in organizations – A review	Braun S.; Wesche J.S.; Frey D.; Weisweiler S.; Peus C.	2012	4.69
50	60	When and how knowledge sharing benefits team creativity: The importance of cognitive team diversity	Men C.; Fong P.S.W.; Luo J.; Zhong J.; Huo W.	2019	10.00

Abbreviations: R = Rank; TC = Total citations; C/Y = Cites per year.

examples include Javed *et al.*'s (2019) article on inclusive leadership (249 citations) and Hamouche's (2023) work on human resource management (HRM) during COVID-19 (195 citations), both of which demonstrate how JMO has become a responsive outlet for emergent global challenges. The COVID-19 paper is especially striking, achieving nearly 49 citations per year in just three years, reflecting both the timeliness and intensity of scholarly engagement with crisis-related management research.

The mid-ranked articles in Table 4 broaden the thematic scope, covering family business (Nordqvist, Hall & Melin, 2009; 156 citations), organizational resilience (Kantur & İşeri-Say, 2012; 237 citations), workplace spirituality (Fernando & Jackson, 2006; 154 citations), and neurodiversity employment (Krzeminska, Austin, Bruyère & Hedley, 2019; 103 citations). While their citation rates per year are lower than the top-ranked outliers, they demonstrate JMO's openness to interdisciplinary and underexplored themes that are often overlooked in mainstream management journals. This eclecticism reinforces the journal's distinctive positioning as a venue willing to publish novel, socially embedded, and sometimes unconventional research.

Geographic and authorship patterns further underline JMO's dual identity. Several of the most cited contributions come from Australasian scholars (e.g., Brougham, Haar, Galbreath, Ratten), consistent with the journal's ANZAM heritage, yet the increasing presence of international co-authorship (e.g., Javed, Zhou, Krzeminska) illustrates the journal's progressive internationalisation. This balance between regional grounding and global reach has been crucial in expanding JMO's citation footprint.

Critically, the table also exposes structural vulnerabilities. JMO's citation profile is disproportionately dependent on a handful of recent high-performing articles, raising the risk that future metrics may plateau if subsequent issues fail to attract similarly resonant contributions. Furthermore, the strong performance of trend-driven topics such as COVID-19 demonstrates the journal's responsiveness, but these works may have shorter citation half-lives compared to theoretical classics in dynamic capabilities or work-life balance. The challenge lies in sustaining both timeliness and long-term theoretical depth.

Intellectual foundations of JMO through external citations

Table 5 identifies the works most frequently cited within JMO's publications, effectively mapping the intellectual scaffolding upon which the journal's research rests. The dominance of classic methodological and theoretical contributions is striking. Podsakoff, MacKenzie, Lee and Podsakoff (2003) paper on common method bias leads with 159 citations, followed by Fornell and Larcker's (1981) *Journal of Marketing Research* article on validity (86 citations), Aiken and West's (1991) work on multiple regression (80), and Baron and Kenny's (1986) mediation framework (69). These papers reflect the heavy reliance on psychometric, regression, and structural equation modelling foundations, confirming that JMO authors, like those in other management journals, anchor their research in well-established methodological standards.

Beyond methods, canonical theories are also highly cited. Barney's (1991) resource-based view (64), Teece, Pisano and Shuen's (1997) dynamic capabilities framework (52, 26), and Eisenhardt and Martin's (2000) strategy and organizational theory contributions (35, 30) show that JMO papers align with mainstream strategy and organizational research. At the same time, references to broader social science classics, DiMaggio & Powell (1983) (institutional theory, 33), Hofstede (1980) (culture, 23), and Penrose (1959) (firm growth, 23), reveal how JMO integrates macro-level perspectives into management debates.

A critical observation is the balance between methodological and theoretical sources. Nearly half of the top references are statistical or methodological texts (Podsakoff, Aiken, Preacher, Hayes, Nunnally), while the remainder cluster around organisational theory, strategic management, and social psychology. This demonstrates JMO's methodological conservatism, research is expected to be empirically rigorous, borrowing heavily from mainstream psychology and strategy traditions. However, the relatively low citation counts (none exceeding 200) suggest that while JMO relies on the same foundational works as higher-ranked journals, its referencing intensity is more dispersed. This reinforces the view of JMO as a journal embedded in global standards but without a distinctive methodological canon of its own.

Knowledge diffusion and citing communities of JMO

Table 6 provides a picture of JMO's influence by examining who cites the journal, where, and in what outlets. The dataset indicates that JMO's reach is increasingly international but concentrated in certain author networks and publication venues. De Clercq (76 citing papers), Kantabutra (28), and Azeem (25) emerge as the most frequent citers, pointing to a strong cluster of scholars repeatedly drawing on JMO's content. Institutions like Griffith University (131 citing papers), Queensland University of Technology (117), and Brock University (114) reinforce the Australasian and Commonwealth roots of JMO's influence.

Table 5. Top 40 most cited documents in JMO publications (Web of Science 2007–2024)

Rank	First author	Reference	Year	Vol	Page	Type	TC
1	Podsakoff PM	J Appl Psychol	2003	v88	p879	A	159
2	Fornell C	J Marketing Res	1981	v18	p39	A	86
3	Aiken LS	Multiple Regression	1991			B	80
4	Baron RM	J Pers Soc Psychol	1986	v51	p1173	A	69
5	Barney J	J Manage	1991	v17	p99	A	64
6	Hair JF	Primer on PLS-SEM	2010			B	56
7	Teece DJ	Strategic Manage J	1997	v18	p509	A	52
8	Podsakoff PM	J Manage	1986	v12	p531	A	52
9	Anderson JC	Psychol Bull	1988	v103	p411	A	51
10	Hu LT	Struct Equ Modeling	1999	v6	p1	A	38
11	Podsakoff PM	Annu Rev Psychol	2012	v63	p539	A	37
12	Hobfoll SE	Am Psychol	1989	v44	p513	A	36
13	Eisenhardt KM	Strategic Manage J	2000	v21	p1105	A	35
14	Hambrick DC	Acad Manage Rev	1984	v9	p193	A	35
15	DiMaggio PJ	Am Sociol Rev	1983	v48	p147	A	33
16	Nahapiet J	Acad Manage Rev	1998	v23	p242	A	32
17	Williams LJ	J Manage	1991	v17	p601	A	32
18	Cohen WM	Admin Sci Quart	1990	v35	p128	A	32
19	Jensen MC	J Financ Econ	1976	v3	p305	A	31
20	Cropanzano R	J Manage	2005	v31	p874	A	30
21	Grant RM	Strategic Manage J	1996	v17	p109	A	30
22	Eisenhardt KM	Acad Manage Rev	1989	v14	p532	A	30
23	Nunnally JC	Psychometric Theory	1978			B	30
24	Preacher KJ	Multivar Behav Res	2007	v42	p185	A	29
25	Preacher KJ	Behav Res Meth Ins C	2004	v36	p717	A	29
26	Graen GB	Leadership Quart	1995	v6	p219	A	29
27	Miles MB	Qualitative Data Ana	2014			B	28
28	Hobfoll SE	Appl Psychol-Int Rev	2001	v50	p337	A	28
29	Allen NJ	J Occup Psychol	1990	v63	p1	A	28
30	Hayes AF	Introduction to Mediation	2013			B	27
31	March JG	Organ Sci	1991	v2	p71	A	27
32	Meyer JP	Human Resource Manag	1991	v1	p61	A	27
33	Teece DJ	Strategic Manage J	2007	v28	p1319	A	26
34	Braun V	Qual Res Psychol	2021	v18	p328	A	25
35	Blau P	Exchange Power Soc	1964			B	24
36	Gouldner AW	Am Sociol Rev	1960	v25	p161	A	24
37	Hofstede G	Cultural Consequence	1980			B	23
38	Penrose ET	Theory Growth Firm	1959			B	23
39	Spector PE	Organ Res Methods	2006	v9	p221	A	22
40	Huselid MA	Acad Manage J	1995	v38	p635	A	22

Abbreviations: TC = Total citations; A = Article; B = Book.

Table 6. Citing articles of the 10,000 most cited articles of AE: Years, authors, universities, countries, and journals

R	Year	TP	Author	TP	University	TP	Country	TP	Journal	TP
1	2024	2,460	De Clercq, D.	76	Griffith U	131	USA	2,043	Sustainability	437
2	2023	2,077	Kantabutra, S.	28	Queensland U Tech	117	China	1,981	J Management Organization	431
3	2022	1,860	Azeem, M.U.	25	Brock U	114	Australia	1,529	Frontiers in Psychology	334
4	2021	1,397	Haq, I.U.	24	U Queensland	110	UK	1,245	J Business Research	134
5	2020	1,249	Kraus, S.	24	Auckland U Tech	100	Spain	860	J Business Ethics	117
6	2019	890	Charoensukmongkol, P.	22	U Valencia	96	India	636	Current Psychology	112
7	2018	598	Ali, M.	21	Monash U	96	Canada	591	Personnel Review	107
8	2017	524	Pereira, R.	21	RMIT U	91	Pakistan	568	Management Decision	101
9	2016	415	Basco, R.	18	Curtin U	89	Italy	522	Int J Env Res Public Health	99
10	2015	362	Luu, T.T.	17	Macquarie U	86	Malaysia	521	Int J Human Resource Management	91
11	2014	344	Maseda, A.	17	Edith Cowan U	76	Germany	449	SAGE Open	84
12	2013	278	Franco, M.	16	U Utara Malaysia	75	New Zealand	377	J Cleaner Production	83
13	2012	209	Härtel, C.E.J.	16	U Tech Sydney	74	Taiwan	375	Cogent Business Management	82
14	2011	166	Iturralde, T.	16	Swinburne U Tech	71	Netherlands	351	Leadership Organization Develop J	72
15	2010	145	Karatepe, O.M.	16	La Trobe U	70	France	347	Int J Hospitality Management	68
16	2009	82	Qian, J.	16	U Sains Malaysia	68	Indonesia	347	Int J Organizational Analysis	67
17	2008	39	De Massis, A.	15	Hong Kong Polytech U	66	South Korea	338	Tech Forecasting Social Change	66

(Continued)

Table 6. (Continued.)

R	Year	TP	Author	TP	University	TP	Country	TP	Journal	TP
18	2007	11	Galbreath, J.	15	Deakin U	64	Turkey	308	Corporate Social Respon Env Manag	64
19	2006	11	Aboramadan, M.	14	Harbin Inst Tech	64	Portugal	272	J Knowledge Management	64
20	2005	14	Boers, B.	14	ISCTE – Inst U Lisboa	64	UAE	245	Administrative Sciences	56
21	2004	13	Brunetto, Y.	14	U South Australia	63	South Africa	240	Management Research Review	56
22	2003	11	Calabrò, A.	14	U Melbourne	62	Sweden	227	Heliyon	54
23	2002	7	Ghani, U.	14	U da Beira Interior	59	Brazil	222	PLOS One	54
24	2001	7	Ratten, V.	14	Western Sydney U	59	Poland	204	Business Strategy Env	52
25	2000	9	Babiak, K.	13	UNSW Sydney	59	Thailand	199	Employee Relations	51
26	1999	8	Jordan, P.J.	13	Zhejiang U	58	Saudi Arabia	193	Int J Entrep Behaviour Res	51
27	1998	4	Ayoko, O.B.	12	U Sydney	58	Finland	177	Int J Contemp Hospitality Manag	50
28	1997	4	Bodolica, V.	12	U Auckland	57	Norway	165	Social Behavior and Personality	50
29	1996	1	Elbanna, S.	12	Vrije U Amsterdam	57	Viet Nam	161	European Management J	48
30	1995	1	8 authors	12	Erasmus U Rotterdam	57	Belgium	159	J Family Business Strategy	48

Abbreviations: R = Rank; TP = Total papers.

