

Research Trends on Gender Bias in the Workplace: A Bibliometric Analysis

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ABSTRACT

This study examines research trends related to gender bias in the workplace through a bibliometric analysis. Data were retrieved from the Scopus database, yielding 821 publications published between 2022 and 2026. The analysis employed VOSviewer and Bibliometric to explore publication patterns, thematic structures, and the evolution of research in this field. The results reveal a substantial growth in the number of publications during the study period, indicating increasing scholarly interest in workplace gender bias. Keyword co-occurrence analysis revealed that research themes have expanded from gender inequality and discrimination to broader topics such as intersectionality, women's empowerment, leadership, workplace diversity, and job satisfaction. The United States and the United Kingdom were identified as the most influential contributors in terms of publication output and research collaboration. Overall, the study highlights the evolution of research on gender bias in the workplace and provides insights into future research directions as well as the development of more inclusive organizational policies.

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1. INTRODUCTION

Gender bias in the workplace remains a central issue in organizational studies because it is closely associated with structural inequality, human resource management practices, and organizational power dynamics. Despite various policies and initiatives aimed at promoting equality, women continue to face systemic barriers in recruitment, promotion, and access to leadership positions [16], [17], [8]. Empirical evidence suggests that organizational structures, gender stereotypes, and discriminatory practices continue to hinder

women's career advancement opportunities [12], [14], [3].

Gender bias has substantial consequences for employees' careers and psychological well-being. Descriptive and prescriptive gender stereotypes create negative expectations regarding women's competence in positions traditionally associated with men while simultaneously penalizing women who violate traditional gender norms [9], [8], [3]. Discriminatory practices in performance evaluation, compensation, and career development may negatively affect job satisfaction,

organizational commitment, and workplace well-being [12], [17], [14].

Recent studies have highlighted the persistence of the glass ceiling phenomenon, gender stereotypes, and organizational cultures that reinforce male dominance in leadership positions [12], [14], [3]. Research suggests that women's career barriers cannot be understood solely at the individual level but must also be examined through organizational, interpersonal, and societal perspectives [16], [17]. Consequently, women's empowerment and inclusive leadership have become important themes in efforts to reduce workplace inequality [12], [17], [3].

The global discourse has gradually shifted from focusing solely on gender inequality toward broader diversity, equity, and inclusion (DEI) frameworks. Furthermore, the concept of intersectionality has gained increasing attention because gender often intersects with race, ethnicity, and other social identities, creating more complex patterns of workplace inequality [9], [17]. This perspective highlights the importance of workplace diversity, women's empowerment, and employee well-being within organizational contexts [6], [9], [2].

The rapid digital transformation of workplaces has introduced new dimensions to discussions of gender bias. Artificial intelligence (AI) systems used in recruitment and employee evaluation are often promoted as objective decision-making tools; however, evidence suggests that they may reproduce or amplify existing gender and racial biases [6], [4], [13]. Studies on AI-enabled recruitment and human-machine collaboration indicate both opportunities and challenges for achieving diversity, equity, and inclusion objectives [4], [13], [10]. At the same time, organizations are increasingly required to address inclusivity challenges in remote and hybrid work environments [2], [13].

Although research on gender bias in the workplace has expanded considerably, existing knowledge remains fragmented across disciplines and publication outlets [12], [16], [9], [17], [3]. Most previous reviews focus on specific themes such as gender stereotypes,

structural inequality, or DEI initiatives rather than providing a comprehensive overview of research trends and thematic development [12], [9], [17], [11]. Therefore, a bibliometric approach is necessary to integrate and visualize the development of this research field.

Bibliometric analysis offers a structured method for investigating publication trends, prominent authors, research collaborations, and the development of key themes in a research area. [15], [17], [11], [7]. Software such as VOSviewer and Bibliometrix enables the visualization of citation networks and keyword co-occurrence patterns, facilitating the identification of established and emerging research themes [18], [1], [5]. Accordingly, this study aims to analyze global research trends on gender bias in the workplace using bibliometric techniques based on 821 Scopus-indexed publications published between 2022 and 2026.

