

## **BIBLIOMETRIC DATA ANALYSIS OF SCIENTIFIC PUBLICATIONS IN THE FIELD OF CHANGE MANAGEMENT**

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**Abstract.** Frequent and ongoing changes in organisations that are instigated by external factors can be a significant obstacle, but they can also spark transformations in the sustainability of the business model, unveiling fresh prospects in terms of technology or operations. The inevitable part of each company's existence is the capability to adapt to the changes and use it to strengthen its competitiveness. Due to the increasing relevance of change management, it is necessary to analyse and accumulate the existing literature on this topic. The objective of the study is to identify the trends of impact and influence of scientific sources on the topic of change management. The research involved two tasks: to analyse the performance of activities in the scientific sources of change management and to create and analyse scientific networks in order to determine the impact and influence of publications. To understand the deeper approach of the publications in the scientific field of change management, the two main bibliometric analysis methods were performed: performance analysis and science mapping. It included the selection of the Scopus database, filtering scientific sources by the main keyword "change management" in the fields of business, management and accounting, and the use of bibliometric indicators. The results showed that the topic of change management started to become popular around 2000, and the most productive source is the Journal of Organisational Change Management. The general performance of the authors and publications was identified; furthermore, the impact and influence of the publications were determined. As can be seen from the research results, the change management topic is studied worldwide by scientists and business representatives.

**Keywords:** change management, bibliometric analysis, performance analysis, science mapping, network analysis, Scopus.

**JEL Classification:** I20, M10.

### **Introduction**

Hillmann and Guenther (2021) describe the idea of organisational resilience as a means for companies to endure and flourish despite adversity. In contrast, Iborra et al. (2020) define resilience as the ability to rebound from a stressful external event that poses a threat. Frequent and ongoing changes in organisations that are instigated by external factors can be a significant obstacle, but they can also spark transformations in the sustainability of the business model, unveiling fresh prospects in terms of technology or operations.

According to Burnes and Jackson (2011), individuals who specialise in change analysis typically perceive change as a multifaceted procedure that requires significant amounts of episodic intervention to achieve success. Taking a wider perspective enables us to perceive the

environments within which organisations are conceived to function, and this enables us to recognise the elements of a system as a process that operates in an unpredictable and nonadaptive manner, as noted by Sarasvathy and Venkataraman (2021). Bui and Galanou (2022) suggest that incorporating system thinking into the functions of a company is a deliberate process that promotes the acquisition of knowledge and the adoption of innovations and sustainability. Comprehending the practical use of systems thinking in organizational management enables businesses to devise their objectives. As the issues are a complex system of interconnected elements with nonlinear dynamics, finding solutions in a volatile environment requires the continuous collaboration and adaptation of stakeholders, according to Sturmberg (2021). Therefore, the foundation of utilising system thinking is to grasp the underlying nature of the issue that affects procedures.

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Jucevičius et al. (2017) suggest that once the intricate nature of the systems and the broad range of external factors are uncovered, it becomes feasible to inquire about the most suitable management and decision-making techniques for each unique situation.

Advances in technology and the growing trend of liberalisation and globalisation have led to increased global competition, pushing organisations to become more adaptable, productive, and agile. This is particularly relevant for organisations operating across borders, which need to foster a culture that is comfortable with change and can respond effectively to evolving market demands and environmental factors (Oosthuizen & Grobbelaar, 2022). There are five most relevant catalysts in the external environment that can predict or trigger upcoming organisational changes: enabling technologies, customer mindsets, platforms, economics, and public policy (Hagel et al., 2015). The inevitability of change forces most organisations to constantly adapt and consider it a part of the company's existence (Jalagat, 2016). Consequently, there is an increasing requirement to elucidate the process-orientated aspect of unpredictable disruptions, as highlighted by Errida and Lotfi (2021). To maintain business continuity in a constantly changing environment, it is crucial that organisations operate efficiently. However, it is equally important to maintain a balance between the organisation's operations and objectives across the entire supply chain, while ensuring responsible implementation (Skačkauskienė, 2022). This encourages continuous theoretical and empirical research and analysis, which helps to assess the situation and provides the necessary change management solutions.

Due to the increasing relevance of change management, it is necessary to analyse and accumulate the existing literature on this topic. The wide range of review articles available on change management makes it difficult for researchers to grasp a comprehensive understanding of the topic, as well as for practitioners to extract key insights from these studies (Moosa et al., 2022). Bibliometric analysis of science has evolved to standardise, collect, report, and analyse a wide range of documents and information sources (Baker et al., 2021). For this case, the research study will perform a descriptive bibliometric review and network analysis.

