

A Bibliometric Analysis of Managerial Behavior in Contemporary Organization Using Scopus Database

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Abstract. *The management of an organization requires managerial behavior that may respond to the dynamic conditions of the modern world in which businesses develop. Managerial behavior, in its essence and manifestations, is viewed as a characteristic of the general management of the organization, along with the management roles and the leadership style. This paper presents a bibliometric review of scientific publications that explore managerial behavior. The purpose of this article, which may also be defined as a "state of the art," is to provide a comprehensive "contemporary" overview of the behavior of an organization's leader, specifically how the concept has evolved over time in scientific literature, what are the common aspects of its interpretations and definitions, how authors examine managerial behavior in the context of the modern organization, and to identify opportunities for future research on the topic. The study identifies and analyzes texts published on the online platform Scopus from 2014 to 2024. The study explores questions such as **what** (the main topics of managerial behavior), **when** (the evolution of the definition of managerial behavior over time), **where** (which scientific fields explore managerial behavior), by **whom** (leading authors and sources), and **how** (research approaches and methodologies) managerial behavior has been studied in scientific literature. The main contribution of this text is to serve as a foundation, an explicit "narrative," to stimulate further debates on the topic.*

Keywords: manager, managerial behavior, systematic literature review, state of the art

Introduction

There are two motives in writing this paper. The first motive is the authors' experience in the business world as a personal assistant to the managing director of the one of the world's automotive leaders (the branch was in Bulgaria). The second motive is to investigate the evolution of the concept of managerial behavior in literature, to outline the main related modern concepts, to identify leading authors, citation links and main emerging concepts. Contemporary managers deal with automation, digitalization, cross-cultural teams, and critical management, making sure their decisions are sustainable. Previous researchers have sliced and diced this through leadership theories or behavioral quirks, and we identified a gap – no available systematic research to map the big picture. The bibliometric analysis shows that the available literature includes more practical studies on managerial behavior in the context of organizational behavior more than conceptual systematic reviews. The paper presents analysis of all the literature available in the online database in Scopus according to the searching parameters set in the current research - 1,307 texts, focusing on the field of "Business, Management, and Accounting", from 2014 to 2024. The main objective is to analyze the leading authors, citation trends, and interrelated concepts. The research main goal is to provide better comprehension not only for academic professionals, but also for managerial positions, professionals who develop strategies and organizational policies. Managerial behavior is a critical subject in research in the field of organizational disciplines, encompassing the cognitive, strategic, and interpersonal relationships that are determinants of managerial decision-making, leadership style, and corporate governance. The main goal of this research is to present a systematized bibliographic analysis of understudied areas, to reveal opportunities for future studies

of managerial behavior within interdisciplinary and contemporary organizational settings. From a practical standpoint, a better comprehension of managerial behavior is an essential aspect of decision-making frameworks for business leaders and organizational strategists.

Effective resource allocation is a fundamental skill for researchers, enabling them to optimize time, data management and to enhance the impact of bibliometric analysis (Snyder, 2019). The main objective of this paper is to systematically identify and analyze literature exploring managerial behavior in contemporary organizations. The results are intended to serve as a foundation and guidance for the evolution of the concept of managerial behavior in the scientific literature of the field of “Business, Management and Accounting”. The construction of an explicit content summary of the leading concepts, theories, and quantitative data, collected from online platform related to the topic of managerial behavior, is the subject of this study. The main objectives of this systematic literature review are to analyze the conceptual evolution of managerial behavior, to identify relations among its various definitions, and to map the fundamental theories, leading sources, and key conceptual frameworks. Furthermore, this study aims to synthesize the predominant debates within the field, elucidate the structural organization of knowledge on managerial behavior, and explore potential research gaps, particularly in underexamined interdisciplinary domains. Based on the above statements, this text presents a systematic analysis of scientific texts in the international licensed Scopus database, which contains texts exploring managerial behavior in various scientific fields. The study posed the following research questions: **what** (which other definitions are integrated into managerial behavior), **when** (in terms of its evolution over time), **where** (in which scientific fields), by **whom** (leading authors, journals), and **how** (methodology, research approaches) managerial behavior has been studied.