2. LITERATURE REVIEW

2.1 *Gender Bias in the Workplace*

Gender bias refers to unequal treatment, assumptions, or judgments based on gender that influence organizational decisions and workplace experiences. Previous studies indicate that gender stereotypes contribute significantly to discrimination in recruitment, promotion, leadership opportunities, and performance evaluation processes [8], [9], [16]. Gender bias often manifests through structural and cultural barriers that limit women's participation and advancement in organizations [3], [12].

2.2 *Diversity, Equity, and Inclusion (DEI)*

The concept of diversity, equity, and inclusion (DEI) has become increasingly important in contemporary organizations. DEI initiatives seek to create fair

opportunities and inclusive environments for individuals from diverse backgrounds [2]. Recent studies highlight that inclusive organizational cultures contribute positively to employee satisfaction, engagement, innovation, and organizational performance [21], [22], [23]. Organizations that successfully implement diversity management practices tend to experience higher employee engagement and more sustainable organizational outcomes [21]–[23].

Research on women’s leadership further indicates that structural barriers continue to limit career advancement opportunities despite increasing gender equality initiatives. The concepts of leadership pathways, executive presence, and inclusive career development have therefore become important topics in discussions of women’s representation in leadership positions [24], [25].

2.3 Bibliometric Analysis

Bibliometric analysis is a quantitative method employed to assess scientific publications

and uncover research trends, key contributors, and thematic patterns within a particular field. [5], [20]. Tools such as Bibliometrix and VOSviewer support citation analysis, co-authorship mapping, and keyword co-occurrence analysis, enabling researchers to visualize intellectual structures and emerging research topics [1], [18], [19].

3. METHODS

This study adopted a quantitative bibliometric approach to examine research trends related to gender bias in the workplace, using data obtained from the Scopus database in May 2026 using a predefined search query related to gender bias, discrimination, and workplace contexts. The initial search identified 9,153 documents. A PRISMA-based screening procedure was applied, restricting publications to the period 2022–2026, English-language documents, article and review types, and subject areas related to Psychology, Social Sciences, and Arts and Humanities. After the screening process, 821 publications were retained for analysis. Bibliometric analyses were conducted using VOSviewer and Bibliometrix (Biblioshiny) to examine publication performance, citation patterns, keyword co-occurrence networks, and thematic evolution.

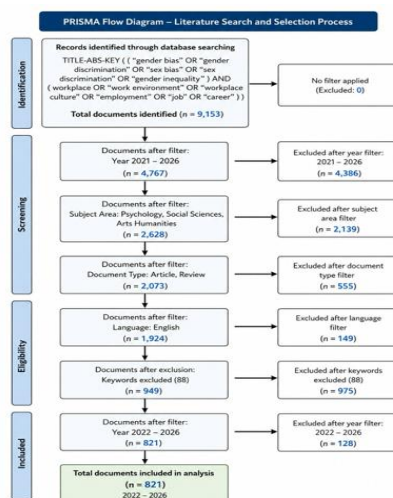


Figure 1. PRISMA Flow Diagram
Source: Scopus database processed by the authors.

The research instruments consisted of the Scopus database and bibliometric software, namely VOSviewer and Bibliometrix (Biblioshiny). Metadata including publication year, authors, institutions, countries, citations, and keywords were extracted and analyzed to identify publication trends and thematic developments.

4. RESULTS AND DISCUSSION

4.1 Publication Trends

The results indicate a significant increase in publications related to gender bias in the workplace during the period 2022–2026. The number of publications increased from 135 documents in 2022 to 164 in 2023, 184 in 2024, and reached its highest point with 233 publications in 2025. This trend demonstrates the growing academic interest in gender equality, workplace diversity, and inclusion issues.

