

GLOBALIZATION - SOURCE OF STRATEGIC ADVANTAGE OR FAILURE OF NATIONAL AND INTERNATIONAL POLICIES?

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Abstract: *The paper captures, through a qualitative and quantitative analysis of the scientific literature, the current macroeconomic context responsible for the political, economic, social, technological changes produced at global level. Thus, the article analyses the two sides of globalization: the positive aspects in terms of the economic and technological advantages of the phenomenon, and the less positive aspects, such as the generation of inequalities, the proliferation of progressive tendencies, the increase in pollution etc. The research is quantitative, bibliometric, and the investigation of the literature aimed at drawing a parallel between the two views of globalization, positive and negative, starting from its effects on contemporary global markets. The results underline the trend towards a change in national and international policy visions, supported by anti-globalization movements in European states, especially intensified after the Covid-19 pandemic. At the opposite pole of these movements, the bibliometric processing reveals a continuation of global development with the common denominator of the struggle for accelerating digitization, the development of artificial intelligence and not least the development of policies on sustainability and renewable energy in the context of ecology and environmental protection.*

Keywords: globalization, advantages, antiglobalization, bibliometric analysis

1. Introduction

The meteoric development of mankind on all levels can be associated with the increasing intensity of the globalization phenomenon, which has spread concomitantly with world capitalism [1]. The development of large urban centres in America and Asia is associated with the globalization phenomenon [2]. But, above all, the unquestionable role of globalization in changing the view of organizational management practice should be highlighted. Beyond improvements in the tools of methods and techniques applied by managers, many enterprises have started to assume social responsibilities [3], creating

that added value at community level.

The main drivers of globalization are multinational enterprises, which have fostered the emergence of economic interdependence between national markets [4]. The integration of multinationals into national markets has added value, while allowing existing local contexts to retain their distinctive differences [5].

Another positive effect of globalization are considered creative cities linked through competitive and cooperative relationships, in a context of economic and cultural innovation [6].

A study of 123 countries between 1970-2000 shows that globalization does indeed

promote economic growth [7]. Knowledge itself has been particularly advanced thanks to globalization, with universities, both through staff and student mobility and through research, becoming poles of knowledge creation and dissemination to industry and business [8]. But there are also critics of globalization, a first large-scale example reflecting this being the Brexit phenomenon, labelled as a division between the winners and losers of globalization, an effect of concerns about immigration and multiculturalism [9]. Arguments for approaching the topic of globalization include the following aspects:

- although it is a much-touted topic (92,026 articles published on the Web of Science that have addressed the topic), most of them have focused on the advantages, much fewer publications have analysed potential risks and disadvantages;
- the need for an interdisciplinary approach to the topic of globalization, highlighting the importance of the phenomenon in organizational management practice;
- conducting a bibliometric analysis that identifies, through a comparative analysis of the literature, the main advantages or disadvantages that stand out, contributing to the improvement of globalization theory and practice.

2. Research Methodology

The aim of the article is to highlight, through a comparative bibliometric

analysis, how the perception of globalization has evolved over time, as well as to highlight the aspects that outline it as a source of advantage or risk.

This paper uses bibliographical analysis for the literature review and bibliometric analysis for the case study as research methods.

The Web of Science (WOS) database and the VOSviewer and Bibliometrix tools were used to perform the bibliometric analysis. These allowed the illustration of new trends in relation to globalization and the development of positive and negative perceptions of the concept.

3. Bibliometric Analysis of Globalization

To answer this question, the publications indexed on the Web of Science (WOS) database were analysed. Two databases were extracted and comparatively analysed: one database consisting of 4464 publications, based on the following keyword combinations: *globalization and advantages*, *globalization and benefits* and a second database consisting of 780 publications, resulting from the WOS investigation with the keywords: *deglobalization*, *antiglobalization*, *anti-globalization*. As shown in Table 1, the number of scientific works on the positive effects of globalization is much higher than the number of publications focusing on the negative side of the phenomenon.