Literature review

The literature review included identifying and analyzing materials related to the researched problem: managerial behavior in contemporary organizations. The object of the study is to present a picture of the current leading concepts, theories, and data associated with the topic analyzed, while the subject of the research is managerial behavior in contemporary organizations. During the literature review and analysis, some of the following questions had to be answered: the origin and definition of the topic, key sources and theories, concepts, ideas, debates on the topic, and, finally, the structure of knowledge on the topic (Snyder, 2019). Based on the above statement, and by exploring the scientific texts published on certified online platforms, a quantitative study was conducted using VOSViewer software on the main categories: literature data, research methodology, empirical data, conceptual frameworks, scientific contributions.

The modern organization has an essential need for an effective manager with specific behavior that can bring success to the company (Давидков, 2023). This is precisely why it is important to identify which managerial behaviors have been revealed by researchers up to this date. Managerial behavior as a term can be explored in diverse ways, depending on the topic and scientific field in which it is applied. In this study, managerial behavior is considered in two main aspects: (1) from a psychological perspective - the behavior of the manager, which incorporates certain perceptions of the surrounding world and the individual characteristics of the manager's personality, and (2) from a managerial perspective - managerial behavior is considered because of the application of a certain leadership style and managerial competencies. Managerial behavior is also influenced by external factors, outside the organization, as well as factors within the organization.

For the first time, the concept of "managerial behavior," which closely aligns with modern understandings, was published in a scientific text and appeared in an article by Berliner in 1952 (Berliner, 1952), where the author explores the organizational goals of the leader's behavior. The concept of managerial behavior has been discussed in scientific literature by many authors, defined from different perspectives, and thus has acquired various meanings. Initially, the idea of managerial behavior was developed by Fayol at the end of the 19th and the beginning of the 20th century, followed by Mintzberg in his early studies, described as the "School of Work Activity," and Carlson practically studied the work activities of a manager over a period of four weeks (Martinelli, 2001). Managerial behavior, in its essence and manifestations, was considered as a characteristic of the general management of the organization, along with management roles and leadership styles (Martinelli, 2001). Initially, managerial behavior represented solely what the organization's leader does, what his work activities are. Authors also associate managerial behavior with negativity and irrationality in organizational management (Baker, 2013; Miner, 1963; Stogdill, 1957).

Other authors argue that through their behavior, managers "serve as examples" and form "in the minds of their subordinates an appropriate behavioral model" (Gatcher, 2018). Kamenov equates the state and behavior of the manager, and defines them as prerequisites for decision-making along with the factors of "necessity" and "time" (Kamenov, 2007). Organizational responses to external crises such as global economic crises, pandemic, sovereign debt crises, highlight the critical role of managerial behavior (Yalamov, 2021). Their role as decision-makers and role models, further highlights how managerial behavior influences the way firms navigate crises, adapt to institutional demands, and sustain innovation (Yalamov, 2021).

In the following pages of the article, bibliography systematic reviews by authors were analyzed. First, the texts were converted into a bibliometric format served as foundation for further research. Second, only contextually relevant texts were implemented to the analysis. After the results of the scientific literature review the tests were derived and an approach was proposed to serve as foundation for further research.

