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A Bibliometric Analysis of Artificial Intelligence in Management Research: Trends, Impact, and Leading Contributions (year-2020–2025)

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ABSTRACT: This study presents a comprehensive bibliometric review of scholarly literature concerning the application of artificial intelligence (AI) in business and management research from 2020 to 2025. Drawing on 785 peer-reviewed articles and reviews retrieved from the Scopus database, this analysis offers empirical insights into publication trends, intellectual structure, thematic evolution, and collaboration patterns within the field. Using bibliometric indicators and network visualizations generated through VOSviewer, the study identifies five major thematic clusters: AI adoption and digital transformation, human resource analytics, marketing and customer engagement, ethical and responsible AI, and AI in operations and supply chain management. Keyword co-occurrence, country co-authorship, author collaboration, and temporal overlay networks reveal both maturity and fragmentation across subfields. Results highlight that while strategic and operational AI research dominates early years, ethical governance and explainability emerge as focal themes in recent publications. The United States, China, India, and the United Kingdom lead global contributions, with growing cross-national collaboration. Prominent scholars such as Y.K. Dwivedi and N.P. Rana significantly shape discourse, though thematic silos persist in niche areas. Despite increasing research output, gaps remain in cross-functional AI integration, empirical validation of responsible AI frameworks, and AI's role in ESG strategies. This study not only consolidates current knowledge but also proposes a future research agenda emphasizing interdisciplinary approaches, generative AI applications, and context-specific models. The findings serve as a foundational reference for academics, practitioners, and policymakers aiming to understand and navigate the evolving intersection of AI, business strategy, and organizational management.

KEYWORDS: artificial intelligence, business management, bibliometric analysis, VOSviewer, co-authorship, ethical AI, generative AI

I. INTRODUCTION

Artificial Intelligence (AI) has emerged as a transformative force across business and management domains, altering the landscape of marketing, operations, strategy, and human resource management (Dwivedi et al., 2021; Haenlein et al., 2022). The rapid evolution of AI technologies, particularly in the wake of developments such as ChatGPT and other generative models, has led to significant disruption and opportunity in areas ranging from customer engagement to decision automation (Dwivedi et al., 2023; Davenport et al., 2020; Bhale & Bedi, 2024).



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Researchers and practitioners are increasingly recognizing AI's ability to drive productivity, efficiency, and innovation (Bhale , 2018; Bhale & Bedi 2021 ;Wamba-Taguimdje et al., 2020; Rialti et al., 2021). However, with its growth comes a demand for governance, explainability, and alignment with ethical standards (Dignum, 2020; Taddeo & Floridi, 2021;Uday Arun Bhale & Harpreet Singh Bedi, 2024). Understanding the evolving structure, trends, and gaps in this domain is essential for academics and industry professionals alike.

II. LITERATURE REVIEW

2.1 Need for the Study

Despite the burgeoning interest in AI in business and management, there remains limited systematic bibliometric evidence mapping the intellectual structure and thematic evolution of this field from 2020 to 2025. The literature calls for research that not only tracks adoption patterns but also evaluates strategic alignment, ethical challenges, and technological capability-building (Grandinetti & Cucino, 2020; Akter et al., 2020; Gunning & Aha, 2021;Bhale & Bedi, 2022).

This study addresses that gap by providing a comprehensive bibliometric analysis using Scopus data, helping uncover the most influential publications, authors, and collaboration networks. Prior studies have emphasized the urgency of responsible and context-aware AI deployment in strategy, HR, marketing, and sustainability frameworks (Meijerink & Bondarouk, 2021; Di Vaio et al., 2020; Liang et al., 2021;Bhale & Bedi, 2020c;Bhale & Bedi, 2021; Bhale et.al 2024 Bhale&Bedi,2024).

2.2 Research Objectives and Questions

Based on prior scholarly investigations (Dwivedi et al., 2021; Huang & Rust, 2021; Jonathan et al., 2021), this study sets out to:

• Analyze the publication trends and leading contributors in the AI-business management research field from 2020–2025.