Table 1: Characteristics of the analysed databases

WOS Data base	Keywords underlying the search	No of works in WOS	Years of publication
Data base 1	<i>globalization and advantages</i> <i>globalization and benefits</i>	4464 scientific works	1990-2025
Data base 2	<i>deglobalization</i> , <i>antiglobalization</i> , <i>anti-globalization</i>	754 scientific works	1995-2025

Figure 1 highlights the network of keywords generated by database 1. The rationale for this diagram is to identify the main terms associated by authors/specialists

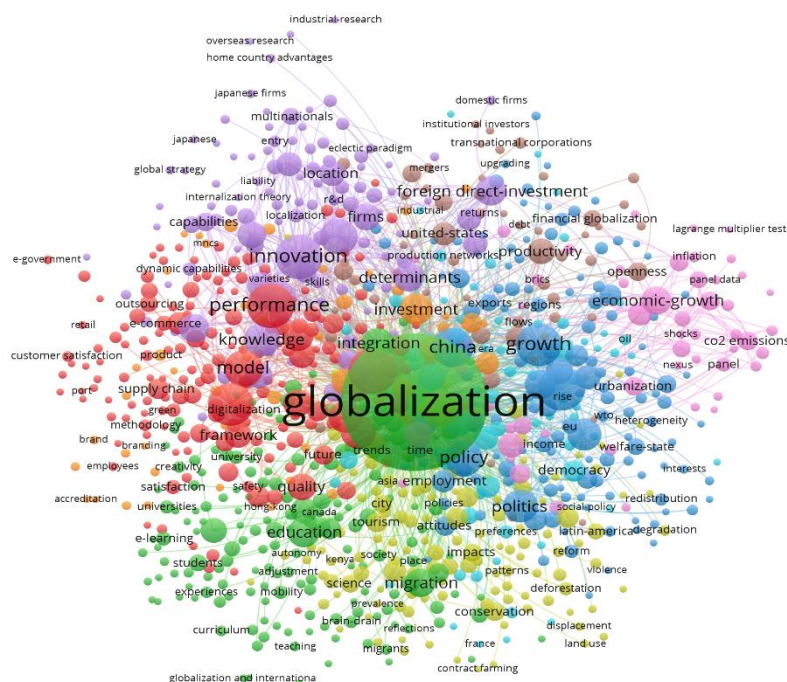
with the advantages of globalization. The diagram contains keywords with a minimum of five occurrences in the publications comprising database 1.

Figure 1 also contains keywords with the most occurrences associated with the advantages of globalization. The phenomenon is seen as a minimum, but often not sufficient condition for catching up the technological innovation gaps between the countries of the world [10]. Many studies have addressed trade as a positive effect of globalization, analysing the reasons why it does not develop in an equitable way. It has been shown that university-educated people are much more likely than others to favour open international trade, while others are even more likely to restrict support for such trade [11]. The context of expanding markets has created the opportunity for the development of sustainability studies, whether in relation

to suppliers [12], the sustainability of the supply chain [13] or the environment and its health through the creation of a so-called circular and sustainable bio-economy, which combats the effects of a modern agricultural system with linear production [14].

Innovation, a keyword with high occupancy in Database 1, is addressed in more current studies in relation to artificial intelligence and its contribution to increasing supply chain resilience and performance [15].

The term management is associated both with sources of strategic advantage, identifying opportunities to improve competitive strategy to ensure long-term profitability of the enterprise [16] in 2001, and with digitalization-oriented university management strategies in 2022 [17].



Items: 937 | Clusters: 9 | Links: 27941 | Total link strength: 46156

Key words	Occurrences
<i>globalization</i>	1655
<i>innovation</i>	175
<i>performance</i>	173
<i>trade</i>	172
<i>management</i>	164
<i>growth</i>	160
<i>technology</i>	112
<i>internationalization</i>	102
<i>knowledge</i>	101
<i>sustainability</i>	96

Figure 1: Key words diagram on the benefits of globalization
Source: made by author

Figure 2 captures trends in global markets by analysing the latest concepts promoted by global public policies. One can conclude an acceleration of technology development with a focus on increasing the performance of systems through digitization of processes.

The most recent studies in Database 1 try to awaken the collective consciousness on the transfer of the benefits of globalization on environmental protection, arguing that globalization and technological progress impact the ecological footprint [18]. Thus, harnessing the positive effects of

globalization should be carried out concomitantly with optimizing the use of resources to improve environmental quality and ensure a sustainable development trajectory. Tourism, one of the positive consequences of globalization that boosts income growth, employment opportunities, infrastructure development, international trade, foreign direct investment, capital

flows and technology diffusion, raises concerns about carbon emissions and environmental pollution [19]. The digital economy, considered as one of the main driving forces of globalization, has benefited from many recent studies on notable regional differences in its development using advanced statistical analysis techniques [20].