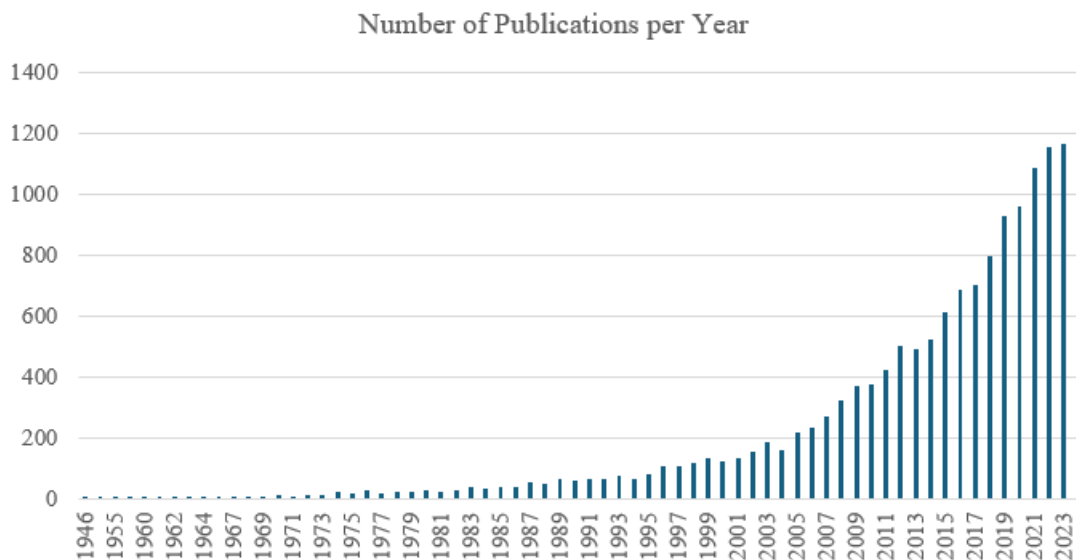


Figure 1. Distribution by year of published texts having as a subject managerial behavior

Source: Autor's own research.

Methodology

Ensuring the quality of the collected quantitative data is directly related to the choice of scientific texts and the source in which they are published (Snyder, 2019). This assertion underscores the imperative for a rigorous scholastic approach in the analytical examination of the collected data. For the purposes of this study, was deliberately selected Scopus database. The scientific texts on managerial behavior in the Scopus platform, without applying any other restrictive parameters, amount to 15,211 texts (available online as of October 28, 2024). Upon checking the first list of these texts, inconsistencies with the concept of the literature search on the topic were recognized. As a result, filtering parameters for the search in Scopus were defined. This research focuses on a systematic review and analysis of the scientific literature, referencing quantitative data from texts on the topic, published on the online platform Scopus. Since this is one of the most reliable sources accessed electronically by researchers worldwide (Pranckute, 2021), it guarantees the reliability and quality of the collected quantitative data. Scopus database was selected over the Web of Science due to its broader journal coverage, and comprehensive dataset for a bibliometric analysis. Additionally, Scopus provides advanced citation tracking and analytical tools that enhance research mapping and network visualization and thus making it particularly suitable for systematic literature reviews and trend analysis.

Specific parameters were set during the process of searching and selecting texts for analysis, namely: entering the search for managerial behavior, including combinations of keywords like "behavior" + "manager," "leadership" + "behavior" + "director/responsible" (director, responsible), and combining these keywords. The combination of keywords was entered into a separate field using logical relationships for the purposes of the research. The study was conducted on October 25, 2024, using English language searches.

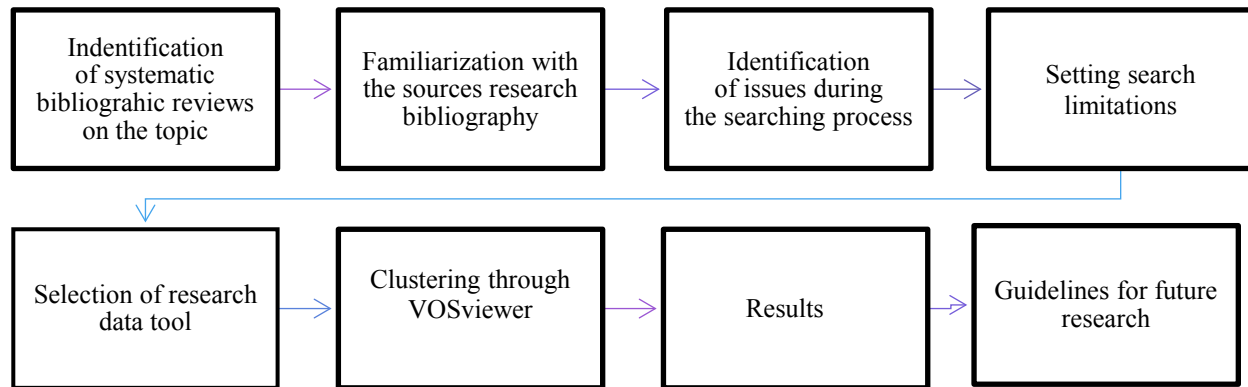


Figure 2. Outline of the current study

Source: Author's own research.

The current research was developed in the steps, illustrated in Figure 2. The initial step of the current research involved exploring contextually relevant bibliometric review. In the second step, time restrictive parameters were applied to the search. The starting point was defined as the text in which "managerial behavior" was first mentioned, and the endpoint was the date on which all data were extracted from the online bibliographic database of Scopus and further analyzed. The texts published between 2014 and 2024 and available in Scopus were implemented in the final sample. The author set this period parameter as it reflects contemporary trends in arguing the topic

at a time during which a significant volume of texts with substantial citations has been published on the Scopus database. As shown in Figure 1, the number of texts has increased significantly in the last ten years.