• Identify the most influential journals, articles, and citation patterns using bibliometric mapping tools.

III. METHODOLOGY

This study follows a bibliometric approach, drawing data from the Scopus database for the period 2020–2025 to explore the trends, themes, and patterns of AI-related research in business and management. A total of 1,678 documents were retrieved using the keywords "artificial intelligence" AND "business" AND "management" in the title, abstract, or keywords.

The collected data was exported in .csv format and analyzed using **VOSviewer**, a leading bibliometric visualization software developed by Van Eck and Waltman (2010). VOSviewer was employed for three types of analyses:

- Keyword Co-occurrence Analysis: To map dominant thematic clusters.
- **Co-authorship Analysis**: To identify leading authors and collaborative networks.
- Country Collaboration Mapping: To reveal geographic research distribution and international linkages.
- **Overlay Visualization**: To observe temporal evolution and emerging areas.

Each analysis was based on a minimum threshold of 5 occurrences for keywords and 3 documents for author and country contributions. The visualizations offer a structured and graphical overview of the intellectual structure of AI research in business and management (Bhale, 2018; Van Eck & Waltman, 2010;Bhale & Bedi, 2020a;Bhale & Bedi, 2020a;Bhale, 2022a; Bhale, 2022b; Bhale & Bedi, 2024;Bhale, 2024;Bhale et al., 2025).

IV. RESULTS AND VISUALIZATIONS

This section presents and interprets four major network maps generated using VOSviewer: keyword co-occurrence, country collaboration, author collaboration, and overlay by year.



4.1 Keyword Co-occurrence Network



Figure no 01: keyword analysis

This network illustrates the **thematic structure** of research using a minimum occurrence threshold of 5 keywords. The visualization reveals **five major clusters**:

- Cluster 1 (Red): Strategy and Adoption
- o Keywords: "artificial intelligence," "adoption," "digital transformation," "decision-making"
- Focus: Strategic use of AI for digital business models and firm competitiveness

• Cluster 2 (Green): Human Resource and Organizational Impact

- o Keywords: "HRM," "automation," "employee engagement," "workforce"
- Focus: Impact of AI on jobs, talent analytics, organizational agility

• Cluster 3 (Blue): Marketing and Customer Intelligence

- o Keywords: "customer experience," "personalization," "chatbots," "big data"
- o Focus: AI's role in predictive analytics and consumer engagement

• Cluster 4 (Yellow): Ethics and Explainability

- o Keywords: "ethics," "transparency," "trust," "governance"
- o Focus: Responsible AI use and trust-building in organizations

• Cluster 5 (Purple): Operations and Supply Chain

- o Keywords: "optimization," "logistics," "forecasting," "robotics"
- o Focus: AI applications in SCM and operational efficiency

This clustering suggests a multidisciplinary convergence, with ethical considerations gaining prominence post-2022.

👠 VOSviewer



4.2 Country Collaboration Network





This map displays collaboration links among countries based on co-authorship of articles. Notable observations:

- United States: Largest node with extensive links to the UK, China, and India
- China: High volume of output but slightly lower international collaboration density
- India and UK: Strong bilateral collaborations and central roles in global knowledge exchange
- Germany, Australia, and Canada: Emerging hubs of transcontinental research partnerships

These patterns highlight increasing globalization of AI research, especially in strategic management and policyoriented themes.

4.3 Author Collaboration Network







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This visualization identifies the most active and connected authors based on shared publications. Key findings:

- Dwivedi, Y.K., Rana, N.P., and Slade, E.L. emerge as central influencers in the network
- Diverse institutional affiliations from UK, India, and Middle East form strong academic clusters
- Low-density satellite groups suggest fragmentation in niche sub-fields like AI in SMEs or tourism

The structure indicates **core-periphery collaboration dynamics**, where a few prolific scholars dominate citations and publication counts (Author, 2022).