Geographically, the United States dominates with 2,043 citing papers, followed by China (1,981) and Australia (1,529). This indicates that while JMO's historical base in Australasia remains strong, its intellectual reach now extends deeply into both Western and Asian contexts. This dual orientation is valuable: it reflects both Western theoretical grounding and Asian engagement with applied management research.

The citing journals further clarify JMO's diffusion pathways. *Sustainability* leads with 437 citing articles, followed by *Journal of Management & Organization* itself (431, largely author self-citation or reciprocal citing within the community), *Frontiers in Psychology* (334), and *Journal of Business Research* (134). The prominence of interdisciplinary journals such as *Sustainability* and *Frontiers in Psychology* suggests that JMO articles are not confined to core management outlets but diffuse across adjacent disciplines, psychology, environmental studies, and ethics. This breadth enhances JMO's visibility but also raises the question of whether its influence is deeper within management or more peripheral, feeding into interdisciplinary debates rather than shaping core management theory.

The analysis of citing patterns in [Table 6](#) reveals both opportunities and vulnerabilities for JMO. Its influence is undeniably global, with citations extending across regions and disciplines, yet much of this visibility is concentrated in a relatively small group of authors, institutions, and journals. The strong presence of outlets such as *Sustainability* and *Frontiers in Psychology* indicates that JMO's reach is often driven by topical interest in areas like social responsibility, leadership, and well-being, rather than systematic integration into the core of management theory. When we viewed together with the intellectual foundations outlined in [Table 5](#), this profile underscores JMO's dual identity: internally, the journal relies heavily on mainstream methodological and theoretical anchors from psychology, organisational behaviour, and strategy, while externally it is cited most often in interdisciplinary and socially oriented outlets. This positioning reflects JMO's strength as both a consumer of established frameworks and a producer of applied, cross-disciplinary insights, though its long-term challenge remains to deepen its influence within core management debates while maintaining the interdisciplinary reach that currently fuels much of its visibility.

Leading authors, institutions and countries

The distribution of productivity and influence across authors, institutions, and countries reveals the structural foundations of JMO's scholarly community. Examining these layers shows how impact is generated not only by a few highly cited individuals but also by the institutional networks and national research systems that sustain them. [Table 7](#) provides the starting point, highlighting the most productive authors whose contributions illustrate both the concentration of influence within a small group and the emergence of globally relevant scholarship beyond JMO's Australasian core.

The profile of JMO's most productive authors demonstrates a highly concentrated but thematically diverse community. At the productivity end, Härtel (Monash University) leads with 11 papers and 241 citations, showing steady contributions over three decades, particularly in organisational behaviour and leadership. Ayoko (University of Queensland, 9 papers, 161 citations) similarly exemplifies the continuity of the Australian research base in leadership and conflict management. De Clercq (Brock University, 10 papers, 210 citations), however, represents the most visible international contributor, with his entire output concentrated in the last decade (D3). His productivity underscores JMO's growing integration into North American research networks. Yet, the most striking influence comes from authors with fewer but more impactful contributions. Brougham (Massey University) has only four papers but 626 citations (156.5 per paper), largely driven by her 2018 STARA article, JMO's single most cited paper. Galbreath (Curtin University, 350 citations from 4 papers) and Khan (Central Queensland University, 297 citations from 4 papers) also exemplify this selective impact, where a handful of strategically positioned articles drive visibility. Ratten (La Trobe University, 259 citations from 5 papers) further illustrates niche influence, with entrepreneurship and sports management

Table 7. Most productive authors in JMO

R	Author Name	University	Country	TP	TC	H	C/P	D1	D2	D3
1	Härtel, C.E.J.	Monash University	AUS	11	241	9	21.91	2	7	2
2	De Clercq, D.	Brock U	CAN	10	210	7	21.00	0	0	10
3	Ayoko, O.B.	U Queensland	AUS	9	161	6	17.89	0	0	9
4	Brunetto, Y.	Southern Cross U	AUS	6	86	5	14.33	0	1	5
5	Ratten, V.	La Trobe U	AUS	5	259	4	51.80	0	3	2
6	Haar, J.M.	Massey U	NZ	5	123	4	24.60	0	3	2
7	Galvin, P.	Edith Cowan U	AUS	5	111	4	22.20	0	4	1
8	Belausteguigoitia, I.	Autonomous Tech Inst	MEX	5	111	3	22.20	0	0	5
9	Qian, J.	Beijing Normal U	CHN	5	92	5	18.40	0	2	3
10	O'Shannassy, T.	RMIT U	AUS	5	67	5	13.40	2	1	2
11	Ruwhiu, D.	U Otago	NZ	5	65	4	13.00	1	1	3
12	Caputo, A.	U Lincoln	UK	5	59	3	11.80	0	0	5
13	Dadich, A.	Western Sydney U	AUS	5	33	4	6.60	0	0	5
14	Pio, E.	Auckland U Tech	NZ	5	29	4	5.80	0	2	3
15	Brougham, D.	Massey U	NZ	4	626	3	156.50	0	0	4
16	Galbreath, J.	Curtin U	AUS	4	350	4	87.50	0	1	3
17	Khan, A.K.	Central Queensland U	AUS	4	297	3	74.25	0	0	4
18	Jordan, P.J.	Griffith U	AUS	4	226	4	56.50	0	2	2
19	Pavlovich, K.	U Waikato	NZ	4	195	2	48.75	0	1	3
20	Farr-Wharton, B.	Edith Cowan U	AUS	4	159	4	39.75	0	0	4

(Continued)

Table 7. (Continued.)

R	Author Name	University	Country	TP	TC	H	C/P	D1	D2	D3
21	Naumann, S.E.	U Pacific	US	4	139	3	34.75	0	0	4
22	Tang, C.	U Cambridge	UK	4	139	3	34.75	0	0	4
23	Verreyne, M.L.	U Queensland	AUS	4	122	4	30.50	0	2	2
24	Rice, J.	U Melbourne	AUS	4	120	3	30.00	0	2	2
25	Bentley, T.	Auckland U Techn	NZ	4	118	3	29.50	0	1	3
26	Haq, I.U.	U Lahore	PAK	4	94	4	23.50	0	0	4
27	Gandolfi, F.	Georgetown U	US	4	80	4	20.00	0	4	0
28	Chapman, R.L.	Central Queensland U	AUS	4	73	4	18.25	0	1	3
29	Fitzgerald, J.A.	U College Dublin	IRL	4	70	4	17.50	0	1	3
30	Syed, J.	U Huddersfield	UK	4	70	4	17.50	0	2	2
31	Wiesner, R.	U Southern Queensland	AUS	4	69	3	17.25	1	3	0
32	Du, X.	Monash University	AUS	4	62	4	15.50	0	0	4
33	Zeng, Q.	U Sydney	AUS	4	62	4	15.50	0	0	4
34	MacHt, S.A.	Central Queensland U	AUS	4	58	3	14.50	0	0	4
35	Dowling, P.J.	Latrobe U	AUS	4	37	2	9.25	3	1	0
36	Selvarajah, C.	Swinburne U Tech	AUS	4	31	2	7.75	1	2	1
37	Lux, A.A.	Edith Cowan U	AUS	4	30	2	7.50	0	0	4
38	Catley, B.	Massey U	NZ	4	21	2	5.25	1	1	2
39	McKeown, T.	Monash U	AUS	4	19	2	4.75	0	1	3
40	Azeem, M.U	ESSCA Sch Manag	FRA	4	81	4	20.25	0	0	4

Abbreviations: R = Rank; TP = Total papers; TC = Total citations; H = *h*-index; C/P = Cites per paper; D1 = Total Publication during first decade i.e. between 1995 and 2004; D2 = Total Publication during second decade i.e. between 2005 and 2014; D3 = Total Publication during third decade i.e. between 2015 and 2024.

research carving out distinct recognition. These cases reinforce the ‘long-tail’ citation structure identified in Table 2, where JMO’s impact depends heavily on a small number of outliers rather than broad uptake across all publication.

Geographically, the author base is dominated by Australasia, two-thirds of the top 40 are affiliated with Australian or New Zealand universities, yet international diversification is evident. De Clercq (Canada), Belausteguigoitia (Mexico), Qian (China), Haq (Pakistan), Caputo and Tang (UK), and Naumann (US) show that JMO has succeeded in attracting authors from multiple regions. This internationalisation reflects the bibliographic coupling results (Figs. 8–9), where Australia remained the hub but strong linkages with Asia, North America, and Europe emerged. Thematically, leading authors cluster around three core domains: leadership and HRM (Härtel, Ayoko, Brunetto, Haar), sustainability and governance (Galbreath, Khan), and newer workplace dynamics and organisational behaviour streams (De Clercq, Haq). These align closely with the dominant keyword clusters identified in Fig. 10.

While Table 8 highlights the role of individuals, institutional ecosystems provide the structural support for such contributions. To assess whether JMO’s growth reflects the efforts of a few star authors or broader academic communities, it is necessary to examine institutional productivity.

Institutional patterns confirm JMO’s Australasian foundation, with Griffith University (40 papers, 1,340 citations, $H = 18$) leading, followed by the University of Queensland (33 papers, 804 citations) and Queensland University of Technology (29 papers, 469 citations). These institutions have played a central role in sustaining JMO’s identity as the official ANZAM journal, providing a steady pipeline of research across leadership, HRM, and organisational studies. Auckland University of Technology (27 papers, 1,112 citations, $C/P = 41.2$) stands out for its higher citation efficiency, reflecting influential contributions in digital work and applied psychology. Massey University (17 papers, 893 citations, $C/P = 52.5$) also demonstrates exceptional impact per paper, primarily due to Brougham and Haar’s contributions. The Australian National University ($C/P = 58.5$, 10 papers) exemplifies another model: lower volume but disproportionately high influence, reflecting targeted contributions in governance and sustainability. In contrast, larger institutions such as RMIT (27 papers, $C/P = 10.1$) or Western Sydney (17 papers, $C/P = 8.6$) reveal high productivity but limited citation reach, suggesting breadth rather than influence.

Beyond Australasia, Brock University (Canada, 18 papers, 361 citations) has risen to prominence, largely reflecting De Clercq’s productivity, while Xiamen University (China, 9 papers, 166 citations) and Harbin Institute of Technology (9 papers, 134 citations) illustrate the growing role of Chinese institutions. European universities such as University of Trento (9 papers) and University Jaume I (7 papers, $C/P = 29.4$) also signal diversification, though their contributions remain peripheral compared to the Australasian core. Overall, the institutional data confirm that JMO’s visibility is still disproportionately anchored in a small cluster of Australian and New Zealand universities, but international nodes are beginning to reshape its global footprint.

To place these patterns in a broader perspective, it is necessary to examine country-level contributions, which reveal how national research systems and scholarly traditions shape JMO’s influence. Table 9 presents the most productive countries in JMO. Country-level analysis reinforces JMO’s Australasian anchoring but also highlights a striking divergence between volume and impact. Australia leads in total publications (370, 34% of JMO’s output), reflecting its role as host country, yet the United States surpasses Australia in citations (3,529 vs. 3,454) despite producing less than half the volume (173 papers). This disparity shows that US-based contributions achieve far higher citation efficiency (20.4 per paper vs. Australia’s 9.3). New Zealand demonstrates even greater efficiency, with 115 papers generating 2,328 citations (20.2 per paper) and the highest per capita impact (443 citations per million inhabitants), underscoring the global resonance of contributions from scholars such as Brougham, Haar, and Pavlovich.

