

Bibliometric Analysis of Strategic Management and Meaningful Work: Trends, Collaboration, and Future Directions

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The manuscript was received on 11 June 2024, revised on 10 September 2024, and accepted on 24 January 2025, date of publication 1 May 2025

Abstract

This study explores the evolution of Strategic Management and Meaningful Work (SDG-8) research through a bibliometric analysis of Scopus-indexed publications from 2015 to 2025. The aim is to map global trends, collaboration networks, and thematic clusters, thus enhancing understanding of how strategic management practices align with team member well-being and sustainable business models. Building on established literature in sustainable business, digital transformation, and ethical leadership, the research integrates human resource management and organisational behaviour theories. It examines how strategic management interacts with meaningful work, drawing on previous bibliometric and conceptual studies. A keyword-based search in the Scopus database identified 222 publications, refined to 110 English-language articles, conference papers, and reviews. VOSviewer software was used to construct co-occurrence networks and thematic maps across countries, organisations, authors, and keywords. The analysis reveals a significant increase in research output, with key hubs in the United States, Switzerland, Australia, and China. Influential institutions include MIT, Harvard T.H. Chan School of Public Health, and Wageningen University. Emerging themes such as digital transformation and competitive advantage underscore the growing integration of strategic management with meaningful work. These findings highlight the necessity for enhanced international collaboration to advance sustainable business practices and promote team member well-being.

Keywords: Strategic Management, Meaningful Work, SDG-8, Bibliometric Analysis, VOSviewer.

1. Introduction

Meaningful work has increasingly gained traction within strategic management, particularly as organisations strive to align corporate objectives with team member well-being and intrinsic motivation. The emergence of sustainable business models, digital transformation, and ethical leadership has further reinforced the role of meaningful work in achieving long-term strategic success. Prior research highlights that meaningful work significantly contributes to team member satisfaction, retention, and organisational commitment [1]. Despite this growing interest, there remains a need to systematically analyse global research trends and collaboration networks within this domain. By conducting a bibliometric analysis using Scopus-indexed publications from 2016 to 2024, this study addresses the following research questions: How has research on Strategic Management and Meaningful Work evolved? Which journals and countries have contributed the most to this field? What are the dominant research clusters that emerge in bibliometric analysis? Finally, what future research directions can be identified from the current body of knowledge? This study employs VOSviewer for bibliometric mapping to uncover key research themes, collaborations, and emerging trends.



2. Literature Review

Scholars from various disciplines have contributed to understanding factors that facilitate meaningful work experiences. Four sources of meaningful work were identified: developing and becoming self, unity with others, serving others, and expressing the self [2]. They suggest that meaningful work involves tensions between self- and others' needs and the need for being and doing.

Proposed two psychological dimensions for understanding meaningful work: self/other and agency/communion [3]. The self/other dimension in their paradigm represents the internal or external goal of the endeavour to produce meaningfulness. Contrarily, the agency/communion dimension describes one's motivations, distinguishing between agency motives (such as the desire to create, assert, or divide elements, as in playing an instrument) and communion motives (such as the desire to connect or unite elements, as in the case of rekindling past relationships or evaluating one's life goals).

One possible advantage of discovering a calling in employment is that it seems to fulfil people's need for purpose in life; meaning in life explains many of the positive psychological advantages of having a calling. It enhances the good work attitudes associated with vocation, which should be further explored in future studies using longitudinal and intervention methodologies [4].