The object of this study is the scientific sources on the topic of change management.

The aim of this paper is to identify impact trends and the influence of scientific sources on the topic of change management. For this purpose, two research tasks were identified:

- 1) to carry out an analysis of the performance of activities in the scientific sources of change management in order to identify the performance of authors and sources;
- 2) to create and analyse scientific networks in order to determine the impact and influence of publications.

The main method of the research is bibliometric analysis, which consists of performance analysis and science mapping.

## 1. Methodology

### 1.1. Database and search strategy

One of the initial steps in reviewing bibliographic data is to choose a suitable database (Sweileh, 2020). It should be noted that since the advent of scientific databases such as Scopus and Web of Science, it has become relatively simple to obtain large quantities of bibliometric data; furthermore, bibliometric software like Gephi, Leximancer, or VOSviewer allows for very practical analysis of the relevant data (Donthu et al., 2021). Scopus was chosen for this research because it has more than 25,100 active indexed scientific articles database.

The second part of the bibliometric analysis is to choose the right information search strategy and actions, which would allow the extraction of as many relevant scientific sources as possible (Sweileh, 2020). For this research, the scientific sources were filtered by the main keyword "change management" in the fields of business, management, and accounting (TITLE-ABS-KEY ("change management") AND (LIMIT-TO (SUBJAREA, "BUSI"))) from 1979 to 2023) and a total of 4,437 sources were found (as of February 14, 2023). The selected search keyword "change management" is found in as many as 23 fields, with the most popular fields being "Business, Management, and Accounting" (50.00%), "Decision Sciences" (11.61%) and "Social Sciences" (9.63%).

### 1.2. Bibliometric indicators

The main indicators and data of the sources analysed, such as the annual growth of publications, types of documents, countries, authors, institutions, journals, funding agencies, etc., were transferred to the Microsoft Excel programme in order to analyse performance. Also, the VOSviewer programme was used to create science mappings.

Two bibliographic analysis methods were used to implement this study: performance analysis and scientific network analysis (see Figure 1). Essentially, performance analysis reflects the contributions of research constituents, while science mapping focusses on the relationships between research constituents (Donthu et al., 2021).

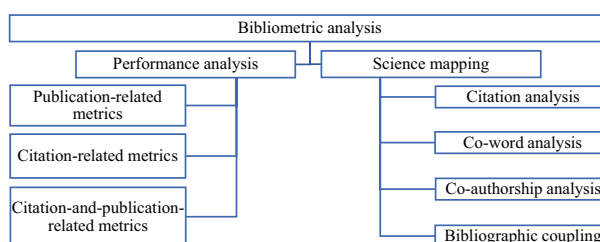


Figure 1. The structure of bibliometric analysis methods used in the research (source: compiled by the author)

## 2. Bibliometric analysis

### 2.1. Performance analysis

The study analyses 4,437 literature sources prepared by 8,165 authors. The topic of change management started to become popular around 2000 – since 1979 until 2000, only 254 publications were published, which is only 5.72% of the total number of analysed scientific publications (see Figure 2). On average, one of the ten most active authors has prepared almost 9 publications (see Figure 3).

Comparing the 10 main research sources, it can be stated that the most productive source, which publishes the largest number of publications in the field of change management, the Journal of Organisational Change Management, – 29.41% of all publications compared to other journals (see Table 1). Furthermore, in total, these sources comprise as much as 18.39% of the analysed publications.

The following top ten countries have produced the most publications: United States of America (21.23%), United Kingdom (17.20%), Australia (7.73%), Germany (6.09%), India (4.39%), Canada (4.35%), Netherlands (3.18%), Italy (2.66%), Sweden (2.66%), and France (2.50%). The documents analysed are of various types: article (70.6%), conference paper (9,7%), review (7.3%), book chapter (7.2%), book (3.3%), note (0.6%), conference review (0.4%), editorial (0,4%), short survey (0.2%), letter (0.1%), and other (0.1%).

Considering the affiliation of the analysed publications, it can be said that there is a wide distribution of institutions – only 5.77% of the total number of publications belong to the top ten most popular institutions.