China (112 papers, 2,045 citations) emerges as the fastest-growing contributor in the last decade (101 of its papers in D3). Its per-paper impact (18.3) is competitive with Western benchmarks, reflecting its growing strength in HRM, leadership, and organisational behaviour. The UK (80 papers, 1,647

Table 8. The 40 most productive and influential institutions in JMO

R	Institution	Country	TP	TC	H	C/P	D1	D2	D3
1	Griffith U	AUS	40	1,340	18	33.5	4	24	12
2	U Queensland	AUS	33	804	17	24.36	7	13	13
3	Queensland U Technology	AUS	29	469	13	16.17	7	15	7
4	Auckland U Technology	NZ	27	1,112	11	41.19	2	12	13
5	RMIT U	AUS	27	272	9	10.07	7	7	13
6	Macquarie U	AUS	25	485	11	19.40	9	9	7
7	Monash U	AUS	23	374	11	16.26	5	12	6
8	U Technology Sydney	AUS	21	312	11	14.86	8	8	5
9	U Otago	NZ	19	418	9	22.00	6	8	5
10	U Waikato	NZ	18	420	10	23.33	2	7	9
11	Brock U	CAN	18	361	10	20.06	0	2	16
12	Massey U	NZ	17	893	8	52.53	2	7	8
13	Edith Cowan U	AUS	17	248	7	14.59	4	3	10
14	Western Sydney U	AUS	17	146	7	8.59	4	8	5
15	Deakin U	AUS	16	137	7	8.56	1	8	7
16	U New England Australia	AUS	13	164	7	12.62	2	7	4
17	U South Australia	AUS	13	120	7	9.23	2	6	5
18	Curtin U	AUS	11	426	6	38.73	2	6	3
19	Southern Cross U	AUS	11	192	7	17.45	2	5	4
20	Swinburne U Technology	AUS	11	125	6	11.36	3	4	4

(Continued)

Table 8. (Continued.)

R	Institution	Country	TP	TC	H	C/P	D1	D2	D3
21	U Auckland	NZ	11	87	5	7.91	3	2	6
22	Australian National U	AUS	10	585	9	58.50	0	6	4
23	La Trobe U	AUS	10	257	7	25.70	1	3	6
24	U Melbourne	AUS	10	103	6	10.30	2	3	5
25	Xiamen U	CHN	9	166	8	18.44	0	1	8
26	Bond U	AUS	9	150	6	16.67	0	3	6
27	Seoul National U	KOR	9	141	6	15.67	1	1	7
28	Harbin Institute of Technology	CHN	9	134	7	14.89	0	0	9
29	CQU Australia	AUS	9	117	5	13.00	1	3	5
30	UNSW Sydney	AUS	9	104	5	11.56	2	1	6
31	U Trento	ITA	9	102	7	11.33	0	0	9
32	U Western Australia	AUS	8	148	5	18.50	1	4	3
33	U Southern Queensland	AUS	8	116	5	14.50	2	5	1
34	U Jaume I	SPA	7	206	6	29.43	0	2	5
35	Lancaster U	UK	7	144	4	12	0	4	3
36	Yuan Ze U	TWN	7	123	6	17.57	0	3	4
37	U Newcastle, Australia	AUS	7	121	6	17.29	2	3	2
38	Murdoch U	AUS	7	92	5	13.14	2	1	4
39	National Cheng Kung U	TWN	7	91	5	13.00	0	2	5
40	James Madison U	US	7	87	7	12.43	0	4	3
41	U Lincoln	NZ	7	78	5	11.14	0	0	7

Abbreviations are available in [Table 7](#).

Table 9. The most productive and influential countries in JMO

R	Country	TP	TC	H	C/P	D1	D2	D3	Pop	P/Po	C/Po
1	Australia	370	3,454	29	9.34	83	164	123	26,974,000	13.72	128.05
2	United States	173	3,529	33	20.40	6	64	103	347,276,000	0.50	10.16
3	New Zealand	115	2,328	22	20.24	19	43	53	5,251,900	21.90	443.27
4	China	112	2,045	25	18.26	2	9	101	1,424,218,087	0.08	1.44
5	United Kingdom	80	1,647	23	20.59	4	23	53	69,551,300	1.15	23.68
6	Taiwan	71	1,345	22	18.94	0	32	39	23,112,800	3.07	58.19
7	Spain	57	1,371	22	24.05	0	23	34	47,890,000	1.19	28.63
8	Canada	49	915	16	18.67	0	7	42	40,126,700	1.22	22.80
9	South Korea	39	626	14	16.05	0	14	25	51,667,000	0.75	12.12
10	Turkey	30	885	15	29.50	0	5	25	87,685,400	0.34	10.09
11	Pakistan	28	935	14	33.39	0	1	27	255,220,000	0.11	3.66
12	Italy	22	184	8	8.36	0	2	20	59,146,300	0.37	3.11
13	India	20	519	13	25.95	0	4	16	1,463,870,000	0.01	0.35
14	Netherlands	20	275	11	13.75	0	8	12	18,346,800	1.09	14.99
15	Malaysia	19	348	10	18.32	0	3	16	35,977,800	0.53	9.67
16	Finland	14	304	12	21.71	0	7	7	5,623,330	2.49	54.06
17	Germany	14	182	7	13.00	0	2	12	84,075,100	0.17	2.16
18	United Arab Emirates	12	694	9	57.83	0	3	9	11,346,000	1.06	61.17
19	Portugal	12	237	7	19.75	0	3	9	10,411,800	1.15	22.76
20	France	11	165	5	15.00	0	1	10	66,650,800	0.17	2.48
21	Israel	11	110	5	10.00	0	1	10	9,517,180	1.16	11.56
22	Norway	10	109	5	10.90	1	1	8	5,623,070	1.78	19.38
23	Denmark	9	120	7	13.33	0	6	3	6,002,510	1.50	19.99
24	Sweden	8	413	8	51.63	0	4	4	10,656,600	0.75	38.76

(Continued)

Table 9. (Continued.)

R	Country	TP	TC	H	C/P	D1	D2	D3	Pop	P/Po	C/Po
25	Belgium	8	239	7	29.88	0	4	4	11,758,600	0.68	20.33
26	Japan	7	31	2	4.43	0	4	3	123,103,000	0.06	0.25
27	Slovenia	6	112	5	18.67	0	4	2	2,117,070	2.83	52.90
28	Mexico	6	112	3	18.67	0	0	6	131,947,000	0.05	0.85
29	Iran	6	42	4	7.00	0	0	6	92,417,700	0.06	0.45
30	Poland	4	106	4	26.50	0	0	4	38,140,900	0.10	2.78

Abbreviations are available in [Table 7](#) except for: P/Po and C/Po = Papers and cites per million inhabitants.

citations, 20.6 per paper) and Taiwan (71 papers, 1,345 citations, 18.9 per paper) illustrate consistent mid-tier contributors, while Spain (C/P = 24.1) and Finland (C/P = 21.7) highlight smaller but influential research communities.

Notably, several emerging economies demonstrate outsized influence relative to scale. Pakistan (28 papers, 935 citations, 33.4 per paper), UAE (12 papers, 694 citations, 57.8 per paper), and Sweden (8 papers, 413 citations, 51.6 per paper) achieve world-class citation efficiencies, largely through focused contributions in leadership, ethics, and sustainability. By contrast, countries such as India (20 papers, 519 citations) and Japan (7 papers, 31 citations) remain under-integrated into JMO's thematic niches, with low per-paper impact.

When we look at Tables 7–9 collectively, it reveals that JMO's scholarly community is anchored in a strong but regionally concentrated author and institutional base, complemented by an increasingly diverse set of international contributors. At the author level, a handful of highly cited individuals (e.g., Brougham, Galbreath, De Clercq) account for disproportionate impact. At the institutional level, Australian and New Zealand universities dominate, but high-impact nodes in Canada, China, and selected European institutions are expanding JMO's reach. At the country level, while Australia provides the volume, the United States and New Zealand provide the greatest influence per paper, and emerging economies such as Pakistan and UAE show the potential of targeted, high-impact research. These findings connect with the earlier analyses in Table 2 and with the later analyses presented in Figs. 6–9, confirming that JMO's global influence has been shaped less by uniform productivity and more by concentrated networks and breakthrough contributions. The challenge ahead lies in reducing dependence on a narrow set of authors and institutions, broadening its international author base, and consolidating thematic niches in leadership, HRM, and sustainability into a more cohesive and durable identity.

Synthesizing these layers of authorship, institutional, and country-level analysis reveals a distinctive duality in JMO's structure. Its intellectual production remains concentrated within established Australasian institutions that sustain methodological and disciplinary continuity, yet its citation base and author collaborations increasingly link with diverse international communities. This configuration positions JMO as an intermediary platform that balances institutional continuity with boundary-spanning openness, an orientation typical of journals occupying semi-core positions within global knowledge networks (Whitley, 2000). Such a pattern underscores JMO's function as a translational conduit between regional and global knowledge systems.

Viewed through the lens of Bourdieu's notion of '*scientific capital*' (Bourdieu, 1988) and Abbott's perspective on '*professional systems*' (Abbott, 2010), this semi-core configuration reflects JMO's evolving strategy of relational visibility within the global management research field. Rather than competing directly with elite, highly central outlets, JMO consolidates influence by accumulating symbolic capital, through citation linkages, regional legitimacy, and cross-national collaborations, that enables it to act as a mediating arena between established and emerging research communities. This position carries strategic advantages that allows JMO to translate regionally grounded scholarship into globally relevant debates, while cultivating an inclusive author network that strengthens its institutional legitimacy. Sustaining this balance of local credibility and global recognition will be central to JMO's future growth within the stratified ecology of management journals

Annual distribution of papers by countries and institutions

Table 10 provides a longitudinal view of JMO's output across countries and institutions, highlighting both its Australasian foundation and its gradual internationalization. At the country level, Australia dominates with 370 papers, maintaining consistent output since the early 2000s. Yet while volume remains high, its relative share has declined as other countries have expanded. The United States, initially marginal, became a regular contributor after 2007, now averaging 10–20 papers annually. Despite fewer publications, its higher per-paper citation rate (Table 9) confirms that US contributions are selective and strategically aligned with high-impact themes such as leadership and HRM.