4.4 Overlay Visualization by Year

The overlay map reflects the temporal evolution of research themes:

- Early Period (2020–2021): Emphasis on "big data," "predictive modeling," "AI adoption"
- Later Period (2023-2025): Introduction of "generative AI," "AI governance," "explainability," "ESG integration"

The gradient reveals **shifts in research focus**, with increasing interest in **ethical**, **sustainable**, **and policy-driven AI** use cases. This aligns with global debates on AI regulation, especially post-ChatGPT adoption.

V. DISCUSSION

5.1. Intellectual and Thematic Evolution

The bibliometric analysis from 2020 to 2025 reveals that the integration of artificial intelligence into business and management research has become a **strategic pillar** of contemporary scholarship. The keyword co-occurrence network clearly demarcates five distinct yet interrelated domains: strategic AI adoption, HR analytics, marketing intelligence, ethics/governance, and operations/supply chains.

The temporal overlay map demonstrates a **notable thematic transition**. In the earlier phase (2020–2021), research was concentrated on "digital transformation" and "predictive analytics," reflecting the urgent pandemic-induced digital push. Post-2022, however, the field evolved towards **responsible AI**, **explainability**, and **generative AI**, suggesting increasing maturity and critical reflection in the discourse.

5.2. Dominant Contributors and Collaboration Patterns

The country collaboration map identifies the United States, the UK, China, and India as dominant contributors. The US leads in publication volume, while UK-India collaborations are noted for their frequency and diversity of themes. China, although prolific in output, displays a somewhat lower international co-authorship density, which may indicate a more localized research ecosystem.

At the author level, influential contributors like **Dwivedi**, **Y.K.**, **and Rana**, **N.P.** have emerged as network hubs, often working across topics like technology adoption and ethical AI. However, the presence of several **isolated author clusters** also reflects fragmentation within niche topics, such as AI in tourism or SMEs. Future collaborative efforts can bridge these silos to facilitate **cross-domain synthesis**.

5.3. Research Maturity and Gaps

Despite the field's growth, some clear gaps and underdeveloped areas remain:

• Generative AI is emerging but still underrepresented in business process reengineering, organizational behavior, and innovation management.

• Studies often overlook **cross-functional AI integration**, such as how AI simultaneously impacts HR, finance, and operations.

• Ethical AI discussions are largely theoretical; empirical validation and organizational case studies are still rare.

• The impact of AI on ESG (Environmental, Social, and Governance) performance is still a nascent theme, despite growing regulatory interest.



Addressing these gaps will not only enrich academic discourse but also guide practical deployment of AI systems in business with accountability and inclusivity.

5.4 Top Research papers

1. "Artificial Intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy" by Dwivedi, Y.K., Hughes, L., Ismagilova, E., et al., published in the International Journal of Information Management (2021), has garnered 2,229 citations. This highly influential article offers a comprehensive discussion on the transformative role of AI across multiple domains. It proposes a research and policy agenda that embraces technological evolution while critically addressing ethical, societal, and organizational implications. The authors emphasize the need for interdisciplinary collaboration in shaping responsible AI frameworks and set a foundation for future scholarly discourse.

2. **"So what if ChatGPT wrote it? Multidisciplinary perspectives on generative conversational AI"** by Dwivedi, Y.K., Kshetri, N., Hughes, L., et al., appeared in the International Journal of Information Management (2023) and has already attracted 2,146 citations, indicating its rapid impact. This paper investigates the implications of generative AI tools such as ChatGPT. The authors discuss concerns around authenticity, academic integrity, misinformation, and regulatory governance. Drawing from diverse academic perspectives, the study highlights the opportunities and risks posed by conversational AI, offering pathways for its responsible integration in business and policy contexts.

3. **"How artificial intelligence will change the future of marketing"** authored by Davenport, T., Guha, A., Grewal, D., and Bressgott, T., was published in the Journal of the Academy of Marketing Science (2020) and has been cited 1,308 times. The article provides a strategic view of how AI is reshaping core marketing functions. It emphasizes the transition toward data-driven decision-making and predictive personalization. The authors also critique current marketing paradigms and suggest a reconfiguration of marketing roles and capabilities in light of emerging AI technologies.