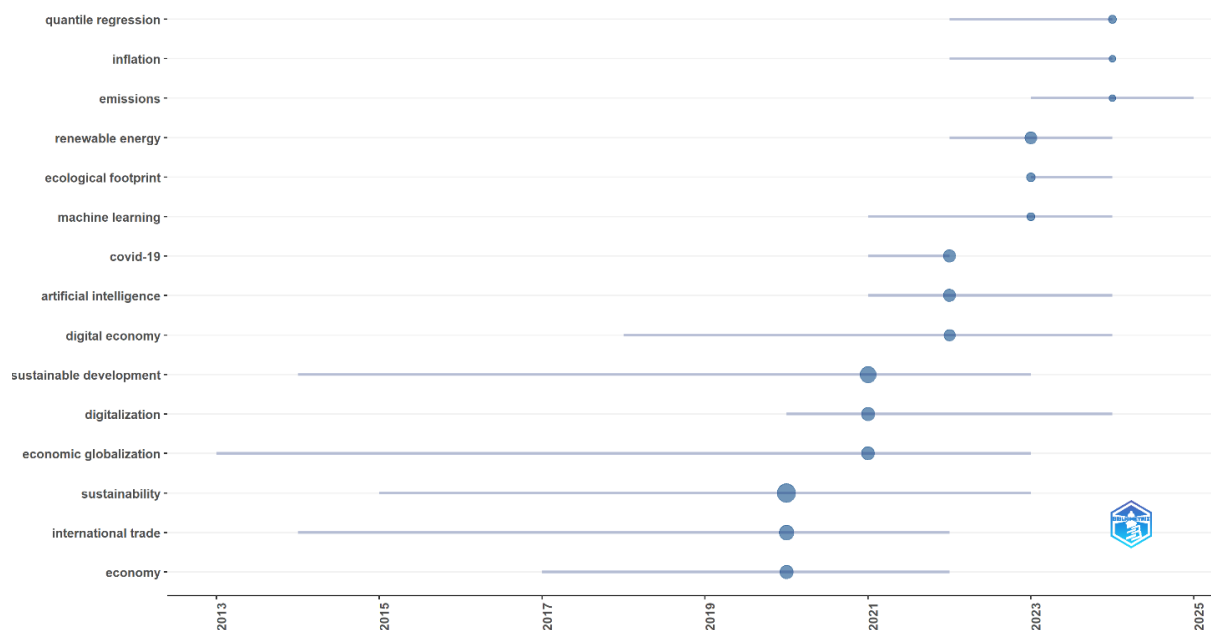


Figure 2: Analysis of articles on anti-globalization and populism
Source: made by author

Figure 3 shows the key terms associated with the negative aspects of globalization, i.e. database 2. The items integrated in the diagram in Figure 3 have at least three occurrences in publications related to database 2.

Studies that capture possible downsides of globalization are not very numerous, with the vast majority only pointing to a number of risks that should be combated in order to prevent the acceleration and generalization of deglobalization movements. Studies focusing on antiglobalization have predicted an amplification of this attitude in the period following the Covid-19 pandemic [21]. Publications in Database 2 capture possible sources of discontent generated by globalization such as: inequalities in the distribution of its

benefits, constraints on national sovereignty [22]. Income inequalities among the population are a generator of antiglobalization ideas [23].

The concentration of incomes to a small number of so-called *elite* beneficiaries encourages populist anti-immigration and anti-international trade attitudes [24], generating political shifts and reorientation towards extremist regimes. More recent studies validate these ideas, arguing the amplification of the deglobalization trend by: [25] the acceleration of geo-economic competition between nation-states; the emergence of intra-societal conflicts, especially related to the rise of the far right; and the emergence of conflicts due to the politics of sustainability in resource exploitation.