3. Methods

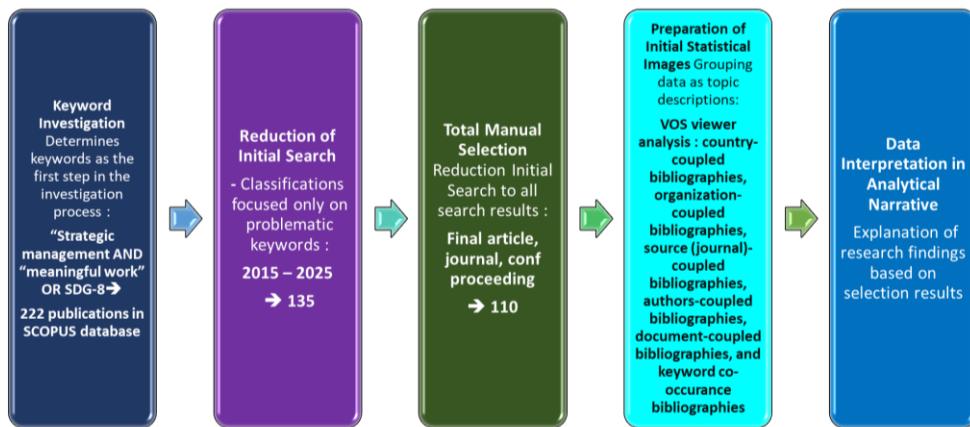


Fig 1. Steps to conduct a bibliographic study of Strategic Management and Meaningful Work [5]

This study employed bibliometric analysis using Scopus-indexed publications from 2015 to 2025. A keyword-based search used terms related to "strategic management" and "meaningful work." VOSviewer software was utilised to construct and analyse co-occurrence networks, citation mapping, and thematic clusters. Figure 2 depicts the process of doing this analysis using the Scopus database (which eventually provided 222 articles) using the terms "strategic management" and "meaningful work" or SDG-8. To optimise emphasis and gather the most recent articles, the study's scope is limited to journal articles, conference papers, and reviews published between 2015 and 2025 (including English-language articles). Finally, 110 papers were chosen from the 222 articles, and a bibliographic analysis was performed using VOSviewer software, one of the most comprehensive analytical tools available [6]-[8].



Fig 2. Publication Trend of article Strategic Management AND Meaningful work (SDG-8)
Source: Scopus database (2025)

The publication trend for "Strategic Management and Meaningful Work" from 2015 to 2025 highlights an evolving and dynamic academic focus on this area, with a notable peak in 2024. The graph shows that publications began with moderate interest in 2015, when

only four articles were published. However, the trend grew steadily, reaching 10 articles by 2019 and 12 in 2021, signalling a growing scholarly interest in this intersection. A significant surge occurred in 2023, with 17 articles published, marking the highest point during the period under review.

This trend illustrates the increasing integration of strategic management practices with the concept of meaningful work, particularly in the last few years. The noticeable increase in publications in 2023 reflects the growing importance of aligning business strategies with team member well-being and organisational purpose. This shift is likely driven by heightened attention to the role of meaningful work in achieving organisational success and sustainability, as well as the increasing recognition of this factor in enhancing team member satisfaction and productivity in modern business environments. However, a sharp drop in 2025, with only two publications recorded so far, may reflect the field's emerging nature or suggest a lag in publication reporting.

4. Results and Discussion

Detailed submission guidelines can be found on the journal's web pages. All authors are responsible for understanding these guidelines before submitting their manuscript.

4.1. Analysis of Country-Couple Bibliometric

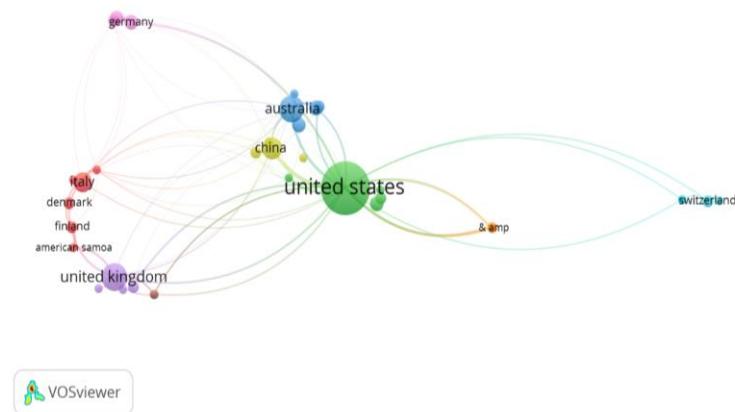


Fig 3. The network visualisation of country-coupled bibliography of strategic management and meaningful work (SDG-8)
Source: Data processing by VOSviewer (2025)