The third step involved limitation of the search of the texts to the "Business, Management, and Accounting" category.

In the fourth step includes the manual reviewing of all Abstracts, Keywords, and Introductions of each text and selected by the author to ensure the relevance of the obtained results (i.e., to exclude texts suggested by the search engine that were not related to the topic). Additionally, texts that appeared as suggestions in a separate window and those cited as references in the main search texts were included.

In the fifth step all data retrieved from Scopus with the applied restriction criteria were analyzed using the VOS Viewer software. The data were generated in two types of conclusions: analysis of the sources and clustering of texts according to the specified topic. The analysis of texts from the selected period revealed the possibility of identifying common markers among leading authors. These markers serve as a foundation for future research.

In the final steps the author processed and derived conclusions from the obtained results during the clustering of texts.

Results and discussions

The first step in the approach to studying the topic was the identification of systematic bibliographic reviews on the topic available in Scopus. The search design included all texts with the following English keywords: string ("managerial behavior") or title-abstract-keywords, ("manager behavior") or the research section string "All," no limitation for year of publication, ("leader behavior"), or ("manager style"). These parameters were combined with the requirement for texts labeled as "Review." Scopus identified thirty-five texts (accessible on Scopus data as of October 25, 2024) matching the search criteria. However, upon careful examination, only four texts were found relevant to the current topic. These texts are presented below in Table 1.

The search results for systematic bibliographic analyses on the topic indicate that four texts are top cited and hold the highest relevance to the topic of managerial behavior. Opportunities emerge for constructing an explicit picture of the definition of managerial behavior in literature and identifying possibilities for future research applicable to the modern business environment, by analyzing the overlaps in citations of leading authors studying managerial behavior.

The next step of the current research involved examining the foundations of the definition of managerial behavior, finding and analyzing the relations by the leading authors within the specified period, and exploring the correlation of the concept with other related concepts. These tasks were conducted using VOSviewer software for visualization and processing of quantitative data.

Table 1. Systematic Analyses on the Topic of Managerial Behavior

No	Author names	Paper's title	Citations	Research methodology	Field of study
1	Cummings, Gr., 2008	Factors contributing to nursing leadership: A systematic review	187	Systematic bibliographic review	Medicine
2	Svante, A. 2009	The relationship between the manager and growth in small firms,	55	Systematic bibliographic review	Business administration and management
3	Romie Frederick, 2013	Explicit leader behavior: A review of literature, theory development, and research project results	28	Systematic bibliographic review	Sociology and business culture
4	Nasra, A. 2022	A systematic literature review exploring the impact of digitalization on leadership towards a new style of leadership	6	Systematic bibliographic review	Business administration and management

Source: Author's Table.