Table 10. Annual number of papers classified by top countries and institutions

R	Country	TP	Q1	Q2	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	Australia	370	36	47	7	10	17	24	25	21	24	17	5	14	14	7	10	8	16	20	14	11	14	9
2	United States	173	3	3	3	1	2	6	6	11	9	11	10	5	10	3	6	9	9	11	6	13	10	26
3	New Zealand	115	3	16	1	3	6	4	6	8	5	0	6	4	4	2	8	7	2	5	9	5	5	6
4	China	112	2	0	0	0	0	1	0	1	0	3	0	4	10	3	5	7	11	10	9	8	15	23
5	United Kingdom	80	1	3	0	2	1	1	4	2	6	5	0	2	1	5	3	1	10	5	13	2	4	9
6	Taiwan	71	0	0	0	0	0	0	3	3	1	8	11	6	12	3	4	2	4	3	2	2	5	2
7	Spain	57	0	0	0	0	0	2	1	0	5	5	6	4	3	1	5	2	5	1	10	1	1	5
8	Canada	49	0	0	0	0	1	0	2	0	0	0	1	3	2	1	7	4	2	3	3	2	7	11
9	South Korea	39	0	0	0	0	0	0	0	2	2	4	3	3	3	4	2	4	3	3	1	1	2	2
10	Turkey	30	0	0	0	0	0	0	0	0	0	3	0	2	2	0	1	2	0	2	5	5	3	5
11	Pakistan	28	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	3	2	4	1	5	7	3
12	Italy	22	0	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0	1	0	3	1	3	10
13	India	20	0	0	0	0	0	0	0	2	1	1	0	0	1	0	2	3	1	3	1	3	1	1
14	Netherlands	20	0	0	0	0	0	0	2	0	1	3	2	0	1	3	1	1	1	0	1	1	1	2
15	Malaysia	19	0	0	0	0	0	0	1	0	0	0	0	2	0	0	1	4	0	1	0	2	5	3
16	Finland	14	0	0	0	0	0	1	2	1	3	0	0	0	0	0	2	2	1	1	1	0	0	0
17	Germany	14	0	0	0	0	1	0	0	0	0	1	0	0	1	0	1	0	0	1	3	3	0	3
18	Portugal	12	0	0	0	0	0	1	0	0	0	1	0	1	1	0	1	0	1	0	1	0	1	4
19	United Arab Emirates	12	0	0	0	0	0	0	0	0	0	2	1	0	1	0	0	1	1	2	1	1	2	0
20	France	11	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	1	1	0	1	0	0	5
21	Israel	11	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1	3	0	2	0	3
R	University	TP	Q1	Q2	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1	Griffith U	40	0	4	0	2	7	3	2	3	1	4	1	1	0	0	2	0	2	6	0	1	1	0
2	U Queensland	33	4	3	0	1	1	2	1	2	2	2	1	1	1	0	0	1	2	1	6	0	2	0

(Continued)

Table 10. (Continued.)

R	University	TP	Q1	Q2	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
3	Queensland U Tech	29	3	4	1	0	2	6	2	1	1	1	0	1	0	2	0	0	1	1	0	0	3	0
4	RMIT U	27	3	4	0	1	1	0	0	2	2	0	0	1	2	1	4	1	1	0	2	1	1	0
5	Auckland U Tech	27	0	2	0	0	2	1	3	2	1	0	2	1	0	1	2	3	0	1	2	0	2	2
6	Macquarie U	25	5	4	0	0	2	2	2	1	0	0	1	1	1	0	1	0	3	0	0	1	1	0
7	Monash U	23	3	2	1	1	1	2	1	4	1	0	0	1	2	2	0	1	0	1	0	0	0	0
8	U Tech Sydney	21	2	6	2	0	0	1	1	1	1	0	1	1	1	0	0	1	1	0	1	1	0	0
9	U Otago	19	0	6	1	0	2	2	0	0	0	0	2	1	1	0	0	0	0	0	3	1	0	0
10	Brock U	18	0	0	0	0	0	0	0	0	0	0	0	2	1	0	3	0	0	1	1	2	4	4
11	U Waikato	18	0	2	0	1	1	0	1	2	1	0	1	0	1	1	1	3	0	0	0	0	3	0

Abbreviations: R = Rank; TP = Total publications; Q1 = Number of documents (TP) between 1995 and 1999; Q2 = TP between 2000 and 2004; 05–24 = Annual number of documents published between 2005 and 2024.



Figure 3. Country collaboration map in JMO.

New Zealand illustrates another distinctive pattern: modest output (115 papers) but steady contributions across all decades, with disproportionate global influence through landmark works such as Brougham's STARA paper. China represents the most dramatic change: virtually absent before 2010, it has become one of the largest contributors in the last decade, culminating in 23 papers in 2024. This increase reflects both China's expanding management research capacity and JMO's growing role as a bridge between Western and Asia-Pacific scholarship. Other countries such as the UK, Taiwan, and Spain show steady mid-level contributions, while emerging economies like Pakistan and Turkey have increased participation since 2015, mirroring their rising citation influence. By contrast, India and Japan remain underrepresented, with limited integration into JMO's thematic clusters.

Institutional patterns reinforce this picture. Griffith University (40 papers), University of Queensland (33), and QUT (29) remain the backbone of JMO, with sustained contributions across decades. Auckland University of Technology (27 papers) demonstrates consistent participation with relatively high citation efficiency, while Monash (23) and RMIT (27) illustrate the continuity of Australia's institutional ecosystem. Brock University (18 papers), in contrast, reflects JMO's international diversification, its visibility is almost entirely driven by De Clercq's authorship in the last decade, showing how internationalisation often relies on individual rather than institutional presence.

Taken together, the evidence indicates that JMO's trajectory has shifted from regional concentration (1995–2004) to international diversification (2005–2015), and in the past decade, to broader global participation with strong growth from Asia, particularly China and Pakistan. However, the journal's influence still depends on a limited set of institutions and high-performing authors, echoing earlier findings from [Tables 7–9](#) and [Table 2](#). The challenge going forward is not just sustaining international participation but ensuring that newer contributors match the global impact historically driven by Australasian and US-based networks.

International collaboration patterns in JMO

Building on the country – and institution-level distribution in [Tables 8–10](#), [Fig. 3](#) highlights the collaborative networks that underpin JMO's global visibility.

The map makes clear that while JMO has broadened its reach in terms of authorship, its collaborative backbone remains anchored in Australia. The most frequent partnerships are with the UK (24 co-authored papers) and New Zealand (19), reflecting both historical ties within the Commonwealth

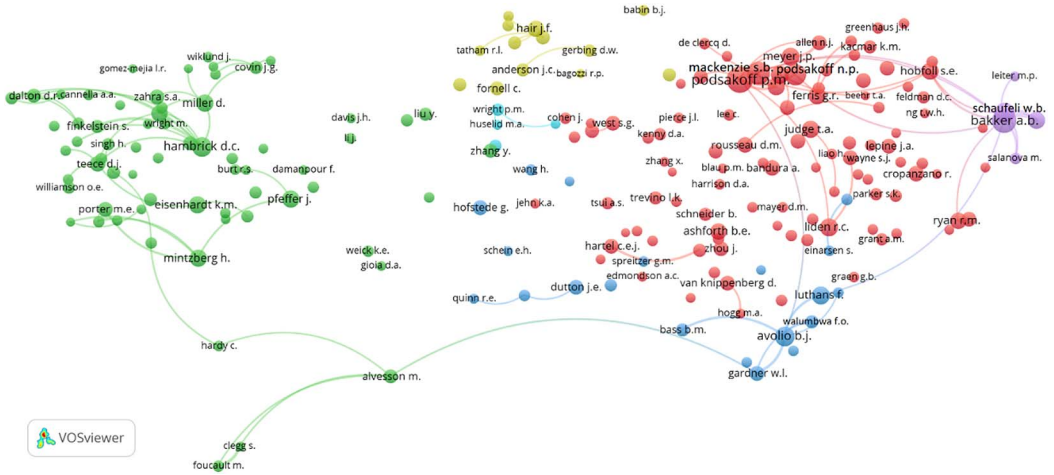


Figure 5. Co-citation of authors cited in JMO: minimum citation threshold of 50 and 100 links.

Co-citation analysis of JMO

The co-citation map of journals (Fig. 4) clearly demonstrates that JMO draws on two dominant intellectual poles: mainstream management and applied psychology. On the management side, journals such as *Academy of Management Review*, *Academy of Management Journal*, *Strategic Management Journal*, *Journal of Management Studies*, and *Organization Science* occupy central positions. These links show that JMO research is rooted in the core of strategic and organizational scholarship, borrowing theories of dynamic capabilities, institutional logics, and organizational design. The strong density around *Strategic Management Journal* reflects JMO’s orientation towards strategy and performance-based research, while *Journal of Business Ethics* and *Journal of Business Research* highlight a complementary concern with sustainability and applied organizational issues.

On the psychology side, journals like *Journal of Applied Psychology*, *Leadership Quarterly*, *Journal of Organizational Behavior*, and *Personnel Psychology* form another dense cluster. This confirms that much of JMO’s research draws on psychological traditions of leadership, motivation, well-being, and employee behaviour. The close ties between the *Journal of Applied Psychology* and *Organizational Behavior and Human Decision Processes* with JMO suggest that human resource management and leadership remain critical entry points for the journal’s visibility.

The overall network reflects a dual anchoring: JMO is situated at the interface of strategy/management and applied psychology. This positioning explains the journal’s interdisciplinary appeal, but also highlights a challenge, while it connects to top-tier management and psychology journals, it does not yet form an independent cluster of influence. Instead, it acts as a bridge, pulling together management theories and psychological approaches into applied, context-driven organizational research.

The author’s co-citation map (Fig. 5) reinforces this dual orientation. The densest cluster features leading psychology and organisational behaviour scholars such as Podsakoff, Judge, Rousseau, Luthans, and Avolio. These names represent foundational work on leadership, organisational citizenship, stress, and positive organizational behaviour, confirming that JMO publications regularly rely on psychological theories of individual and group behaviour in organisations.

Another cluster highlights strategic management and organisation theorists such as Teece, Eisenhardt, Barney, Zahra and Mintzberg. These authors provide the strategic and institutional perspectives that balance JMO’s psychological grounding. The presence of both Teece and Barney signals

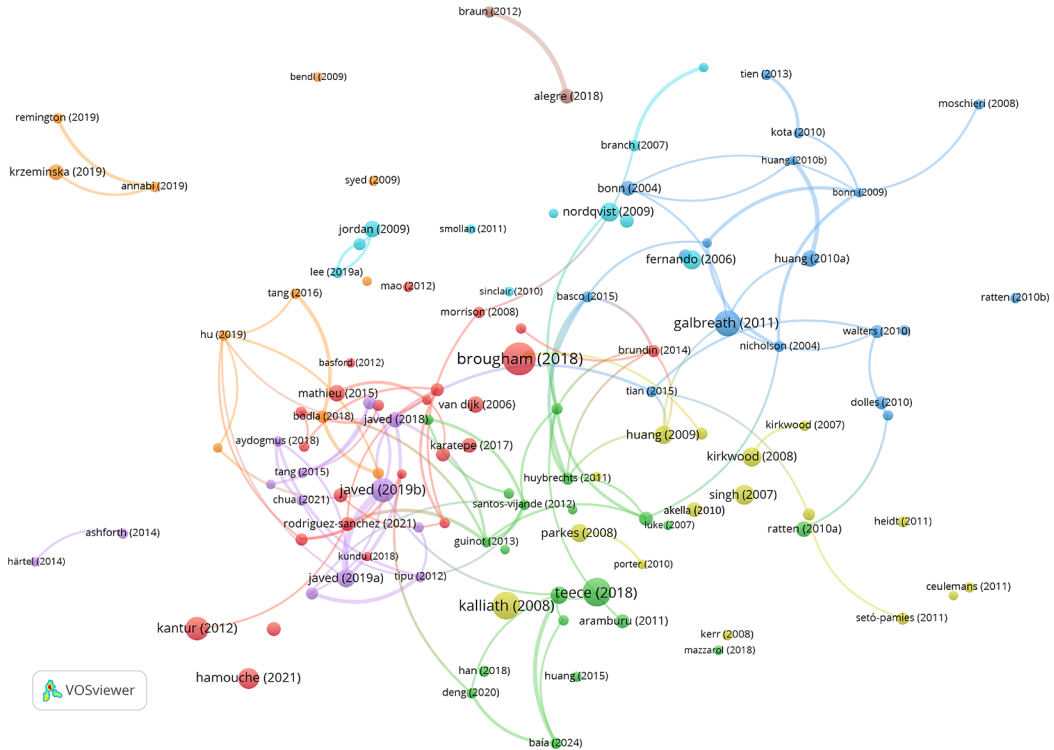


Figure 6. Bibliographic coupling of documents published in JMO: minimum threshold of 40 citations and 100 links.

the heavy reliance on resource-based and dynamic capabilities frameworks, while Eisenhardt and Zahra anchor work on entrepreneurship and innovation.