Figure 3 provides a visualisation of country-coupled bibliographic density. The size of the nodes represents the frequency of country co-occurrence, while the colour gradient signifies the density of interconnectivity among institutions. The United States emerges as the dominant node, demonstrating high collaborative engagements across multiple international institutions. The density mapping highlights that Switzerland, Australia, and China exhibit strong bibliometric linkages, particularly in research areas aligned with strategic management and business sustainability [9], [10]. A deeper analysis reveals that the country of Switzerland, depicted in light blue, maintains significant academic partnerships, signifying a well-established research ecosystem with international visibility. In contrast, clusters such as those in Italy and the United Kingdom, visualised with darker hues, indicate lower density in bibliometric co-country, possibly due to a higher concentration of regional collaborations rather than global networks. These findings corroborate previous literature that suggests developed nations, particularly the United States and Switzerland, serve as primary hubs for high-impact strategic management research. Furthermore, minor clusters such as American Samoa and Denmark underscore the emerging yet peripheral participation of institutions from smaller economies, suggesting potential opportunities for greater international research integration [11]-[13].

4.2. Bibliometric Organisational-Couple Analysis

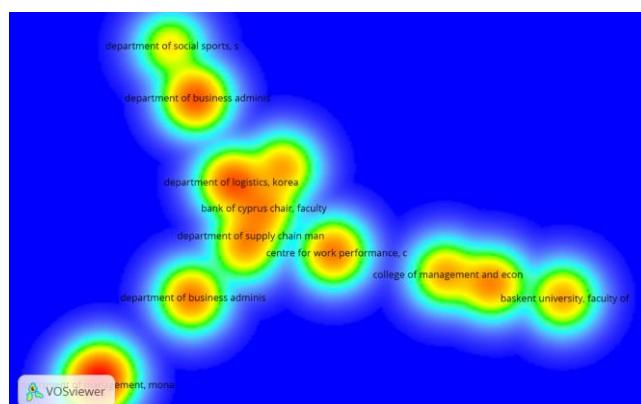


Fig 4. The density visualisation of organisational-coupled bibliography of strategic management and meaningful work (SDG-8)
Source: Data processing by VOSviewer (2025)

Figure 4. in which a bibliometric density visualisation of organisational co-authorship is provided, highlights the depth of research collaboration between organisations. In the visualisation, the colour gradient shows the bibliometric connectivity density: red and yellow regions show greater concentrations of often collaborating institutions, while blue marks lower density regions with few contacts. The Scopus database's extracted data reveal their crucial part in international research networks [14], [15].

The Massachusetts Institute of Technology (MIT) and Harvard T.H. Chan School of Public Health appear as dominant nodes, with significant total link strengths, suggesting extensive international collaboration. In contrast, institutions such as Wageningen University in the Netherlands and the London School of Hygiene & Tropical Medicine in the United Kingdom also demonstrate substantial bibliometric density, reinforcing their influence in interdisciplinary research domains. The bibliometric mapping corresponds with current writings stressing the outsize impact of top-tier research institutions in pushing worldwide knowledge generation. This underlines how strategically vital it is to promote research partnerships across underrepresented facilities to level worldwide research equity [16], [17].

From a structural perspective, the peripheral clusters, including institutions from Turkey, Iran, and Malaysia, reflect emerging research networks with lower bibliometric density. This suggests that while these institutions contribute to academic discourse, their global reach remains relatively constrained. The visualisation provides crucial insights into the hierarchical distribution of research influence, emphasising the need for increased international research mobility and cross-institutional funding mechanisms to bridge existing gaps [18]-[20].