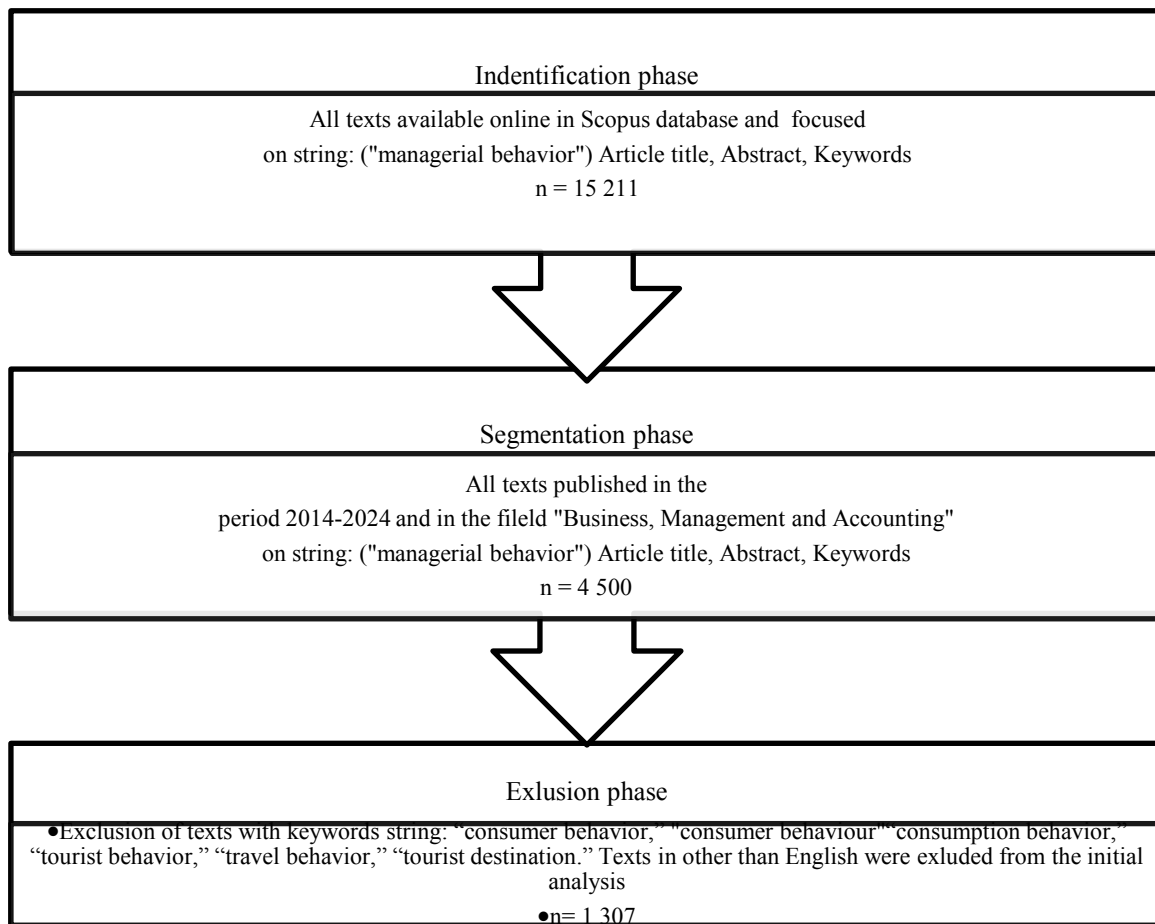


Figure 3. Searching design in the Scopus online database

Source: Author's own research.

The research was conducted in three phases: first phase - *Identifying* of all the texts available on the Scopus database, second phase - *Segmentation* of the texts published from 2014 to 2024 and in field of research “Business, Management and Accounting”, and final phase in which all texts that were not relevant to the subject of managerial behavior, were *Excluded*. Non relevant texts were excluded through a manual screening process based on Abstract reviewing. Specifically, after applying all the key words string excluding (as shown on Figure 3), each document was accessed individually to determine its alignment with the research scope. For example, the first text appearing on Scopus was evaluated, and its content did not correspond to the thematic focus – such as packing substantive discussion on management or organizational behavior – it was systematically excluded from the final dataset. This methodological step ensured that only conceptually relevant texts were incorporated into the final sample, enhancing the precision and reliability of this research findings.

After applying these restrictive parameters, the results showed 1,307 texts available in Scopus as of October 28, 2024.