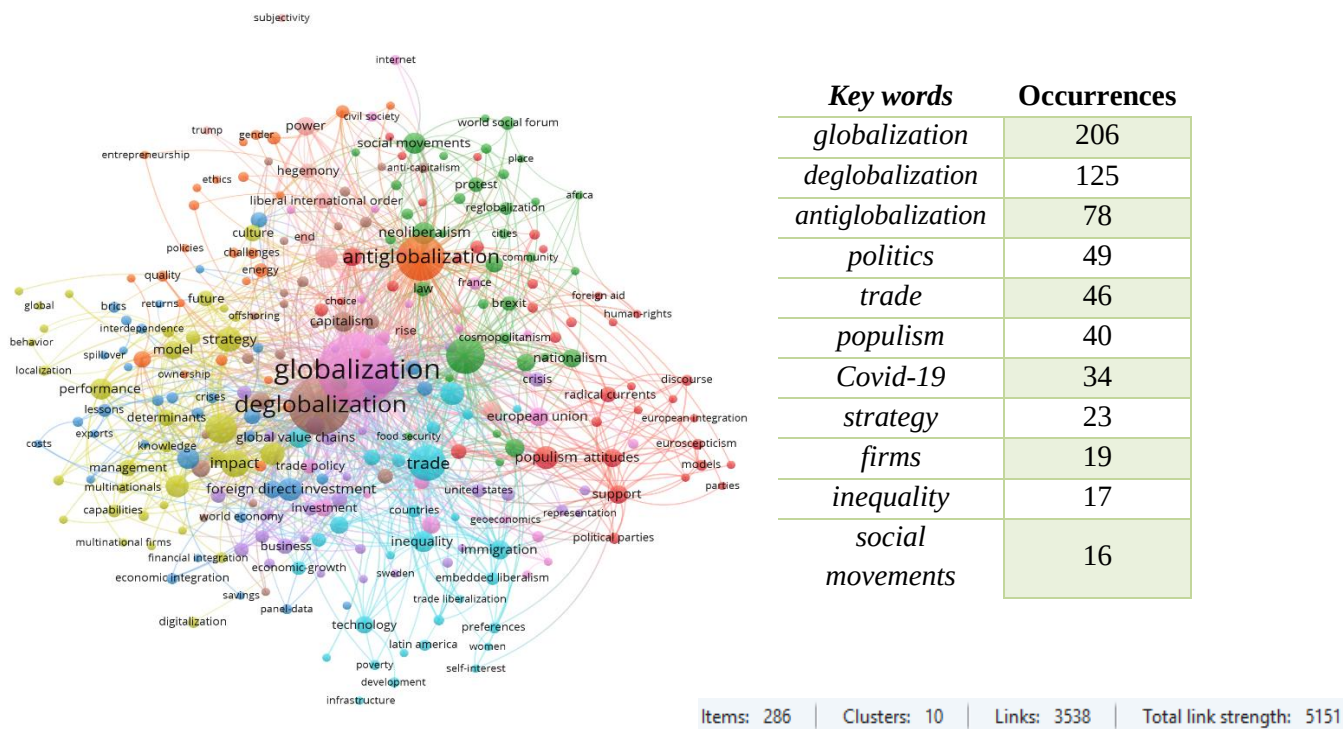


Figure 3: Key words diagram on the disadvantages of globalization
Source: made by author

Figure 3 also analyses the most frequently occurring terms in the diagram.

Even if the first articles touching on the topic of antiglobalization date back to 1995, the association with certain terms that can capture societal developments with an impact on national and global policies are much more recent. For example, if database 2 is narrowed down by selecting only those publications that have addressed the term populism, the result is 40 scientific papers published after 2007. Figure 4 contains an evolution of publications that have addressed populism in relation to antiglobalization, as well as the most frequent keywords of the authors.

The analysis of populism is back in the centre of the authors' interest, due to the

changes in the population's relationship to these values. The tone taken by authors ranges from "romanticizing" the term populism with arguments that it is not an anti-democratic trend [26], to conveying the concerns of scholars, business people, practitioners etc, about rising populism and trends of international disengagement of developed countries [27]. Among the first articles to address the topic of populism is a study capturing the anti-globalization movements triggered by radical right-wing populist parties in Austria, France, Italy [28]. This direction has continued and gained momentum in Europe, with Germany joining this movement with anti-globalization, anti-EU, anti-immigrant and anti-refugee discourses and policies [29].