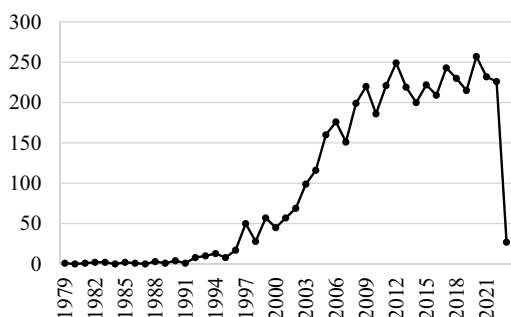


Figure 2. Number of publications for each year (source: Scopus)

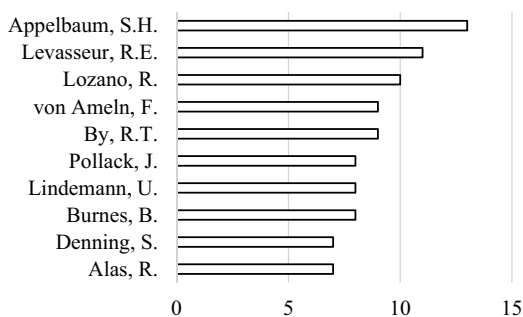


Figure 3. Ten the most productive authors by publications number (source: Scopus)

Table 1. Top ten sources with the number of publications in the field of change management (source: Scopus)

Source	Number of publications
Journal Of Organizational Change Management	240
Journal Of Change Management	101
Industrial And Commercial Training	74
International Journal Of Information Systems And Change Management	66
Business Process Management Journal	63
Human Resource Management International Digest	59
Emerald Emerging Markets Case Studies	56
Lecture Notes In Business Information Processing	53
Journal Of Management Development	52
Strategic Direction	52

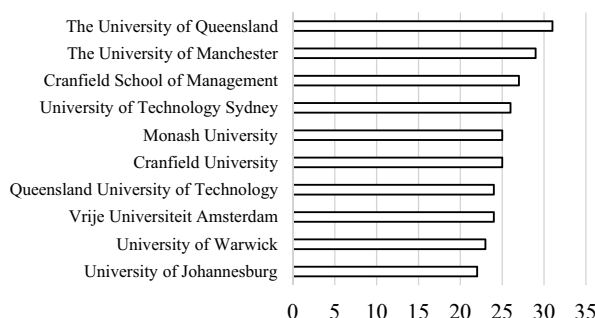


Figure 4. Top 10 institutions by number of publications (source: Scopus)

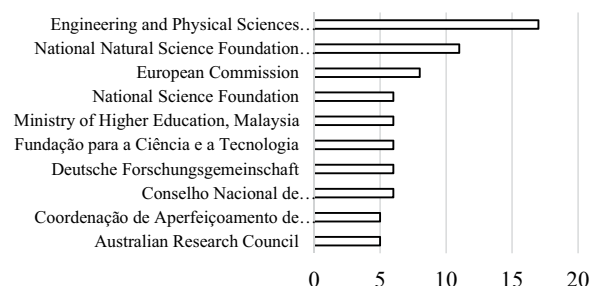


Figure 5. Top ten financial sponsors by number of publications (source: Scopus)

In terms of total publications, the top three institutions are The University of Queensland (0.70%), The University of Manchester (0.65%) and Cranfield School of Management (0.61%) (see Figure 4). During the analysis, it was found that a relatively small part is supported by the same financial sponsors – three main sponsors are singled out: the Engineering and Physical Sciences Research Council (0.38%), the National Natural Science Foundation of China (0.25%), the European Commission (0.18%) (see Figure 5).

Analysing the research publications, it can be seen that on average the publications are active for 10.80 years

Table 2. The three most cited publications from the total analysed documents (source: Scopus)

Publication	Years	Authors	Source	Citations
Why do people use information technology? A critical review of the technology acceptance model	2003	Legris P., Ingham J., Collette P.	Information and Management, 40(3), pp. 191–204	2440
CASE tools as organizational change: Investigating incremental and radical changes in systems development	1993	Orlikowski W.J.	MIS Quarterly: Management Information Systems, 17(3), pp. 309–340	1009
Critical factors for successful implementation of enterprise systems	2001	Fui-Hoon Nah F., Lee-Shang Lau J., Kuang J.	Business Process Management Journal, 7(3), pp. 285–296	918

(the publications of the 2023 edition are calculated to be active for one year). The productivity of publications during the active year is 411 units on average (it is calculated by dividing the total number of publications by the number of active years).