4.3. Bibliometric Author-Couple Analysis

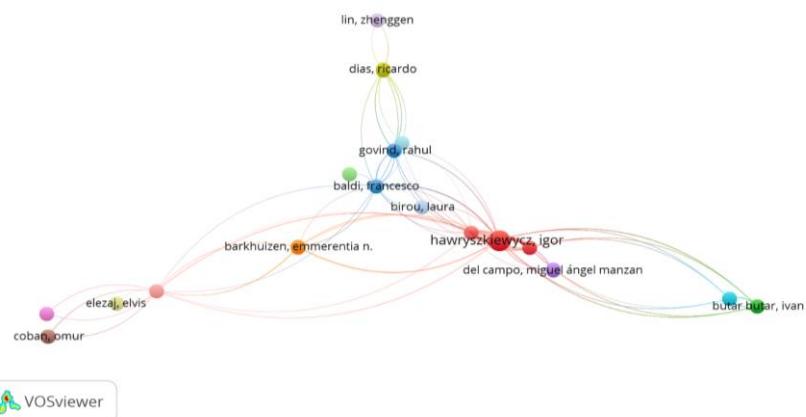


Fig 5. The network visualisation of author-coupled bibliography of strategic management and meaningful work (SDG-8)
Source: Data processing by VOSviewer (2025)

Figure 5. presents a comprehensive bibliometric network derived from 110 articles indexed within the Scopus database, emphasising authors who contribute significantly to research aligning strategic business digitalisation with Sustainable Development Goal 8 (SDG-8), specifically focused on promoting decent work and economic growth. Central to this visualisation emerges as the leading contributor within the red cluster, indicating a robust scholarly influence on integrating digital technologies in organisational strategy and development [21]. His research distinctly articulates the transformational role digital systems play in fostering organisational resilience and innovation capabilities, which are critical for achieving meaningful and sustainable economic growth aligned with SDG 8 [22][23] [24].

In parallel, he emerges as the prominent author at the core of the blue cluster, demonstrating substantial contributions in the domain of strategic digital marketing and consumer behaviour analytics [25]. Govind's scholarship effectively bridges data-driven marketing strategies with sustainable business practices, underscoring the significance of leveraging digital innovation to enhance customer engagement and organisational productivity. His insights emphasise that implementing advanced digital solutions not only optimises operational efficiency but also facilitates the creation of decent and productive employment, directly contributing to the achievement of SDG 8 [26][27].

4.4. Bibliometric Source-Couple Analysis

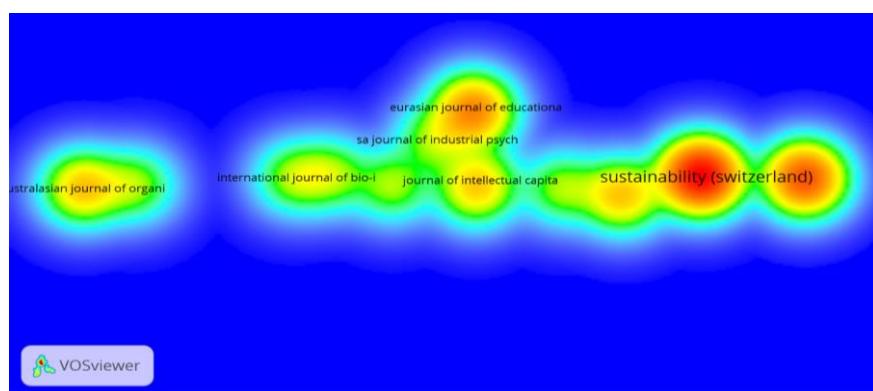


Fig 6. The network visualisation of source-coupled bibliography of strategic management and meaningful work (SDG-8)
Source: Data processing by VOSviewer (2025)

Figure 6 illustrates the bibliometric density mapping of journal pairwise collaborations within the thematic scope of strategic management and meaningful work, particularly aligned with SDG 8 (Decent Work and Economic Growth). The heatmap visualisation indicates the high-density clusters in red and yellow, signifying journals with the highest frequency of co-publication and citation linkages. The Sustainability journal (Switzerland) emerges as the most influential source, displaying the highest density, corroborating its role as a primary academic hub for research in sustainable management and economic development [28], [29].