A third, smaller cluster represents methodological authorities such as Hair, Fornell, Anderson and Gerbing, reflecting the journal’s reliance on structural equation modelling and advanced statistical tools. This signals methodological convergence with mainstream management research and explains why methodological classics repeatedly appear among the most cited references.

What stands out is JMO’s intellectual pluralism: rather than clustering tightly within either psychology or strategy, it bridges both, with methodological authorities acting as connective tissue across traditions. This bridge position is valuable, giving JMO space to define itself as a journal for interdisciplinary, applied, and socially engaged management research. Yet it also underscores a strategic vulnerability: JMO risks being perceived as a secondary consumer of theories developed elsewhere rather than a primary producer of new conceptual frameworks.

Bibliographic coupling of JMO

Having examined JMO’s intellectual foundations through co-citation analysis, we now shift to bibliographic coupling, which identifies relationships among documents, authors, institutions, and countries based on shared references. This perspective highlights the thematic clustering of JMO’s publications and the collaborative patterns that shape its research output.

The document-level map (Fig. 6) reveals several distinct clusters around highly cited articles. Brougham and Haar (2018), Teece (2018), Kalliath and Brough (2008), and Galbreath (2011) emerge as central nodes, each anchoring thematic communities. For example, the Brougham and Haar (2018) cluster links to digital transformation, AI, and workplace futures; Teece (2018) connects to strategy

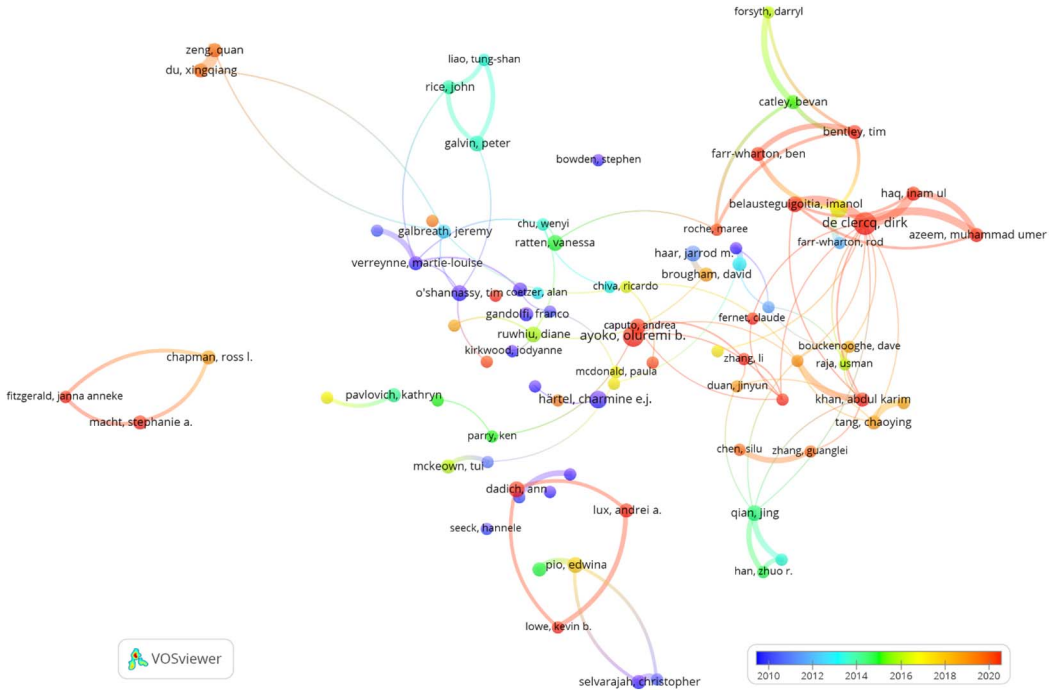


Figure 7. Bibliographic coupling of authors publishing in JMO: minimum publication threshold of 3 documents and 100 links.

and dynamic capabilities; and Galbreath (2011) anchors sustainability and gender in governance debates.

The tight clustering of Javed, Abdullah, Zaffar, Haque and Rubab (2019a), (2019b) inclusive leadership papers shows the journal’s growing specialisation in leadership and psychological safety research. Importantly, the dispersion of clusters indicates that JMO’s impact is driven by multiple themes rather than a single dominant line, reflecting intellectual diversity but also a fragmented identity that makes it harder to define a unique theoretical niche.

The author-level map (Fig. 7) highlights core contributors shaping JMO’s recent trajectory. De Clercq, Bentley, and Haq form a dense network connected to international co-authors such as Azeem, Zhang, and Khan, reflecting an emerging research stream on leadership, organisational politics, and employee well-being. Parallel clusters can be seen around Australasian scholars such as Galbreath, Ratten, and Haar, whose work on sustainability, entrepreneurship, and HRM continue to anchor JMO’s regional identity. What is striking is the bifurcation: on one side, long-standing ANZAM-affiliated authors sustain traditional areas (family business, entrepreneurship), while on the other, globally networked authors expand into new leadership and HRM themes. This duality strengthens JMO’s reach but risks over-reliance on a few prolific authors to sustain momentum.

At the institutional level (Fig. 8), Australasian universities dominate, led by Griffith, Queensland University of Technology (QUT), Monash, Deakin, and the University of Queensland. Their strong interconnections reveal a cohesive regional research ecosystem feeding JMO. However, international expansion is increasingly visible: Brock University (Canada), Harbin Institute of Technology (China), and Xiamen University (China) have emerged as important nodes. The entry of Asian institutions reflects JMO’s broader internationalisation and aligns with the growing demand for management and organisational research contextualised in emerging economies. Yet the central dominance of Griffith

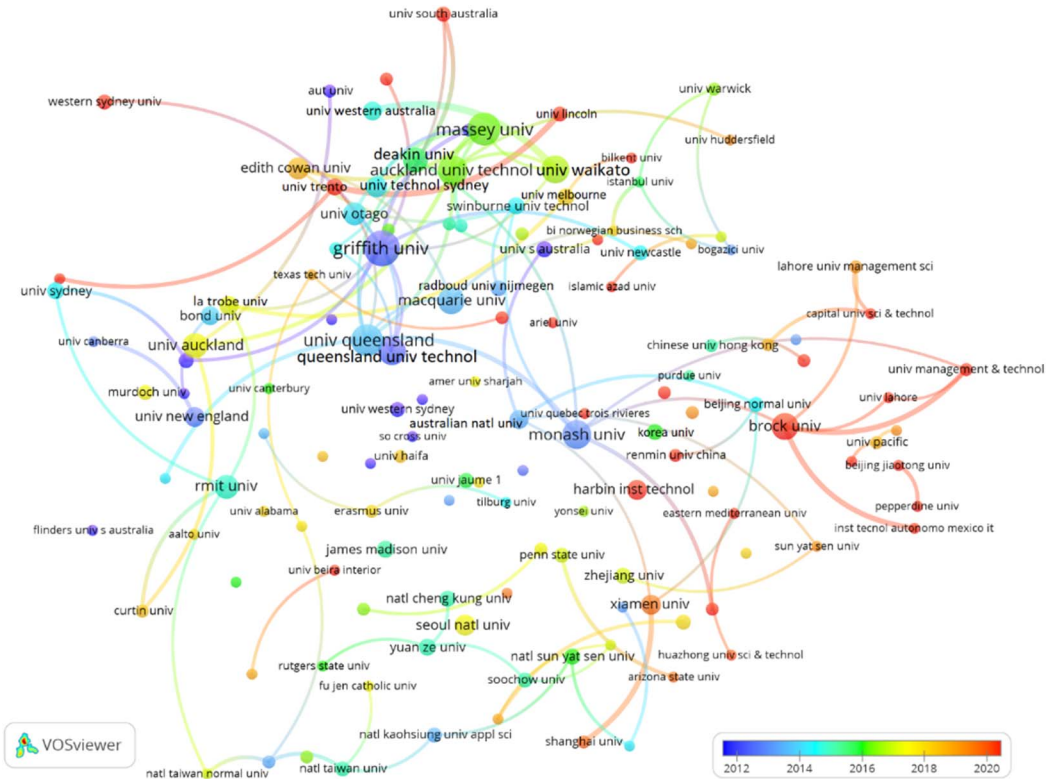


Figure 8. Bibliographic coupling of institutions publishing in JMO: minimum publication threshold of 3 documents and 100 links (Web of Science 2007–2024).

and QUT suggests that while JMO is disproportionately concentrated in a few institutions, creating both stability and vulnerability if these networks weaken.

The country-level network (Fig. 9) confirms Australia’s central role, unsurprising given JMO’s origins as ANZAM’s official journal. Australia forms dense linkages with the United States, the United Kingdom, New Zealand, and China, creating a bridge between Western and Asia-Pacific scholarship. China’s growing presence, along with Pakistan, Malaysia, and South Korea, reflects JMO’s expanding influence in Asian research networks. Meanwhile, European contributions (UK, Spain, Netherlands, Germany) remain strong but peripheral relative to the Australia–US–China nexus. This distribution underscores JMO’s hybrid identity: while its roots remain firmly Australasian, it is increasingly integrated into a multipolar global research community. The risk is that excessive reliance on Australia as the dominant hub could slow diversification, but the opportunity lies in leveraging these cross-regional connections to cement JMO’s role as a bridge between Western and Asia-Pacific management scholarship.

Together, these maps show that JMO’s bibliographic coupling is characterised by thematic plurality, regional concentration, and growing international integration. Document clusters demonstrate multiple influential themes (AI, leadership, sustainability), author networks highlight a mix of regional continuity and global expansion, institutions reveal both concentration and diversification, and country-level links showcase JMO’s bridging role between Western and Asia-Pacific research. The critical challenge for JMO is to consolidate this fragmented but promising structure into a more cohesive identity that not only attracts citations across disciplines but also contributes distinctively to the core of management and organisational theory.