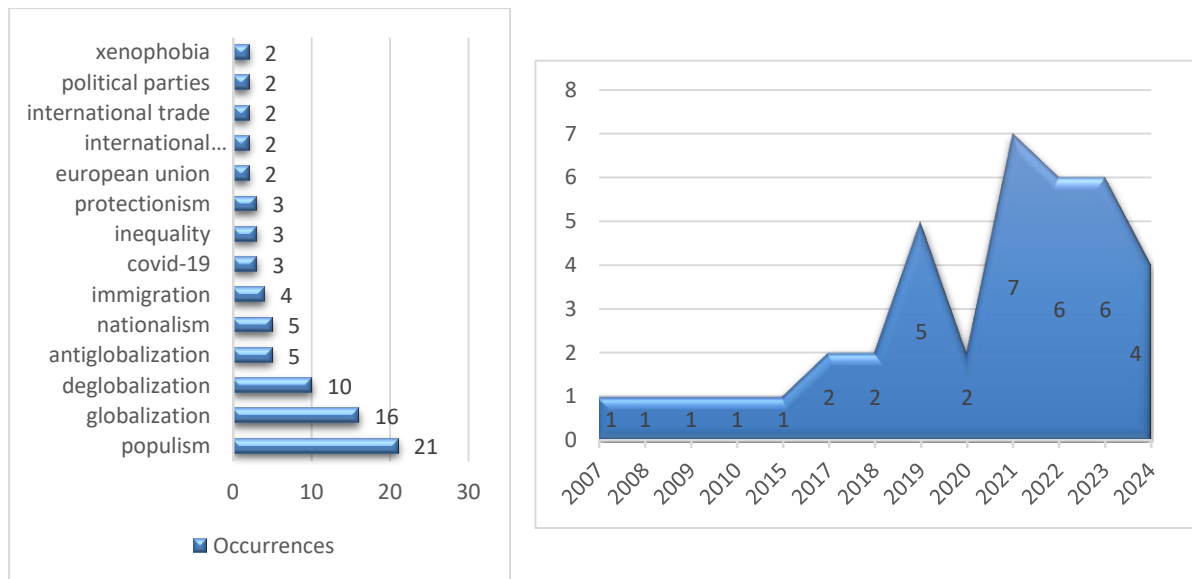


Figure 4: Analysis of articles on anti-globalization and populism
Source: made by author

Figure 4 also shows that publications on this topic have intensified especially after 2020, the year of the outbreak of the Covid-19 pandemic. Foreseeing this antiglobalization trend as a post-pandemic effect, experts recommend researchers and practitioners in international business to study resilience in order to reduce these uncertainties at the global level [30].

4. Conclusions

This article examines globalization both in relation to the latest global developments and in relation to the possible disadvantages or risks it may generate.

The literature is abundant in studies and research on globalization since 1990. But what prompted this article? It is not a prediction of the end of an era, nor a eulogy in praise of anti-globalization. But it is part of the spectrum of events that are sweeping across humanity, particularly in Europe, a continent “overwhelmed” by too many common policies and priorities in pursuit of the goal of convergence, but conducted at the expense of the citizen and his or her national values.

The article contains a bibliometric analysis of articles that have dealt with globalization, highlighting both its sources of development and its drawbacks, through

the analysis of two databases. The databases were built by querying the Web of Science database.

The first database, focused on the advantages and benefits of globalization, contains scientific papers focusing on innovation, technological development, international trade, the importance of sustainable supply chains, in short, all the benefits of access to global markets. This database also gives us a picture of what current globalization trends mean, through terms such as machine learning, renewable energies, artificial intelligence or sustainable development, which show a clear direction of technological developments amid concerns for the management of natural resources, and the protection of the environment.

These trends have led to the emergence of Europe-wide “green” policies aimed at reducing the carbon footprint and diversifying renewable energy sources.

Anti-globalization studies and reactions have emerged as a result of these policies, which nevertheless have a negative economic impact. Database 2, made up of publications dealing with the negative aspects of globalization, highlights sources of risk stemming from the terms with the highest occupancies. Publications dealing

with antiglobalization have increased after 2020, with pandemic-driven policies being a factor accelerating and amplifying this trend.

The analysis of the interaction between the terms anti-globalization and populism in Database 2 captured the existence and accentuation of anti-EU, anti-immigrant and anti-refugee movements.

In conclusion, this article is a wake-up call to capitalize on the positive effects of globalization and combat possible negative effects. Inequality of income, the concentration of the world's wealth in the

hands of an elite that interferes with state and international policies, coupled with the imposition of sustainability policies that have "shaken" European economies, are sources of discontent that give rise to anti-globalist movements.

In order not to lose the momentum gained by mankind in recent decades, there is a need to call for wisdom, balance, accurate information and the practice by top decision-makers of effective, performance-based management adapted to contemporary realities.

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