The dataset from the Scopus database reveals that Sustainability (Switzerland) has the most significant total link strength (9), the highest number of documents (6), and 70 citations, positioning it as a dominant journal within this domain. This aligns with prior bibliometric studies highlighting sustainability's impact in publishing cross-disciplinary research on corporate social responsibility (CSR), business ethics, and sustainable economic policies. The Journal of Intellectual Capital and the Eurasian Journal of Education also form secondary high-density clusters, indicating their strong citation relationships within the scholarly discourse on intellectual capital and knowledge management in strategic work environments [30], [31].

Conversely, journals like the Australasian Journal of Organisational Psychology and the International Journal of Bio-Inspired Computation exhibit lower bibliometric density, implying either niche research coverage or relatively lower engagement in strategic management literature. Interconnected nodes between sustainability-focused and organisational psychology journals suggest an interdisciplinary nexus, emphasising the increasing integration of psychological and behavioural insights into strategic business management and economic resilience [32], [33].

4.5. Bibliometric Document-Couple Analysis

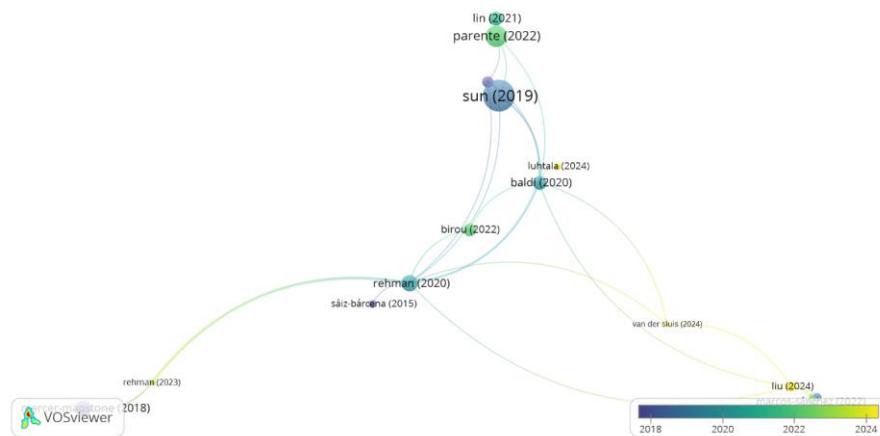


Fig 7. The overlay visualisation of document-coupled bibliography of strategic management and meaningful work (SDG-8)
Source: Data processing by VOSviewer (2025)

The overlay visualisation of bibliographic mapping combined with documents, as shown in Figure 7, highlights the evolutionary trend of research publications with a colour spectrum shown in the overlay graph, showing the publication timeline, where cooler tones (blue and purple) represent older publications. Conversely, warmer tones (yellow and green) signify more recent contributions (2024–2025).

The most recent contributions (2024–2025), are represented in yellow tones, signalling emerging research trends [34] [35] [36]. Among these, a notable link strength of 6 demonstrates its pivotal role in fostering interconnectivity among newly published works [37]. These recent contributions focus on the intersection of sustainable business strategies, human capital development, and digital transformation in work environments, emphasising a forward-looking research trajectory. Additionally, [38], [39] have begun forming new research clusters, albeit with moderate link strengths, suggesting their potential role in shaping future studies on meaningful work [40].

The foundational contributions (2015–2020) appear in cooler blue and green tones, with key papers such as [41] showing high link strengths of 6 and 16, respectively. These publications are cornerstone references, contributing to early theoretical frameworks in corporate governance, team member well-being, and ethical leadership. The bibliometric mapping further highlights the importance of [43], which continues to receive citations and maintains strong interconnectivity within the network. Their research mainly delves into human capital theory, corporate responsibility, and the long-term impacts of strategic business decisions on workforce sustainability [42]. In conclusion, this overlay analysis indicates a progressive research trajectory, where early foundational studies (2015–2020) established theoretical frameworks, while recent publications (2024–2025) expand on these ideas through contemporary issues like AI-driven workforce optimisation and sustainable leadership models. The emergence of new clusters signifies a broadening research landscape, emphasising the critical role of multi-disciplinary collaboration in achieving SDG 8 objectives [43].