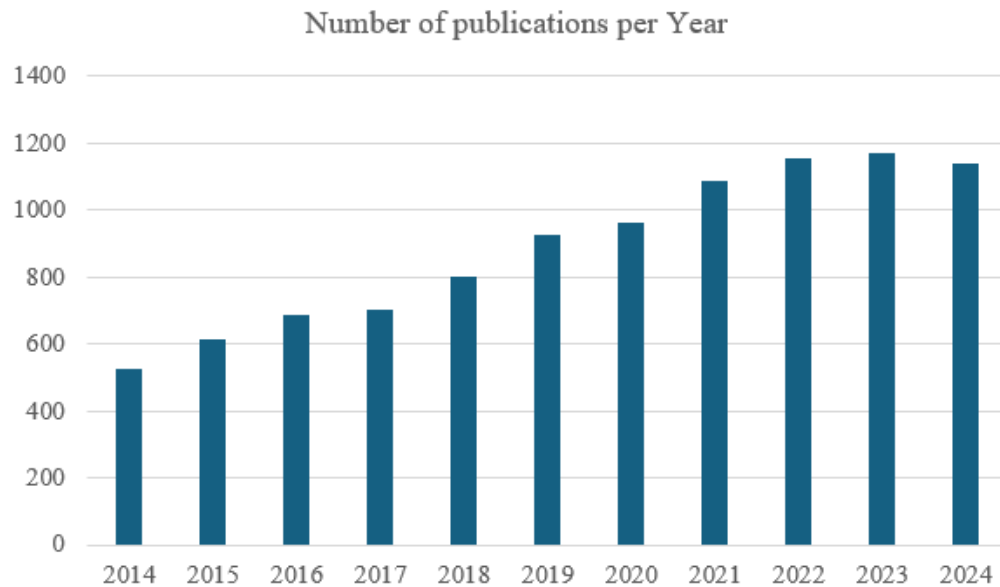


Fig. 4 Graphical representation of the number of academic texts uploaded to the Scopus platform over the years after applying the restrictive search parameters

Source: Author’s own research.

After obtaining these results, all 1,307 texts, from Scopus database, the bibliometric data was performed using VOSviewer software. The data then was grouped into three clusters, represented in three colors (red, green, and blue) on the graphical representation below (Fig. 5). By clustering texts based on concept matches and citation frequencies, the relationships and conceptual network in the texts identified as related to managerial behavior analysis were visualized. Figure 5 highlights the concepts most prominently emphasized according to the software. The results of testing quantitative data through citation overlap analysis as shown on Table 2.

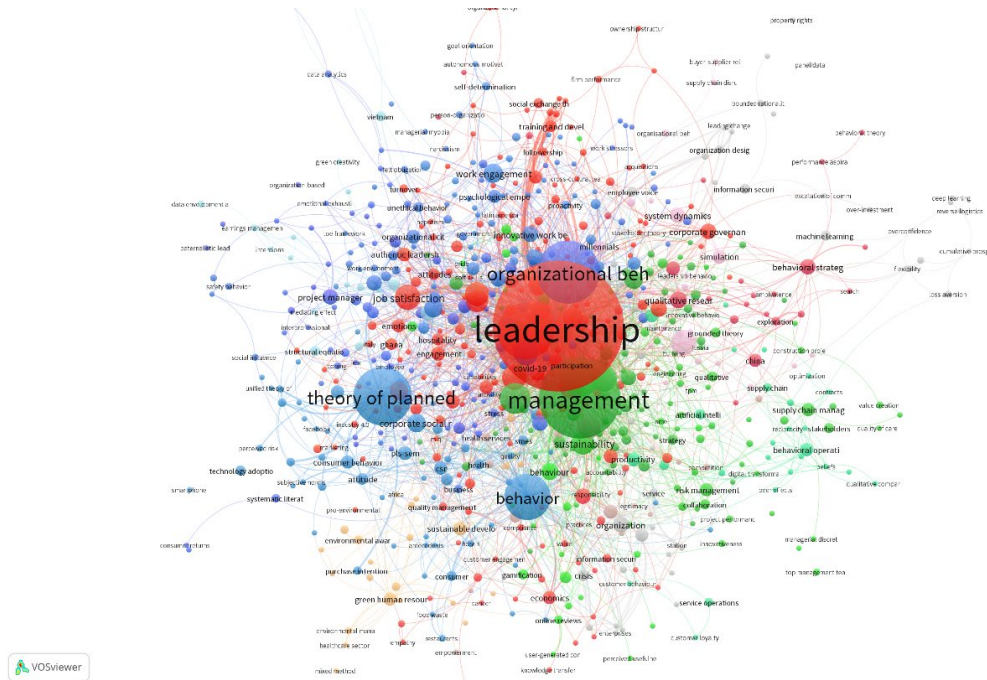


Fig. 5 Graphical representation of overlaps and relationships among texts uploaded to Scopus based on the defined parameters and keywords

Source: Author’s own research.

The VOSviewer software delineate several core themes related to the managerial behavior. These themes were clustered in three colors – red, blue, and green. The generated through VOSviewer software Figure 5, presents a network visualization of key thematic clusters, co-occurrence relationships, and central concepts within the research domain. The results outline the “leadership” as the largest and most prominent link according the VOSviewer data readings. This node reveals the extent to which “leadership” is conceptually represented in the literature in the field of business administration and management. Significant number of texts from the sample focuses on the influence of leadership styles, decision-making, and organizational impact.