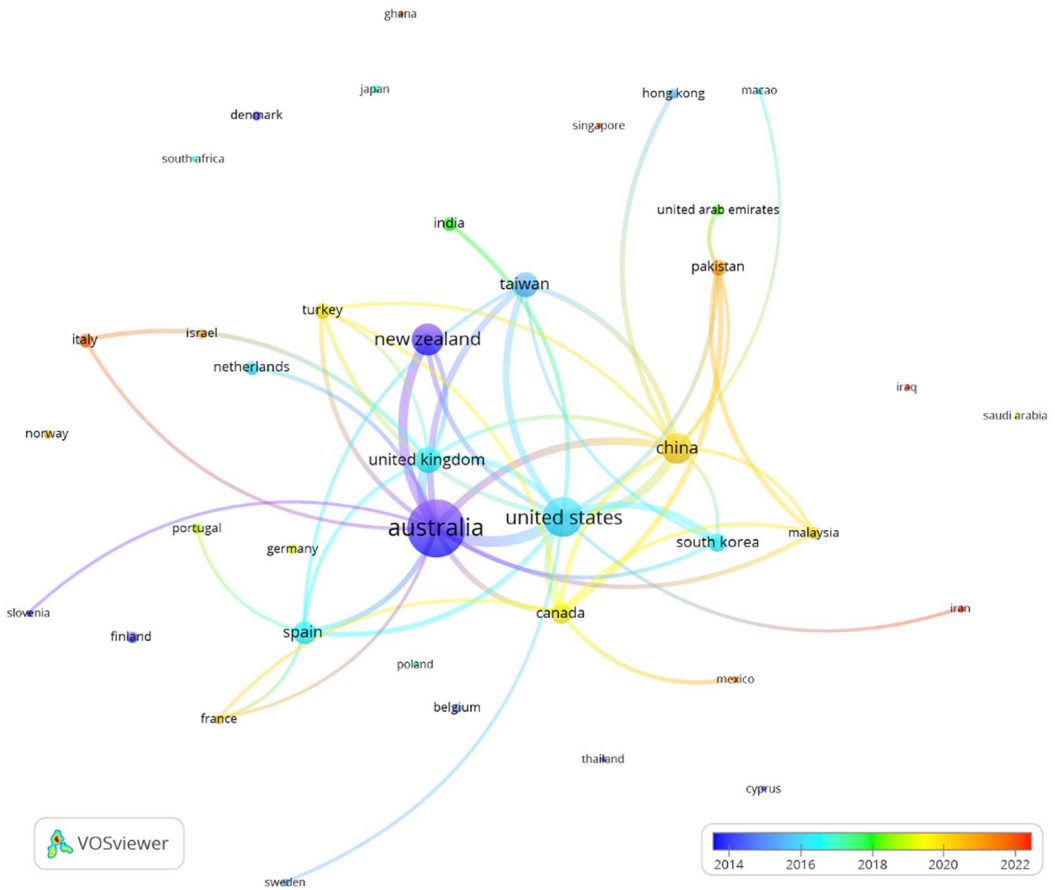


Figure 9. Bibliographic coupling of countries in JMO: minimum publication threshold of 3 documents and 50 links.

Keyword and topic analysis of JMO

Having mapped JMO’s intellectual foundations and its bibliographic networks, we now examine the thematic evolution of its research output through keyword co-occurrence (Callon *et al.*, 1983; Hussain *et al.*, 2025; Khorshidi *et al.*, 2025). This approach highlights not only the most frequently studied topics but also how themes cluster together to form intellectual communities.

The co-occurrence network of keywords (Fig. 10) reveals a dense thematic structure, with leadership, sustainability, corporate governance, and human resource management emerging as central anchors. The largest node, *leadership*, is strongly linked to related constructs such as *authentic leadership*, *ethical leadership*, *leader*, *member exchange*, *employee creativity*, and *work engagement*, indicating that JMO has established itself as an outlet for leadership scholarship with both psychological and organisational orientations. This focus also reflects broader disciplinary trends, where leadership studies dominate applied organisational research.

The prominence of *sustainability* and *corporate social responsibility* highlights JMO’s distinctive engagement with societal challenges. These clusters connect to *corporate governance*, *entrepreneurship*, and *ethics*, underscoring the journal’s role in integrating organizational and societal perspectives. Notably, the connection of *Australia* and *New Zealand* as recurring keywords points to the journal’s regional anchoring, though their linkage to global themes like *sustainability* and *innovation* suggests that JMO positions local contexts within broader international debates.

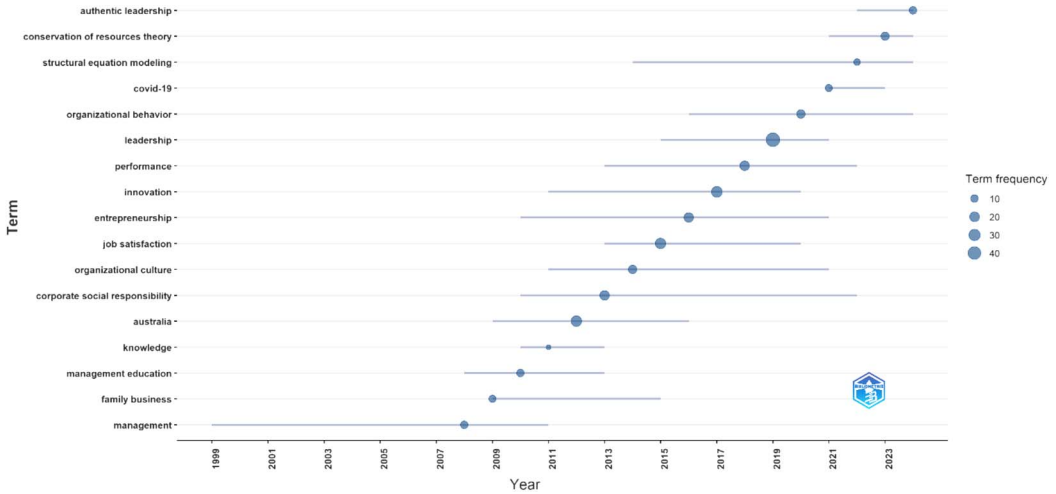


Figure 11. Trend Topics in JMO. This figure with bibliometrix.

responsiveness to global debates. Early years (pre-2010) were dominated by traditional areas such as *management education*, *family business*, and *Australia/New Zealand*, highlighting the journal’s original anchoring in ANZAM networks and context-driven research. From 2010 onwards, however, new themes gained prominence: *corporate social responsibility*, *organizational culture*, *entrepreneurship*, and *job satisfaction* reflect JMO’s expansion into more mainstream organizational concerns.

The most striking change occurs after 2015, when topics such as *innovation*, *performance*, *leadership*, and *organizational behaviour* emerge strongly. This period aligns with the journal’s internationalization efforts and integration into major citation indexes, enabling JMO to attract work that resonates with broader scholarly debates. More recently, post-2019 topics such as *COVID-19*, *structural equation modelling*, *conservation of resources theory*, and *authentic leadership* indicate the journal’s responsiveness to global crises and methodological trends. While these topics boosted short-term visibility, they may carry risks of being event-driven, with uncertain long-term citation trajectories compared to enduring themes like leadership or corporate governance.

The thematic map (Fig. 12) provides a structural view of JMO’s intellectual positioning, classifying clusters into niche, motor, emerging, and basic themes. This figure is generated with bibliometrix and using the Spinglass algorithm (Reichardt & Bornholdt, 2006). The motor themes quadrant (upper right) features *leadership*, *organizational culture*, *organizational change*, *job satisfaction*, and *HRM*. These are highly central and well-developed topics, confirming earlier findings (Fig. 10) that JMO’s citation strength lies in leadership and HRM scholarship. This thematic centrality ensures consistent visibility, as these constructs anchor much of the organisational behaviour and management literature. The basic themes quadrant (lower right) includes *sustainability*, *corporate governance*, *CSR*, *conservation of resources theory*, and *firm performance*. These topics are central but less internally developed, suggesting they form the backbone of JMO’s discourse without yet reaching the depth or specialisation of motor themes. This reflects JMO’s positioning as an outlet integrating societal and governance concerns into mainstream management research. The niche themes quadrant (upper left) highlights *knowledge sharing*, *psychological empowerment*, *transformational leadership*, and *absorptive capacity*. These are specialized areas that receive attention within narrower communities but lack broader centrality. While they enrich JMO’s intellectual diversity, their marginal positioning means they are less likely to anchor the journal’s core identity. Finally, the emerging/declining quadrant (lower left) contains *psychological contract*, *scale development*, *uncertainty*, and *power*. Some of these may represent declining traditional constructs, while others signal underdeveloped opportunities that could be revitalised if connected to current debates.

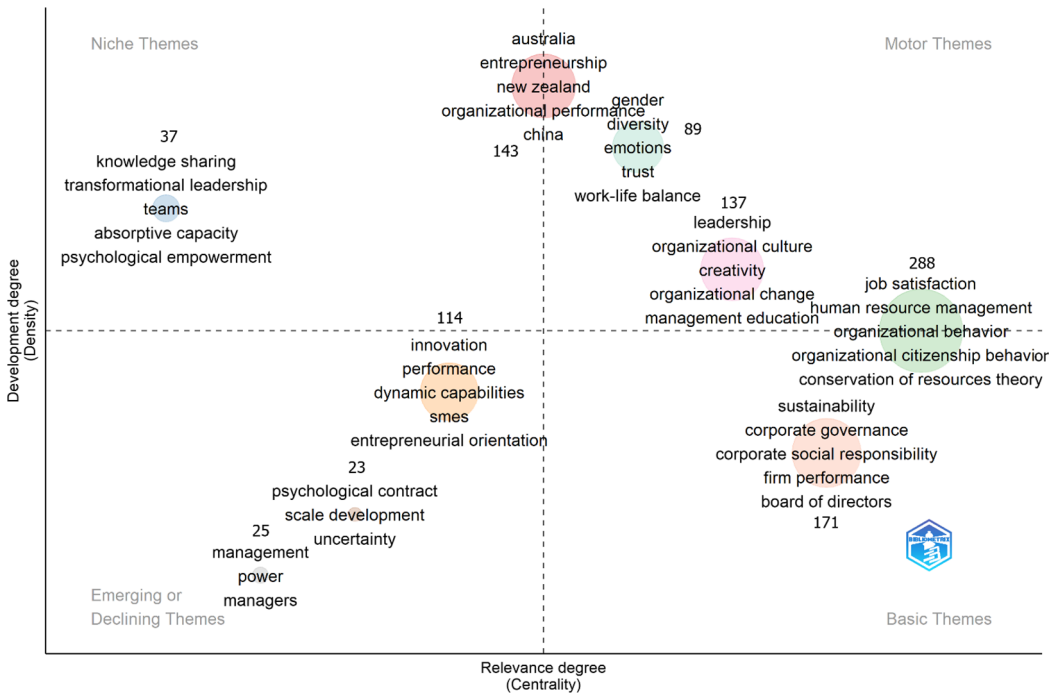


Figure 12. Thematic map with the 250 most frequent author keywords and a minimum cluster frequency of 5 (clustering algorithm: Spinglass).

When we analyse critically Figs. 11 and 12, both highlight JMO’s dual challenge: to consolidate its established presence in leadership and HRM while strategically investing in adjacent themes like sustainability and innovation that have global resonance but remain underdeveloped. Without deeper theoretical contributions in these areas, JMO risks being seen as reactive to topical trends rather than shaping enduring scholarly frontiers.

The word cloud in Fig. 13, also generated with bibliometrix, visually reinforces the thematic dominance identified in the earlier analyses. *Leadership* emerges as the single largest and most consistent theme across JMO’s history, echoing the centrality of leadership-related constructs in both the co-occurrence map (Fig. 10) and the motor themes quadrant of the thematic map (Fig. 12). This suggests that leadership scholarship has become the journal’s intellectual anchor, ensuring a steady flow of citations and global relevance. Other prominent keywords include *job satisfaction*, *corporate governance*, *corporate social responsibility*, *sustainability*, and *innovation*, indicating that JMO balances a strong orientation towards organizational behaviour and HRM with broader societal and governance concerns. The repeated visibility of *Australia* and *New Zealand* confirms the journal’s regional anchoring, but their proximity to global themes shows how JMO successfully frames regional contexts within wider debates. Smaller but still significant terms such as *dynamic capabilities*, *entrepreneurship*, *organizational change*, and *work engagement* highlight the journal’s breadth, spanning strategy, entrepreneurship, and employee well-being. The presence of methodological markers (*structural equation modelling*, *qualitative methods*) indicates a methodological pluralism that differentiates JMO from outlets that are more narrowly quantitative.