4.6. Keyword Co-Occurrence Analysis

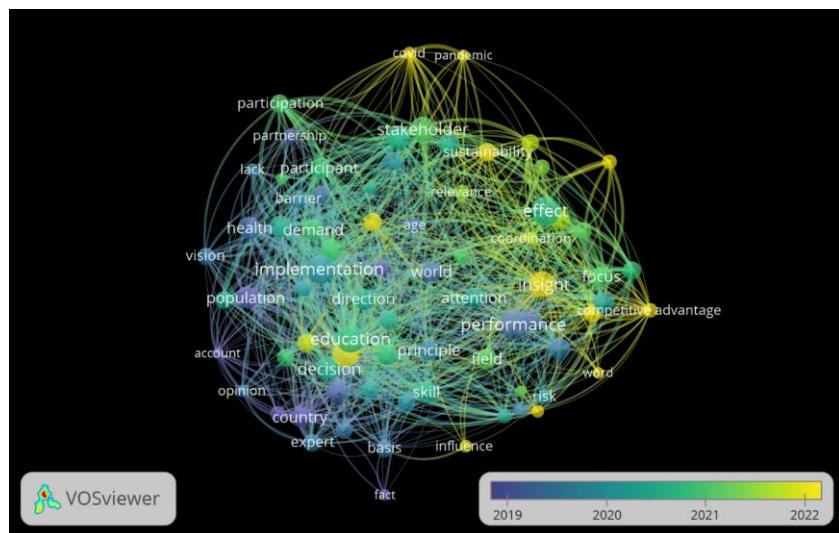


Fig 8. The network visualisation of keyword co-occurrence bibliography of strategic management and meaningful work (SDG-8)
Source: Data processing by VOSviewer (2025)

Figure 9 clearly illustrates an overlay bibliometric visualisation of keyword co-occurrences, representing the thematic evolution of scholarly discourse concerning strategic management and meaningful work explicitly aligned with SDG 8. The overlay distinctly visualises research contributions from 2019, described in more fabulous shades (blue and purple), progressing toward the most recent themes (2022–2025), highlighted by warmer hues (green and yellow).

Recent scholarly interests (2022–2025) prominently feature keywords such as "human resource management," "competitive advantage," "covid," and "pandemic," marked by vivid yellow and green colours, indicating highly current thematic explorations. Notably, the keyword "human resource management," with its relevance score of 2.767 and significant occurrences, underscores current scholarly attention toward strategic human capital practices essential for organisational resilience, performance optimisation, and fostering meaningful employment environments amidst global uncertainties [44].

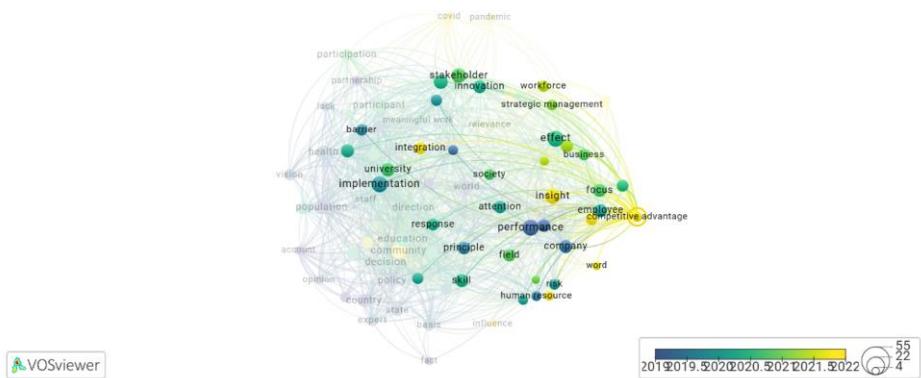


Fig 9. The overlay visualisation of keyword co-occurrence “competitive advantage”
Source: Data processing by VOSviewer (2025)

Concurrently, "competitive advantage" emerges distinctly, as novelty, this keyword reflecting a strategic shift emphasising the alignment between sustainable business strategies and long-term organisational success. Recent literature further accentuates how strategic human resources practices significantly bolster organisational competitiveness, securing sustainable employment opportunities and achieving inclusive growth objectives integral to SDG 8 [45].