Table 2. Key themes linked to texts retrieved form Scopus based on Keywords, Abstracts, and Citations and analyzed through VOSviewer

Cluster	Keyword in text	Occurrences (Items)	Total link strength (Links)
Red	Leadership	657	384
Blue	Organizational behavior	194	82
	Behavior behaviour ¹	131	50
	Theory of planned behavior	35	11
Green	Management	120	73
	Manager	70	27

Source: Author's own research.

¹ In the Scopus database, when searching for string Article title, Abstract and Keywords, the terms “behavior” and “behaviour” are duplicate words, and there is no change in the number of texts. In the VOSviewer software, however, there is a distinction between the two terms, and this is accordingly reflected in the table.

The red cluster includes topics such as decision-making, system dynamics, corporate governance, emphasizing strategies and innovation. The blue cluster encompasses texts analyzing the behavior of managers in various business situations within organizations. The keywords “theory of planned behavior” and “job satisfaction” indicate that the concept of managerial behavior is strongly connected to the psychological theories, emphasizing the employee motivation, job satisfaction, and behavioral intentions in decision-making. Some of the subthemes entangled to the main outline concepts are “sustainability”, “knowledge management” and “behavioral strategy”, which suggest an increase of interest in how managers incorporate long-term organizational goals, innovation, and ethical implications. The green cluster reflects texts focused on organizational management. Key concepts were analyzed by clusters in two ways—by the number of citations overlaps across texts (represented by circle size in each cluster) and by the interrelationships of these concepts (represented by links).

This network visualization reveals strong interdisciplinary integration, where managerial behavior was linked to concepts from psychology, strategy, social studies, and technology transformation and innovation. Considerable number of texts suggests “machine learning” and “system dynamics, which indicate that modern managerial behavior researchers incorporate data-driven decision-making and predictive analysis. According to the readings of the links between the concepts in VOSviewer “manager” navigates complex relationships between leadership, organizational dynamics, and employee behavior. “Sustainability” and “behavioral strategies” implies that modern managerial behavior extends beyond traditional efficiency-driven approaches to incorporate ethical considerations in long-term planning. The interconnected concepts suggest that effective managerial behavior requires a balance of leadership, strategic thinking, and adaptability to evolve organizational and technological landscapes. Figure 5 reveal the evolving concept of managerial behavior, in which “leadership”, “management”, and “organizational behavior” serve as foundation pillars.

In the last step of this literature review on managerial behavior, an analysis was conducted to understand how contemporary authors during the publication period (2014–2024) perceive managerial behavior. The top cited authors were analyzed and grouped again by ideas into clusters.

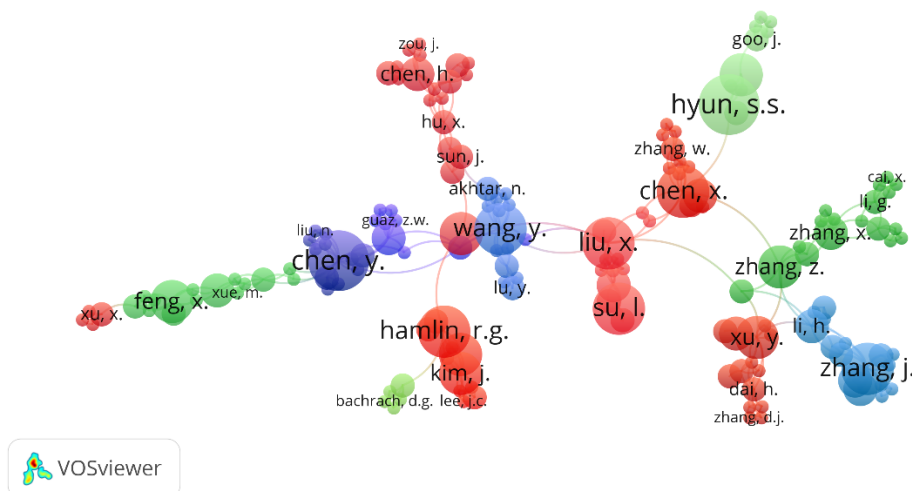


Fig. 6 Overlaps in citation relationships for managerial behavior and corresponding authors by clusters for the period 2014–2024.

Source: Author’s own research.