Based on the capabilities of the Scopus database, general and additional detailed citation data were extracted and the analysis was performed. The 4,437 publications in this research were cited a total of 74,685 times throughout the entire period. Analysing detailed citation data for the last 15 years, i.e., from 2008 to 2023, shows a total of 69,452 citations. When comparing the 2008–2015 period with the 2016–2023 period, it can be seen that the number of citations increased by as much as 184.81% in the recent period. In the comparative period from 2008 to 2023 the three most active citation years are 2022 (12.87%), 2021 (10.49%) and 2020 (10.00%). During the citation analysis, three main publications were identified, which were cited the most out of the total number of publications analysed (see Table 2).

During the research, the Collaboration Index (CI) was calculated, which describes the extent of collaboration among research constituents. According to (Donthu et al., 2021) it is calculated as = (number of contributing authors ÷ total number of publications) ÷ total number of publications. In the analysis performed, the cooperation index CI=0.00041 was determined.

The coefficient of collaboration (CC) expresses the extent of collaboration between authors in a standard way from 0 to 1 and is calculated as = 1-(total number of publications ÷ number of contributing authors). In the analysis performed, the cooperation coefficient CC=0.46 was determined.

To assess the quality, impact, and influence of research publications, an h-index is calculated, which is considered one of the most important evaluation measures in bibliometrics (Khurana & Sharma, 2021). Taking into account the number of publications and citations, the h-index of 111 was determined in the analysis (i.e., 111 publications were cited 111 or more times).

## 2.2. Science mapping

Scientific mapping is concerned with the intellectual interactions and structural relationships between the constituents of the research (Donthu et al., 2021).

Methods of scientific network analysis that aim to provide the intellectual structure of a research field include: citation analysis, co-word analysis, co-authorship analysis, and bibliographic coupling.

**Citation analysis** is one of the main techniques of scientific mapping to represent the intellectual connections between publications, which, according to Appio et al. (2014), works by providing references or citations.

Analysing publication relationships and setting the condition that the minimum number of document citations is 15, 1160 publications remain suitable from the available sample of documents. Among them, there are 554 connected publications, which form 36 clusters and 1010 links (see Figure 6).

Reviewing author relationships and setting the conditions that papers with 25 or more authors will be ignored, that the minimum number of published documents and author citations is 5, 49 authors met the above criteria. From the result obtained, there are 28 connected authors, which form 7 clusters and 50 connections. Based on the results obtained, it is possible to determine the authors with the greatest impact and influence (see Table 3).

The relationships of organisations in the context of citation, setting the conditions that the minimum number of documents and citations belonging to an organisation

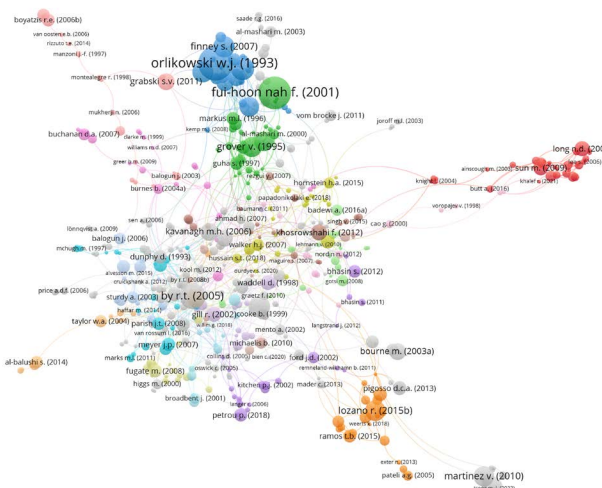


Figure 6. Citation Analysis – publications relationships (source: compiled by the author)

Table 3. The most influential authors in terms of links interconnectivity, based on overall link strength

Author	Publications	Citations	Overall link strength
By r.t.	9	761	25
Burnes b.	8	651	20
Pollack j.	8	94	17
Islam m.n.	5	47	13
Higgs m.	5	343	12
Idris a.	5	70	11
van der Voet j.	5	225	11
Cao g.	5	194	10
More e.	6	99	10
Rosenbaum d.	5	66	10

is 5, out of 6763 organisations, only 11 organisations meet the thresholds. This shows a lack of intellectual interconnection when citing other organisations.