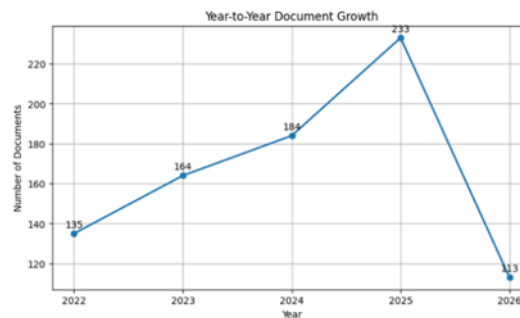


Figure 2. Publication Trends from 2022–2026

Source: Bibliometric analysis using Scopus data processed through Bibliometrix.

The upward trend in publications suggests that workplace discrimination, gender inequality, and diversity, equity, and inclusion (DEI) practices have become increasingly important topics within contemporary academic discourse. These findings are consistent with previous studies that reported increasing scholarly attention toward gender-related organizational issues. The decline observed in 2026 should be

interpreted cautiously because the indexing process for recent publications may not yet be complete.

4.2 Influential Authors, Institutions, and Countries

Table 1 presents the most influential authors and institutions contributing to research on gender bias in the workplace.

Table 1. Most Influential Authors and Institutions

Rank	Top Authors	Total Documents	Total Citations	Top Institutions	Total Documents	Total Citations
1	Ryan, Michelle K.	4	86	Brooks School of Public Policy & Dept. of Sociology, Cornell University	2	182
2	Cuthbert, Denise	4	33	Department of Organization, Copenhagen Business School	2	182
3	Sidelil, Leul Tadesse	4	33	Department of Sociology, Yale University	2	182
4	Spark, Ceridwen	4	33	Department of Management, London School of Economics and Political Science	2	147

5	Moscatelli, Silvia	3	33	Department of Psychology, New York University	2	147
6	Rubini, Monica	3	33	Department of Public Administration, Louisiana State University	2	147
7	Barnacle, Robyn	3	25	Global Institute for Women's Leadership, Australian National University	3	45
8	Henry, Nicola	3	25	Vanderbilt University	2	39
9	Latham, Kay	3	25	Saint Petersburg State University	2	32
10	Villarroya, Anna	3	21	Carnegie School of Sport, Leeds Beckett University	2	29

Source: Scopus Database Processed Using Bibliometrix.

The findings indicate that Michelle K. Ryan is the most influential author, receiving the highest number of citations among the identified scholars. This suggests that her work has played an important role in shaping discussions on workplace gender bias,

leadership, and gender equality. Several other authors also demonstrate consistent productivity and scholarly impact, indicating the existence of active research communities in this field.

Table 2. Most Influential Countries

Rank	Country	Total Documents (TD)	Total Citations (TC)	Total Link Strength
1	United States	193	1552	55
2	United Kingdom	85	755	50
3	Spain	51	306	27
4	Australia	47	339	25
5	Germany	42	363	26
6	India	39	334	12
7	Italy	36	163	17
8	China	32	190	15
9	Canada	30	288	15
10	South Africa	30	142	18

Source: Scopus Database Processed Using Vosviewer.

The findings revealed that the United States was the leading contributor, exhibiting the greatest volume of publications and citations, whereas the United Kingdom occupied the second position. The results demonstrate that gender bias remains largely concentrated in developed countries with strong academic infrastructures and established diversity and inclusion policies. However, the increasing contribution from countries such as India, China, and South

Africa indicates growing global interest in gender equality issues across different cultural and organizational contexts.

4.3 Keyword Co-occurrence and Research Development

Several interrelated subject clusters that define the conceptual framework of studies on gender prejudice in the workplace are shown by the keyword co-occurrence analysis.