When we critically analyse the figure, it underscores a dual narrative: JMO has established strong recognition in enduring areas like leadership and HRM, but its broader identity remains dispersed across governance, sustainability, and innovation. This thematic spread allows the journal to attract interdisciplinary submissions, but also makes it more difficult to define a unique intellectual niche.

Table 11. The most productive and influential index keywords in JMO (Scopus)

R	Keyword	TP	TC	H	C/P	D1	D2	D3
1	Leadership	48	1,196	16	24.92	1	10	37
2	Innovation	26	779	15	29.96	0	9	17
3	Australia	25	447	11	17.88	0	15	10
4	Job Satisfaction	24	583	11	24.29	0	10	14
5	Sustainability	23	412	10	17.91	0	10	13
6	Corporate Governance	22	1,056	16	48.00	1	13	8
7	Corporate Social Responsibility	19	668	11	35.16	0	9	10
8	Entrepreneurship	19	470	12	24.74	0	7	12
9	Gender	18	397	8	22.06	1	9	8
10	Performance	18	255	9	14.17	0	7	11
11	Firm Performance	17	547	11	32.18	2	5	10
12	New Zealand	17	326	7	19.18	0	7	10
13	Organizational Culture	14	300	9	21.43	0	7	7
14	Organizational Citizenship Behaviour	14	285	8	20.36	0	3	11
15	Organizational Behaviour	14	217	9	15.50	0	1	13
16	Human Resource Management	14	174	8	12.43	1	4	9
17	Dynamic Capabilities	13	761	10	58.54	0	3	10
18	Conservation of Resources Theory	13	212	6	16.31	0	1	12
19	Work Engagement	13	135	8	10.38	0	2	11
20	Motivation	12	301	8	25.08	1	4	7

(Continued)

Table 11. (Continued.)

R	Keyword	TP	TC	H	C/P	D1	D2	D3
21	Leader-member Exchange	12	226	10	18.83	0	3	9
22	Organizational Performance	12	191	7	15.92	0	1	11
23	Creativity	11	654	9	59.45	0	4	7
24	Organizational Change	11	568	7	51.64	0	4	7
25	Board of Directors	11	293	8	26.64	0	4	7
26	Self-efficacy	11	184	6	16.73	1	2	8
27	Diversity	11	156	8	14.18	0	6	5
28	Psychological Contract	11	107	6	9.73	0	5	6
29	Organizational Commitment	10	263	7	26.30	0	1	9
30	Social Capital	10	248	6	24.80	0	6	4
31	Management	10	202	5	20.20	4	5	1
32	Affective Commitment	10	150	6	15.00	0	2	8
33	Management Education	10	141	6	14.10	2	6	2
34	SMEs	10	131	5	13.10	0	3	7
35	Authentic Leadership	10	110	4	11.00	0	1	9
36	Strategy	9	538	6	59.78	0	6	3
37	Family Business	9	371	8	41.22	0	6	3
38	COVID-19	9	327	7	36.33	0	0	9
39	Power	9	157	5	17.44	2	6	1
40	Commitment	9	134	8	14.89	0	4	5
41	Entrepreneurial Orientation	9	119	5	13.22	0	2	7

Abbreviations are available in [Table 8](#).

Table 12. Leading topics in JMO between 2014 and 2023 (SciVal – Scopus)

R	Topic	TP	FWCI	PP
1	Human Resources; Personnel Management; High Performance Work Systems	15	1.09	99.01
2	Innovative Behaviour; Intrinsic Motivation; Self-Efficacy	13	2.44	99.48
3	Dynamic Capabilities; Resource-Based View; Competitive Advantage	13	1.81	98.68
4	Diversity Management; Team Member; Job Satisfaction	12	1.11	97.89
5	Joint Venture; Research and Development; Strategic Alliance	12	0.68	95.5
6	Company; Enterprises; Territory	12	0.93	72.88
7	Job Crafting; Professional Occupations; Employee Engagement	11	0.62	99.63
8	Institutional Change; Case Study; Adoption	10	0.43	98.50
9	Firm Performance; Influencer; Top Management Team	10	0.45	98.00
10	Psychology; Influencer; Employee Voice	10	0.93	97.56
11	Transformational Leadership; Influencer; Job Satisfaction	9	1.16	98.81
12	Work-Family Conflict; Work-Life Balance; Job Satisfaction	8	1.32	99.29
13	Case Study; Dynamic Capabilities; Organizational Ambidexterity	8	0.49	98.56
14	Conservation of Resources; Psychology; Abusive Supervision	8	0.79	97.07
15	Political Skill; Job Satisfaction; Organizational Politics	8	1.4	87.92
16	Family Business; Case Study; Ownership	7	1.52	99.67
17	Corporate Governance; Firm Performance; Ownership	7	0.73	99.17
18	Incivility; Counterproductive Work Behaviour; Job Satisfaction	7	0.57	98.26
19	Organizational Behaviour; Job Satisfaction; Altruism	7	0.66	95.97
20	Social Exclusion; Adolescents; Interpersonal Relations	7	0.9	95.66
21	Case Study; Strategic Planning; Strategy Implementation	7	0.7	94.53
22	Implicit Contracts; Professional Occupations; Job Satisfaction	7	0.65	93.26
23	China; Asia; Chinese Management	6	0.86	64.02
-	8 Topics	5	-	-
-	16 Topics	4	-	-
-	17 Topics	3	-	-
-	33 Topics	2	-	-
-	170 Topics	1	-	-

Abbreviations: R = Rank; TP = Total papers; FWCI = Field-weighted citation impact (data from Scopus); PP = Worldwide prominent percentile (according to Scopus and FWCI).

Recent research topics and clusters in JMO (2014–2023)

Tables 12 and 13 extend the thematic analysis into the last decade, providing a data-driven assessment of how JMO's research focus has evolved and how it performs in global terms. This information is available at the SciVal platform of Scopus (SciVal, 2025; Scopus, 2025) and uses the total papers (TP), the field-weighted citation index (FWCI) (Purkayastha, Palmaro, Flak-Krzesinski & Baas, 2019), and the prominence percentile (PP) (Klavans & Boyack, 2017).

At the topic level (Table 12), three patterns are particularly noteworthy. First, human resources and personnel management remain dominant, with 15 papers and an FWCI of 1.09, placing JMO's HRM scholarship slightly above the global average. This confirms the continuity of HRM and job satisfaction as 'motor themes' (Fig. 12). However, the most striking contributions come from topics that combine innovation and employee-level constructs. Innovative behaviour, intrinsic motivation, and self-efficacy achieve an FWCI of 2.44 and a global percentile of 99.5, among the highest in the journal,

Table 13. Leading topic clusters in JMO between 2014 and 2023 (SciVal – Scopus)

R	Topic cluster	TP	FWCI	PP
1	Job Satisfaction; Organizational Citizenship Behaviour; Justice	110	0.82	93.59
2	Industry; Information Technology; Business Model	53	1.17	97.44
3	Entrepreneurship; Family Business; Entrepreneurial Orientation	41	0.95	96.46
4	Job Satisfaction; Emotional Labour; Mental Health	37	0.87	83.12
5	Corporate Governance; Ownership; Investors	29	0.64	97.58
6	Supply Chain Management; Industry; Airline	23	1.46	98.3
7	Decision Making; Group Processes; Conflict Management	23	0.91	51.47
8	Fatherhood; Justice; High Performance Work Systems	20	0.92	78.09
9	Institutional Theory; Public Sector; Management Accounting	18	0.36	63.96
10	Internationalization; Outward Foreign Direct Investment; Emerging Market	17	0.66	71.02
11	Creative Thinking; Giftedness; Gifted Education	17	1.99	68.01
12	Job Satisfaction; COVID-19; Gender Role	15	1.53	78.02
13	Green Innovation; Industry; Social Responsibility	14	0.82	98.56
14	Knowledge Management; Intellectual Capital; Social Media	14	1.25	73.25
15	Happiness; Life Satisfaction; Emotion Regulation	13	1.13	85.08
16	Interpersonal Relations; Mental Health; Prosocial Behaviour	7	0.9	74.75
17	Mental Health; Quality of Life; Empathy	6	1.34	79.46
18	Sustainable Development Goals; Industrial Sector; Student Learning	6	0.55	56.31
19	Emotional Intelligence; Self-Efficacy; Decision Making	6	1.24	55.72
-	3 Topic Clusters	5	-	-
-	5 Topic Clusters	4	-	-
-	7 Topic Clusters	3	-	-
-	11 Topic Clusters	2	-	-
-	58 Topic Clusters	1	-	-

Abbreviations are available in [Table 12](#).

showing that JMO has made internationally competitive contributions in behavioural approaches to innovation. Similarly, dynamic capabilities and the resource-based view (FWCI 1.81) demonstrate that JMO has engaged meaningfully with strategic management debates, often producing papers that resonate with international audiences despite fewer outputs than HRM.

Second, topics such as corporate governance and family business, though smaller in volume, achieve high impact ratios. Corporate governance averages 48 citations per paper ([Table 11](#)) and here records a strong 99.2 percentile ranking, illustrating that JMO's outputs in this area have disproportionate global visibility. Family business research similarly punches above its weight, with an FWCI of 1.52 and top-percentile recognition, despite being represented by only seven papers. This pattern reinforces JMO's ability to create concentrated influence in niche domains.

Third, not all topics have performed equally well. Strategic alliances, institutional change, and firm performance (as isolated categories) register below-average FWCI values (0.43–0.70), suggesting that JMO's positioning in these areas lacks competitiveness compared with global outlets. Some of these weaknesses may be explained by methodological preferences: JMO's frequent use of case studies, for example, often enriches context-specific debates but attracts fewer citations in mainstream management discourse.

[Table 13](#) shifts the lens from individual topics to broader clusters, highlighting the structural contours of JMO's research agenda. Job satisfaction, organizational citizenship behaviour (OCB),

and justice form the largest cluster (110 papers), but their FWCI of 0.82 suggests that while central to JMO's identity, they remain citation-weaker compared to the journal's other clusters. This echoes earlier findings: high productivity in HRM-related themes sustains JMO's visibility, but impact is diluted when compared against global benchmarks.

In contrast, clusters focused on industry and technology (53 papers; FWCI 1.17) and supply chain management (23 papers; FWCI 1.46) demonstrate stronger-than-average impact. These clusters represent JMO's responsiveness to applied and emerging organizational challenges, particularly digital transformation and global supply chain disruption. The green innovation cluster (14 papers; FWCI 0.82; PP 98.6) also shows promise, aligning with sustainability debates that dominate global rankings. This confirms JMO's role as a platform for cross-cutting organizational themes that blend societal concerns with managerial application.

Entrepreneurship and family business (41 papers; FWCI 0.95) reflect stable but mid-level performance, while clusters such as institutional theory in the public sector (FWCI 0.36) and sustainable development goals in education (FWCI 0.55) underperform relative to global standards, suggesting JMO's attempts to diversify into certain peripheral areas have not yielded strong international traction. Conversely, smaller but high-impact clusters, such as creative thinking in education (FWCI 1.99) and COVID-19/gender/job satisfaction (FWCI 1.53), illustrate JMO's ability to produce timely, globally resonant contributions when thematic and societal relevance align.