**Co-word analysis** is distinguished by the fact that it does not examine external links but the actual content of the publication itself. The main purpose of keywords is to describe an article to a wider audience, as well as to describe it to automated information search engines (Liu et al., 2019). Given that the keywords selected by the authors may be generic or biased, indexed keywords, which are database selected and dictionary standardised for synonyms, various spellings, or plurals, were selected for analysis (Elsevier, 2022).

Analysis of keywords, with the set condition that the minimum repetition of a keyword should be 20 or more times, shows that of the 5453 existing keywords, only 85 met the above-mentioned requirement, which forms 3 main clusters:

- 1) The first cluster (red) consists of 35 keywords, which are: competition, construction industry, decision making, industrial management, infor-

mation technology, project management, societies and institutions, strategic planning, etc.;

- 2) The second cluster (green) consists of 33 keywords that reflect the following fields: change management, enterprise resource planning, human resource management, industry, information management, information systems, management, organisational change, sustainable development, etc.;

- 3) The third cluster (blue) consists of 17 keywords, which are: health care delivery, human, humans, leadership, organization, organization and management, organizational innovation, total quality management, etc.

Co-word analysis shows that the keyword distribution according to importance and size is clearly visible: the organizational context in the society and the overall market, management and implementation of organizational change with balanced resources, and the synthesis of organizational change management, quality and people (see Figure 7).

**Co-authorship analysis** examines the interaction between scientists in the analysed field. Since co-authorship is a formal type of intellectual collaboration among researchers, it is important to understand how researchers interact with each other (including related institutions and countries) (Cisneros et al., 2018). Analysing co-authorship relationships and setting the conditions that documents with 25 or more authors will be ignored, that the minimum number of documents published by the author and the author's citations is 5, 49 authors meeting the above-mentioned requirements were obtained. However, after reviewing the results of the analysis, it is obvious that mutual cooperation takes place only in the circle of well-known authors – 49 authors form as many as 35 clusters.

Analysing the co-authorship relations between the countries, completely different results are obtained: setting the conditions that documents with 25 or more countries will be ignored, that the minimum number of documents issued by the country and the number of citations

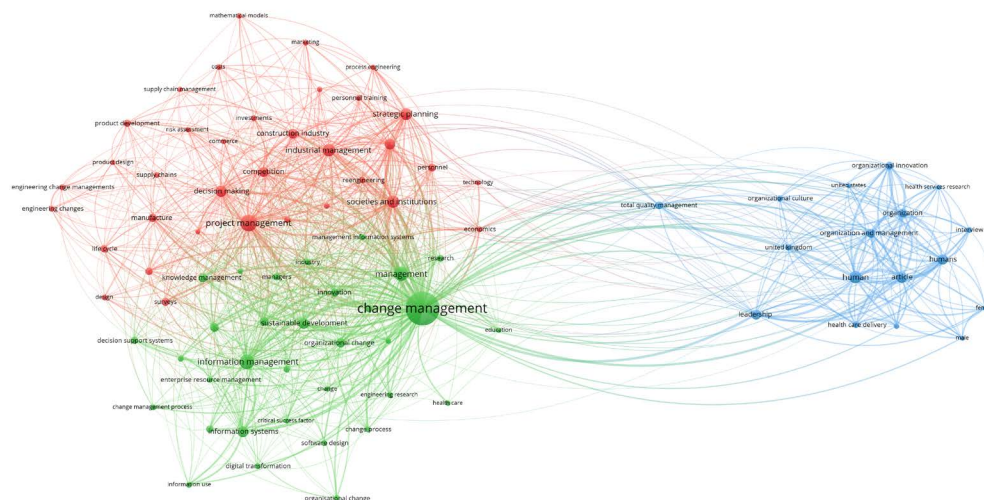


Figure 7. Co-word analysis and linking relationships (source: compiled by the author)