Table 3. Correlation of Key Concepts in the Most-Cited Texts on Managerial Behavior (2014-2024)

Cluster	Citations	Top authors	Title	Journal
Leadership (in red)	75	Fischer, T. (2023)	“Inclusive leadership and employee well-being:	Academy of management
	102	Graves, L.M., Sarkis, J., Gold, N. (2009)	Employee pro environmental behavior in Russia: The roles of top management commitment, managerial leadership, and employee motives	Resources, Conservation, and recycling
Management (in green)	425	Anderson, B.S Kreiser, P.M Kuratko, D.F. Hornsby, J.S, Eshima, Y. (2015)	Reconceptualizing entrepreneurial orientation	Strategic Management Journal
	115	Huy, Q., Zott. C. (2015)	Exploring the affective underpinning of dynamic managerial capabilities: How managers’ emotion regulation behaviors mobilize resources for their firms	Strategic Management Journal
	179	Hinojosa, A.S., Gardner, W.L Walker, H.J., Cogliser, C. Gullifor, D. (2017)	A review of cognitive dissonance theory in management research: Opportunities for further development	Journal of management
Behavior (in blue)	160	Filatotchev, I. Nakajima, C. (2014)	Corporate governance, responsible managerial behavior, and corporate social responsibility: Organizational efficiency versus organizational legitimacy	Academy of management perspectives
	174	Jensen, M.C., Meckling, W.H (2019)	Theory of the firm: Managerial behavior, agency costs and ownership structure	Corporate governance: Values, ethics, and leadership
	19	Xie, L. (2016)	Triad theory of hotel managerial leadership, employee and brand building behavior, and guest images of luxury-hotel brands	International journal of contemporary hospitality management

Source: Author's Table.

Table 3 categories key research contributions of the most cited texts in Scopus in the field of managerial behavior into three primary clusters “leadership” (red), “management” (green) and “behavior” (blue). By analyzing the citations, the most cited authors, and publications sources, we drive important insights into how authors conceptualize managerial behavior over time. The red cluster reveals “leadership” as multifaceted function that extends beyond traditional decision-making and include social responsibility and employee well-being. The paper emphasizes how leaders influence both individuals and organizational sustainability. The green cluster emphasis on decision making under pressure, uncertainty and reveals the psychological aspects of the managerial role. The “management” concepts are shifted towards understanding how manager’s emotions, cognitive biases, and strategic orientation impact organization’s performance. Managerial behavior research extends beyond individual leadership to corporate management,

ethics and shared responsibility and engagement. The studies in blue clustering emphasize the intersection of managerial actions, corporate efficiency, and ethical responsibility.

Conclusion

This systematic review provides a contemporary overview of the published scientific texts in Scopus related to the concept of managerial behavior. The main goal is to achieve a practical contribution through a multivariate analysis of various aspects of managerial behavior studies. The findings contribute to future research in two ways: as a foundation for investigating practical aspects of managerial behavior within organizations and providing an explicit approach for novice researchers studying the topic.

Through systematic bibliographic analysis and the use of specialized software, the following conclusions were reached: Early research on managerial behavior by leading authors in management disciplines focused on three main areas: Managerial behavior as a "driver" for performing organizational tasks; Managerial behavior as a management style, Managerial behavior as a form of "effectiveness" in achieving organizational goals. Authors also examine managerial behavior from a negative perspective.

Contemporary research in Scopus shows that managerial behavior evolved from a rigid, efficiency focused perspective to a holistic, interdisciplinary field that integrated in leadership psychology, strategic management, and ethical considerations. Managerial behavior was considered a "product" of leadership management, emphasizing the modern expectation for managers to function as leaders to ensure organizational success. Future research on managerial behavior may focus on key concepts related to sustainability, digital transformation, human-centric or even artificial governance. Managerial behavior may have to ensure that the organizational strategies are effective in the global modern changing landscape.

The present study may be developed in several aspects. First, future bibliometric analyses could examine scientific texts in other certified online databases such as Web of Science and compare the results with the current findings. This would mitigate the database bias, and it would capture a more diverse set of texts that were published not only in Scopus. Additionally, the current research findings may be evaluated and compared to the results to other selected periods. Finally, future research may integrate qualitative methods, such as content analysis, expert interviews, or case studies. These would complement the bibliometric findings and provide a contextual insight into the conceptual and practical evolution of managerial behavior in the field of business administration and management.

Acknowledgements

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