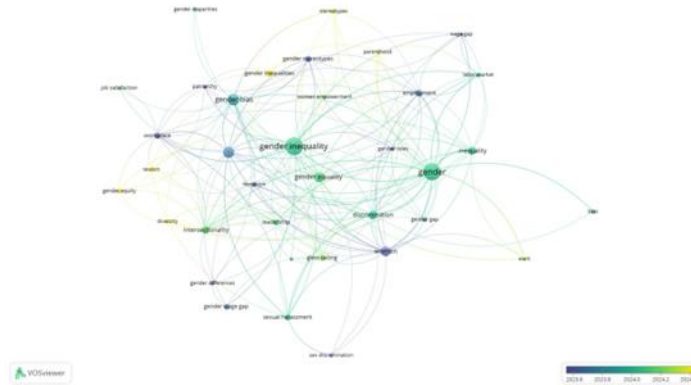


Figure 3. Keyword Co-occurrence Network and Thematic Clusters

Source: Vosviewer Visualization Based on Scopus Metadata.

The network demonstrates strong relationships among keywords such as gender, women, discrimination, inequality, workplace diversity, leadership, and job satisfaction. These findings indicate that

research has evolved from traditional discussions of gender discrimination toward broader themes involving inclusion, empowerment, and organizational well-being.

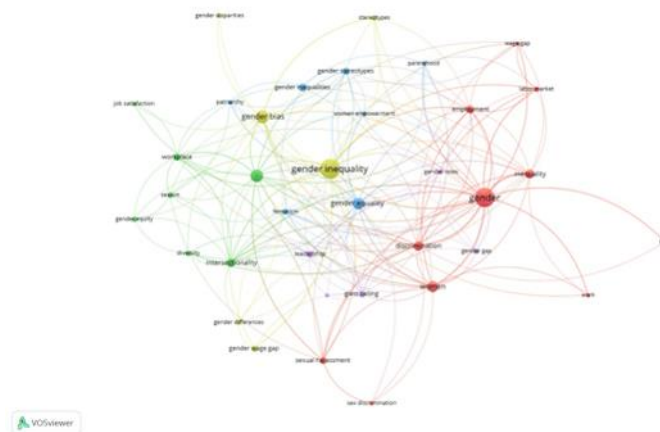


Figure 4. Overlay Visualization

Source: VOSviewer Visualization Based on Scopus Metadata.

The overlay graphic provides further insight into how study themes have changed throughout time. Earlier studies mainly focused on gender stereotypes, patriarchy, and gender inequality, whereas more recent studies increasingly emphasize intersectionality, women's empowerment, workplace diversity, leadership, and employee well-being. This shift suggests that contemporary research approaches gender bias as a multidimensional organizational issue rather than merely an individual-level problem.

5. CONCLUSION

This study explored the development of research on gender bias in the workplace by conducting a bibliometric analysis of publications indexed in the Scopus database from 2022 to 2026. The results demonstrate a notable increase in scholarly attention to this topic over the years, highlighting the growing significance of gender equality as well as diversity, equity, and inclusion within organizational contexts. Furthermore, the findings show that research has progressively shifted from focusing primarily on discrimination and gender inequality to

addressing more diverse themes, including intersectionality, workplace diversity, women's empowerment, leadership, and employee well-being. The analysis also identified the United States and the United Kingdom as the leading contributors, both in terms of research output and collaborative activities. Overall, this study offers a broad understanding of the evolution, thematic landscape, and emerging directions of gender bias research, while providing valuable insights into how this issue is being addressed in modern organizations.

SUGGESTIONS

In order to gain a more comprehensive coverage of the literature, future research is advised to broaden the scope of bibliometric analysis by including other databases like Web of Science,

Dimensions, or Google Scholar. To learn more about the causes and effects of gender prejudice in the workplace, researchers may also integrate bibliometric techniques with systematic literature reviews or qualitative studies. Additionally, new subjects including intersectionality, digital workplaces, artificial intelligence, and diversity, equity, and inclusion (DEI) practices should receive more attention as they are progressively influencing the course of this field's study.

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