Taken together, [Tables 12 and 13](#) confirm that JMO's recent research frontiers are marked by duality. On the one hand, the journal sustains its historic core in HRM, job satisfaction, and organizational behaviour, ensuring continuity but yielding moderate impact compared with international benchmarks. On the other hand, its strongest global recognition stems from concentrated, often smaller clusters in innovation, dynamic capabilities, corporate governance, family business, and applied domains such as supply chain management and green innovation. These findings reinforce earlier insights: JMO's challenge is not productivity but consolidation, transforming its breadth into sustained high-impact niches that align with global management debates while retaining its distinctive Australasian and interdisciplinary identity.

Overall, the analysis of recent topics and clusters ([Tables 12–13](#)) underscores JMO's evolution from a regionally anchored journal into a globally engaged outlet with selective areas of high international visibility. From Section 3's growth trajectory and citation structures to Section 4's thematic and keyword analyses, a consistent pattern emerges: JMO's strength lies in combining continuity in mainstream HRM and leadership research with concentrated breakthroughs in governance, innovation, and interdisciplinary applied themes. Yet, this breadth also produces uneven impact, with some clusters underperforming relative to global benchmarks. As the journal moves forward, its key challenge will be to consolidate these high-impact niches while maintaining its distinctive positioning as a bridge between Australasian scholarship and global management debates, a trajectory that the discussion and conclusion sections will critically assess.

Together, these empirical patterns highlight how JMO's evolution has been shaped by an ongoing synthesis of methodological stability and topical diversification. The journal continues to draw upon well-established analytical traditions while expanding into socially relevant and interdisciplinary domains such as sustainability, inclusivity, and crisis management. JMO has increasingly evolved into a boundary-spanning journal that connects established analytical traditions with emerging global debates, translating conventional research approaches into contextually and socially relevant scholarly conversations (Abbott, 2010; Whitley, 2000). This perspective helps explain the journal's selective areas of high impact and its expanding role within international management research networks.

Overall, the analysis of recent topics and clusters ([Tables 12–13](#)) underscores JMO's evolution and carries implications for the journal's future direction. By maintaining methodological rigor while embracing topical diversity, JMO is well-positioned to act as a bridge between established management science and emergent, interdisciplinary domains. To enhance its influence, the journal could continue fostering contributions that extend robust analytical approaches into new contexts and societal challenges. Such a strategy would enable JMO to evolve from consolidating

established paradigms to shaping innovative, boundary-spanning conversations in management and organizational research.

Conclusion

The preceding analyses of publications, citation dynamics, thematic structures, and collaboration networks, together provide a comprehensive picture of JMO's 30-year trajectory. Across the results, two patterns stand out: continuity in core themes such as leadership, HRM, and job satisfaction, and selective breakthroughs in governance, innovation, and interdisciplinary applied topics that have delivered disproportionate global visibility. These findings position JMO as both anchored in its Australasian heritage and increasingly connected to international debates. The following subsections synthesize these insights, consider their practical implications, and outline future directions for the journal and its scholarly community.

General findings

This bibliometric review of the *Journal of Management & Organization* (JMO) over its 30-year history (1995–2024) highlights a trajectory of transformation from a modest, regionally anchored outlet to an internationally engaged journal with selective areas of strong visibility. The evidence across publication counts, citation structures, and thematic evolution shows that JMO's growth has been cyclical rather than linear, marked by periods of expansion, consolidation, and breakthrough years (e.g., 2006, 2018–2020). While productivity has increased substantially, impact remains uneven, with high citation rates concentrated in a limited number of landmark papers and topical clusters.

Science mapping confirms that JMO's intellectual foundations rest heavily on established constructs in organizational behaviour, psychology, and strategy, especially leadership, HRM, and job satisfaction. Yet bibliographic coupling and keyword analyses reveal diversification into governance, sustainability, dynamic capabilities, and innovation. These developments reflect JMO's ability to balance continuity in core themes with responsiveness to emerging global debates. However, the thematic spread also dilutes its identity, leaving the challenge of consolidating breadth into coherent, enduring niches.

Interpreting JMO's trajectory through institutional and field-theoretic perspectives reveals that its development follows a recognizable pattern of institutional legitimation and scientific capital accumulation. The concentration of influential authors, dominance of established methodological approaches, and selective thematic shifts such as the move towards sustainability and innovation illustrate how the journal balances institutional conformity with strategic differentiation. This dual strategy is characteristic of journals seeking to transition from niche legitimacy to field centrality, as discussed in studies of how academic outlets accumulate prestige and symbolic authority through evaluative systems and citation visibility (Mingers & Leydesdorff, 2015).

This aligns with broader discussions in the sociology of science about how journals mediate between disciplinary traditions and global knowledge systems. Abbott (2010) discussed that fields evolve through ongoing interactions among overlapping intellectual communities. In this context, JMO functions as a boundary-spanning outlet, linking Australasian management scholarship with international research networks. Its growth is therefore not only quantitative but also reflects strategic repositioning within the global management research landscape, consistent with the mechanisms of knowledge diffusion and institutional legitimation described by Whitley (Whitley, 2000) and DiMaggio and Powell (1983).

The concentration of citations in a small number of highly influential articles also reflects a structural feature common to mid-tier journals, which operate within what Merton (1968) termed the '*Matthew Effect*', where recognition and visibility disproportionately accumulate around a few symbolic anchors. In JMO's case, landmark papers on leadership, work-life balance, and dynamic capabilities function as reputational scaffolds, generating cumulative advantage effects that elevate the

journal's profile while masking broader citation fluctuation. This pattern aligns with Bourdieu's (1988) concept of '*scientific capital*', where prestige circulates through recognized intellectual assets, consolidating a journal's legitimacy even as it concentrates influence. At the same time, such dependence on a small number of highly cited foundational works exposes the journal to cyclical fluctuations in impact, particularly when thematic trends or editorial shifts redefine its intellectual focus. Viewed through a field-theoretic lens, JMO exemplifies how journals navigate path dependencies, maintaining visibility through selective symbolic anchors while progressively broadening their thematic and authorial bases to ensure sustainable relevance.

Looking ahead, a key strategic challenge for JMO lies in transforming thematic diversity into sustained scholarly coherence. While the journal's responsiveness to global issues, such as sustainability, innovation, and governance, has enhanced its visibility, many of these contributions have emerged as reactions to external events rather than as components of long-term theoretical development. To avoid thematic fragmentation, JMO could pursue a deliberate strategy of thematic deepening, aimed at building intellectual continuity across successive editorial cycles and consolidating long-term identity within key domains such as sustainability, innovation, and governance. This may include curating interconnected special issues, follow-up symposium calls, and meta-analyses that revisit key domains over successive years, enabling concepts to mature and accumulate citations as cohesive knowledge streams. Taking such initiatives in the journal's established expertise in leadership and HRM would further reinforce its identity, ensuring that emerging themes evolve not as short-lived trends but as integral extensions of its core intellectual architecture. Through this approach, JMO could strengthen its role as a field-shaping outlet that combines topical agility with conceptual endurance.

Practical implications

For scholars, JMO provides a platform that bridges methodological rigor with applied, cross-disciplinary relevance. Its citation profile shows that the most influential contributions often integrate organizational behaviour with pressing societal themes such as digital transformation, work-life balance, corporate governance, or sustainability. For institutions, the analysis confirms JMO's value as a training and visibility outlet for Australasian scholars while also serving as a gateway for international authors seeking engagement with Asia-Pacific perspectives. Policymakers and practitioners can draw from JMO's emphasis on leadership, HRM, and governance, as areas where scholarship directly interfaces with practice.

For the journal itself, the findings suggest strategic imperatives. JMO must leverage its strong base in HRM while building deeper theoretical contributions in sustainability, innovation, and governance. Strengthening collaborations beyond Australasia, especially with Asia, Europe, and North America, will reduce dependence on a small set of authors and institutions and enhance resilience in citation performance.

Beyond these strategic imperatives, JMO's trajectory also demonstrates how journals evolve through maintaining methodological coherence while expanding their thematic scope. By sustaining established methodological standards while diversifying its thematic portfolio, JMO has consolidated a distinctive role within the management research ecosystem. This positioning resonates with what (Becher & Trowler, 2001) describe as '*interdisciplinary legitimation*,' where outlets gain visibility not by abandoning disciplinary conventions, but by extending them to engage new audiences and debates. In this sense, JMO serves as a conduit for knowledge diffusion across disciplinary and regional boundaries, reinforcing its identity as a globally connected yet contextually grounded journal.

Sustaining this position will, however, depend on JMO's capacity to convert episodic peaks of visibility into consistent scholarly influence. As highlighted in studies (Bourdieu, 1988; Merton, 1968), reputational growth often stems from citation concentration around a limited number of highly visible contributions. For JMO, the strategic challenge lies in broadening this foundation, encouraging a continuous stream of diverse, high-quality works that reinforce impact stability while

maintaining thematic flexibility. Achieving this balance will strengthen the journal's resilience and ensure sustainable relevance within an increasingly competitive and dynamic scholarly environment.

Translating these insights into actionable editorial strategies, JMO could further strengthen its global standing through deliberate initiatives that extend both inclusivity and impact. First, curating special issues around globally salient themes, such as sustainability transitions, AI, digital leadership, and organizational resilience, can attract high-quality submissions from diverse research communities. Second, promoting cross-regional collaborations through editorial partnerships or invited symposia would foster integration between Australasian scholarship and wider international networks. Third, broadening methodological pluralism, by encouraging qualitative, comparative, and mixed-method designs alongside established quantitative paradigms, would enhance the journal's intellectual diversity and citation reach. Finally, sustained investment in editorial mentoring and reviewer development programs could cultivate emerging scholars and ensure long-term quality. Together, these actions would help JMO transition from selective bursts of visibility towards enduring, field-level influence.

Extending these strategic directions, JMO could also focus on strengthening participation from currently emerging research regions such as Latin America, Africa, and parts of Southern and Eastern Europe. These regions are generating increasingly relevant research on context-specific issues, such as institutional capacity-building, responsible innovation, and inclusive organizational practices, that align closely with JMO's mission to integrate management scholarship with societal impact. Encouraging submissions through regionally focused special issues, targeted calls addressing global challenges, and collaborative partnerships with local academic associations could enhance the journal's inclusivity and knowledge diversity. Likewise, broadening the editorial and reviewer pool to reflect this global scope would help consolidate JMO's reputation as a truly international platform. To visualize and track such progress, future bibliometric updates could extend the existing collaboration map (Fig. 3) by overlaying regional clusters, offering a more dynamic representation of geographic engagement across the journal's community.

Limitations and future research

This review, while comprehensive, is limited by database coverage (Scopus and WoS) and the unpredictability of citation metrics, particularly for recent publications. The rise in productivity in 2024 underscores the need to monitor whether expansion translates into lasting impact or dilutes quality. Future research should track longitudinal citation half-lives of JMO's most-cited works, map co-authorship networks in greater depth, and assess thematic alignment with top-tier journals. Comparative analyses with peer journals (e.g., *Journal of Business Research*, *Leadership Quarterly*) could further clarify JMO's positioning in the competitive management scholarship landscape. Future research could further examine JMO's evolving role as a bridge for interdisciplinary exchange, particularly how its methodological stability supports the diffusion of new themes across organizational, behavioural, and societal domains.

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