inclusive growth objectives integral to SDG 8 [45]. Intermediate-period contributions (2021–2022), signified by transitional green shades, include keywords such as "innovation," "stakeholder," "performance," and "implementation," marking a robust scholarly emphasis on operational efficiency, innovation management, and multi-stakeholder integration. The keyword "performance," with the highest occurrence (18), is an integral node, denoting extensive research on effective strategic implementation and its positive influence on organisational outcomes. This research period notably explores stakeholder collaboration and innovative frameworks, reinforcing organisational sustainability and meaningful work practices. The integrative nature of these keywords highlights the emerging interdisciplinary research narrative promoting innovative leadership and inclusive stakeholder engagement as central to achieving strategic objectives and fulfilling SDG 8's vision of sustainable, inclusive economic development [46].

Foundational contributions (2019–2020), evident in cooler tones of blue and purple, prominently feature keywords such as "education," "decision," "community," and "health." The keyword "education," particularly, appears significantly (17 occurrences), reflecting an early foundational focus on workforce training, educational frameworks, and capacity building as critical mechanisms for sustainable strategic management. Early literature highlights education and community-driven approaches as crucial for creating resilient workforces. This

lays the groundwork for integrative human resource practices, underpinning current thematic expansions and confirming the academic consensus on education and community health as foundations for meaningful employment aligned with SDG 8 objectives [47].

4.7. Research Limitations

The study is based solely on Scopus-indexed publications, which may exclude relevant literature from other databases or non-English sources. The timeframe (2015–2025) potentially overlooks earlier seminal works, and the reliance on bibliometric indicators may not fully capture qualitative nuances in research impact. Additionally, publication delays and emerging research not yet indexed could influence the observed trends.

4.8. Management Implications

The bibliometric findings offer valuable insights for managers and policymakers by identifying key hubs and collaborative networks that drive innovation in strategic management and meaningful work. Organisations can leverage these insights to benchmark their research and development initiatives, foster international collaborations, and integrate practices that enhance team member well-being and corporate sustainability. The study underlines the importance of aligning strategic policies with human capital development to maintain competitive advantage in an increasingly digital and ethically driven business environment.

4.9. Future Research Direction

Future studies should consider incorporating multi-database searches and qualitative assessments to capture a broader spectrum of scholarly work on meaningful work and strategic management. Longitudinal and intervention-based methodologies are recommended to evaluate the causal relationships between strategic initiatives and team member well-being. Furthermore, exploring the impact of digital transformation and AI-driven innovations on meaningful work could provide deeper insights into evolving research clusters and help bridge existing gaps in the literature.

5. Conclusion

Bibliometric analysis yields several specific conclusions: country-pair analysis shows that the United States, Switzerland, Australia, and China emerge as dominant hubs, reflecting strong international collaboration and high density of research output. Organisation-couple analysis shows that prestigious institutions such as MIT, Harvard T.H. Chan School of Public Health, Wageningen University, and the London School of Hygiene & Tropical Medicine exhibit high interconnectivity, underscoring their influential role in advancing the field. Author-couple analysis shows that influential authors, especially Hawryszkiewycz and Govind, have significantly shaped the discourse by bridging strategic management with digital innovation and sustainable practices meanwhile source-couple analysis of high-impact journals conclude that Sustainability journal serve as key platforms for disseminating interdisciplinary research, reinforcing their centrality in the scientific network, following document-couple analysis obtains an overlay visualisation that distinguishes foundational publications (2015–2020) from recent contributions (2024–2025), highlighting the evolving research trajectory and the emergence of new thematic clusters.

Keyword co-occurrence analysis found that emerging themes, including "human resource management," "competitive advantage," and "innovation," demonstrate current research interests and suggest promising directions for future investigation. These conclusions underscore the critical need to enhance international research mobility and cross-institutional collaboration to enrich further the understanding and practical application of strategic management practices that foster meaningful work.

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