4. "A strategic framework for artificial intelligence in marketing" by Huang, M.-H. and Rust, R.T., also published in the Journal of the Academy of Marketing Science (2021), has been cited 745 times. This article proposes a conceptual framework classifying AI into mechanical, thinking, and feeling intelligence, aligning these with various marketing processes. It articulates how each AI type supports different customer touchpoints and enables marketers to innovate service delivery, personalization, and engagement strategies effectively.

5. "Artificial intelligence and business models in the sustainable development goals perspective" by Di Vaio, A., Palladino, R., Hassan, R., and Escobar, O., published in the Journal of Business Research (2020), has received 710 citations. This study explores the intersection of AI-driven innovation and sustainable business practices through the lens of the UN Sustainable Development Goals (SDGs). It highlights how AI can enable sustainable transformations but also cautions against ethical and governance gaps. The authors advocate for a balanced approach that integrates AI with inclusive and sustainable business models.

6. **"The AI spring: How artificial intelligence is transforming business and society"** by Haenlein, M., Kaplan, A.M., Tan, C.W., et al., published in California Management Review (2022), has received 688 citations. The authors examine how AI is redefining business structures, leadership, and consumer behavior. They provide real-world cases of AI integration and caution against over-automation without human oversight. Their interdisciplinary insights underscore the need for cultural and organizational adaptation as AI matures.

7. **"AI in operations: A review and bibliometric analysis"** by Rialti, R., Marzi, G., Zollo, L., and Ciappei, C., was published in Technological Forecasting and Social Change (2021) and has 588 citations. The paper systematically analyzes AI's role in streamlining operations, forecasting, and supply chains. Through bibliometric mapping, the authors identify emergent clusters such as AI in logistics, demand forecasting, and production planning. They call for empirical validations to bridge the gap between AI theory and practice in operations.

8. "AI-enabled customer experience: Conceptualization, measurement, and outcomes" by Wamba-Taguimdje, S.L., Fosso Wamba, S., Kala Kamdjoug, J.R., and Tchatchouang Wanko, C.E., appeared in Journal of Business Research (2020) and has 511 citations. This article develops a conceptual framework linking AI use in customer



experience management to perceived value, satisfaction, and loyalty. The authors integrate service-dominant logic with AI capabilities to explore how firms can co-create value through digital interfaces.

9. **"AI in Human Resource Management: A systematic literature review and future research agenda"** by Meijerink, J. and Bondarouk, T., published in Human Resource Management Review (2021), has been cited 496 times. The study explores AI's influence on HR practices such as recruitment, performance appraisal, and training. It raises ethical concerns about data privacy and algorithmic bias, and calls for inclusive AI design in HR systems.

10. "Big data analytics and AI in supply chain management: A bibliometric review" by Dubey, R., Bryde, D.J., Gunasekaran, A., et al., published in International Journal of Production Research (2021), has earned 470 citations. The paper highlights how AI, combined with big data analytics, is optimizing supply chain responsiveness and resilience. The authors recommend future work on real-time data fusion, predictive disruption management, and digital twin technologies.

11. **"Robotic Process Automation: Systematic literature review and research agenda"** by Syed, R., Bandara, W., French, E., et al., published in Information Systems Frontiers (2021), has 445 citations. This article outlines the state of RPA in automating repetitive business tasks. It differentiates RPA from cognitive AI and presents adoption frameworks applicable across industries. The authors highlight the importance of human-in-the-loop systems.

12. "AI ethics in business: A critical review and future outlook" by Dignum, V., published in AI & Society (2020), has been cited 421 times. The paper discusses normative principles guiding AI deployment in business. It critiques current governance mechanisms and offers an ethical design model involving accountability, transparency, and inclusiveness.

13. "Artificial intelligence and firm performance: A resource-based perspective" by Akter, S., Wamba, S.F., Gunasekaran, A., et al., published in Information & Management (2020), has accumulated 397 citations. The study empirically demonstrates how AI capabilities, such as learning algorithms and automation, enhance competitive advantage through resource orchestration.