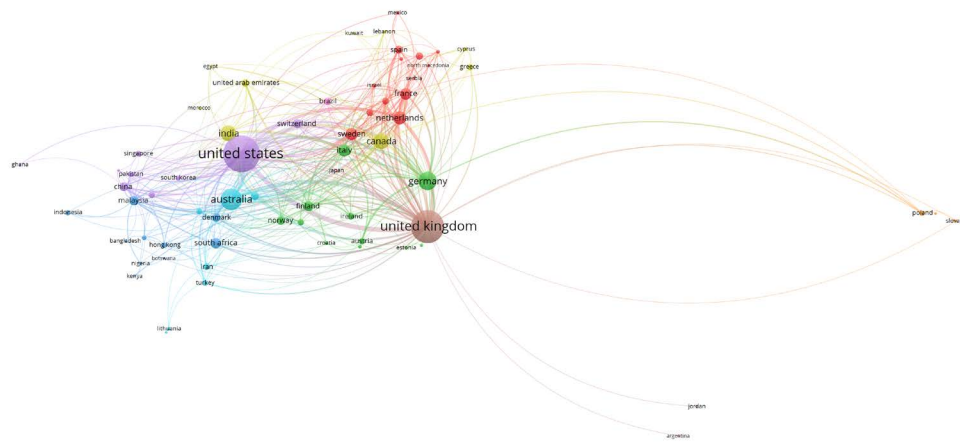


Figure 8. Co-authorship relations between the countries in the field of change management (source: compiled by the author)

by the country is 5, out of the existing 227 countries, the result was that 69 meet the thresholds. From the result obtained, there are up to 68 connected countries, which form 10 clusters and 417 connections (see Figure 8).

**Bibliographic coupling analysis** is designed to examine how separate fields are related to each other, and includes linked documents, authors, or journals based on the number of shared linkages as a measure of their similarity (Zupic & Čater, 2015). When analysing sources from the point of view of bibliographic connections and setting the conditions that the minimum number of documents and citations belonging to the source is 20, out of the 1261 sources available, 35 meet the requirements, which make up 7 clusters and 412 links. Taking into account the statistics of the sources presented previously and the analysis of the connections, it can be said that the popularity of the source directly affects the creation of connections.

## Conclusions

- 2020 was the most productive year in terms of published publications: 5.79% out of all publications were published this year. During the research conducted, the most active authors were identified: Appelbaum, S.H. (13 publications), Levasseur, R.E. (11 publications), Lozano, R. (10 publications). The most cited publications of these authors are:
  - Most cited publication by the first author (115 times): Appelbaum, S.H., Habashy, S., Malo, J.-L., Shafiq, H. (2012). Back to the future: Revisiting Kotter's 1996 change model. *Journal of Management Development*, 31(8), pp. 764–782;
  - Most cited publication by the second author (42 times): Levasseur, R.E. (2001). People skills: Change management tools – Lewin's change model. *Interfaces*, 31(4), pp. 71–73;
  - Most cited publication by the third author (380 times): Lozano, R. (2015). A holistic perspective on corporate sustainability drivers. *Corporate*

*Social Responsibility and Environmental Management*, 22(1), pp. 32–44.

The fact that 71.85% of the analysed publications were quoted indicates that research in the field of change management is highly relevant and influential. Moreover, the constant demand and growth of publications and activity in this field suggest that these trends are likely to continue.

- The conducted science mapping analysis of change management publications identified the largest cluster, consisting of 34 related documents. Research identifies the three most influential authors based on overall link strength: By, R.T. (9 papers, 761 citations), Burnes, B. (8 papers, 651 citations) and Pollack, J. (8 papers, 94 citations) and their most cited publications:

- Most cited publication by the first author (600 times): By, R.T. (2005). Organizational change management: A critical review. *Journal of Change Management*, 5(4), pp. 369–380;
- Most cited publication by the second author (420 times): Burnes, B. (2004). Kurt Lewin and the planned approach to change: A re-appraisal. *Journal of Management Studies*, 41(6), pp. 977–1002;
- Most cited publication by a third author (39 times): Pollack, J., Pollack, R. (2015). Using Kotter's Eight Stage Process to Manage an Organizational Change Program: Presentation and Practice. *Systemic Practice and Action Research*, 28(1), pp. 51–66.

During the research, keywords of the publications in the change management field and keyword clusters indicated a strong focus on the organisation, its processes and on the personnel – these are the essential aspects that are directly affected by the changes. This shows that there is a continuous effort to understand the willingness and ability of employees to adapt when the organisational strategy is successfully implemented (Heim & Sardar-Drenda, 2020). It was determined that the countries with the most connections and the strongest development of cooperation are the United States of America, the United Kingdom, Australia, Canada, and The Netherlands.

Such results only confirm that the topic of change management is a global issue that is studied by scientists and business representatives.

Overall, the findings suggest that change management is a dynamic and evolving field that is likely to remain of significant interest and importance in the coming years.

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