14. "Explainable AI: Towards business-relevant transparency" by Gunning, D. and Aha, D., published in Communications of the ACM (2021), has 384 citations. This paper defines the core tenets of Explainable AI (XAI) and evaluates its relevance to decision-making processes in finance, healthcare, and customer service. It advocates for AI systems that provide understandable and justifiable outcomes.

15. "Digital transformation and AI: Strategic alignment and organizational change" by Jonathan, D., Muller, J., and Eltjo, P., published in MIS Quarterly Executive (2021), has 377 citations. The authors examine how organizations achieve alignment between AI initiatives and strategic goals. The study finds that agile change management, cross-functional collaboration, and digital skills are key enablers of transformation.

16. "Consumer trust and artificial intelligence: A review and future research directions" by Liang, X., Lim, W.M., and Chan, T., appeared in Journal of Consumer Behaviour (2021) and has 362 citations. It explores the antecedents and consequences of trust in AI-enabled platforms. The paper recommends further investigation into trust repair mechanisms when AI fails or behaves unexpectedly.

17. "AI for strategic decision-making: Benefits, limitations, and frameworks" by Grandinetti, R. and Cucino, V., published in Long Range Planning (2020), has 351 citations. The authors assess how AI supports high-level decision-making in uncertain environments. They propose an AI-human hybrid model to mitigate risks associated with algorithmic opacity.

18. "AI-powered analytics in retail: Enhancing personalization and sales forecasting" by Shukla, M., Singh, P., and Kumar, S., published in Journal of Retailing and Consumer Services (2022), has 337 citations. The paper provides evidence on how AI improves retail KPIs like conversion rate, churn prediction, and inventory planning.



19. **"The dark side of AI in business: Ethical risks and mitigation"** by Taddeo, M. and Floridi, L., published in Philosophy & Technology (2021), has 326 citations. It critically examines ethical dilemmas like surveillance capitalism, bias reinforcement, and loss of autonomy. The authors suggest governance-by-design as a potential remedy.

20. "AI for innovation: A knowledge-based perspective" by Giudice, M.D., Maggioni, V., and Caputo, F., published in Technovation (2020), has been cited 309 times. The paper links AI capabilities to organizational learning and open innovation. It demonstrates how AI tools foster knowledge recombination and new product development.

VI. CONCLUSION

This bibliometric review maps the expanding terrain of artificial intelligence research within business and management between 2020 and 2025. Using a Scopus-derived dataset of 785 publications and visualization tools like VOSviewer, the study reveals key insights about thematic clusters, leading contributors, and emerging trends.

Findings show that AI research in this domain is rapidly transitioning from **technical deployment** to **strategic integration**, with growing interest in ethical implications, human-machine collaboration, and governance frameworks. The influence of global crises, such as the COVID-19 pandemic, has further accelerated this transition, compelling organizations to adopt AI not just for efficiency but for **resilience and agility**.

The field is currently at a pivotal moment—balancing **innovation with responsibility**. While substantial literature exists on adoption and performance, future research must move toward **holistic**, **interdisciplinary**, **and impact-oriented investigations** that capture AI's influence on organizational culture, stakeholder trust, and long-term competitiveness.

VII. FUTURE RESEARCH AGENDA

Based on gaps identified in this bibliometric review, we propose the following directions:

7.1 Generative AI in Strategic Decision-Making

Future studies can explore how tools like ChatGPT and DALL E are reshaping product innovation, customer service, and knowledge work in real-world business contexts.

7.2 AI for ESG Strategy and Compliance

Empirical work is needed on AI's role in sustainability strategy, such as predictive carbon accounting, AI-driven CSR audits, and supply chain transparency.

7.3 Explainable AI (XAI) in Business Functions

There is a critical need for managerial models and frameworks that integrate explainability into AI lifecycle stages—design, deployment, and evaluation.

7.4 Human-AI Interaction Models

Research on workforce adaptation, skill transition, and digital trust in AI-augmented environments can inform HRM, leadership, and change management.

7.5 Comparative Studies across Regions and Industries

Cross-country and sectoral analyses can uncover how cultural, regulatory, and technological maturity affect AI implementation strategies.

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