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GLOBAL TRENDS IN WORKPLACE DEVIANCE RESEARCH: A BIBLIOMETRIC ANALYSIS (2015 – 2025)

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Abstract:

This bibliometric analysis examines global trends in workplace deviance research, a domain tied to organizational effectiveness through links to misconduct, incivility, and withdrawal behaviors. Despite rapid growth, the literature remains diffuse, which constrains cumulative theory development and application. The study maps key trends, influential contributors, themes, and collaboration structures. A Scopus advanced search using the terms workplace deviance and Counterproductive Work Behavior (CWB) identified 1,624 peer-reviewed records from 2015 to 2025. Descriptive statistics and graphs were produced with Scopus Analyzer, records were cleaned and harmonized in OpenRefine, and VOSviewer was used to model keyword co-occurrence and co-authorship by country networks. Output rose steadily from 2015 and accelerated after 2020, peaking in 2024, with 2025 showing strong partial-year activity. The United States and China lead by volume, followed by Pakistan, India, the United Kingdom, Canada, Germany, Australia, Malaysia, and the Netherlands. Themes centre on CWB, organizational justice, leadership styles, abusive supervision, knowledge hiding, cyberloafing, psychological contract breach, and crisis-related contexts. Collaboration networks show dense hubs in North America and Asia with growing ties across South and Southeast Asia. Implications point to strengthening ethical climate, fair procedures, leadership capability, and norms for digital conduct, with attention to knowledge hiding and related knowledge management behaviors associated with retaliation and withdrawal. Overall, the study delivers an integrated and current map of the field, clarifies intellectual anchors, highlights connectors across individual, relational, and organizational mechanisms, and outlines fronts for replication and intervention. It offers a robust reference point for future empirical and conceptual work and supports evidence-informed strategy in organizational settings.

Keywords:

Workplace Deviance, Counterproductive Work Behavior, Human Resource Development, Bibliometric Analysis

Introduction

Workplace deviance, a behavior characterized by voluntary actions that violate significant organizational norms and threaten the well-being of an organization, its members, or both, has become a pervasive issue in modern organizations (Bennett & Marasi, 2016; Liang & Hsieh, 2007). This phenomenon disrupts the work environment and leads to substantial financial and reputational losses for organizations (Malik et al., 2021). Moreover, the increasing prevalence of workplace deviance necessitates a deeper understanding of its antecedents, manifestations, and potential mitigation strategies. This paper aims to explore the existing literature on workplace deviance, highlighting key findings and identifying areas for future research.

The concept of workplace deviance has been extensively studied, with researchers identifying various individual and situational factors that contribute to such behavior. One significant finding is the role of job satisfaction in influencing workplace deviance. Studies have determined that lower job satisfaction is often associated with higher levels of deviant behavior (Alias et al., 2012; Nasir & Bashir, 2012; Walsh, 2014). For instance, perceived customer unfriendliness, role ambiguity, and a negative service climate can reduce job satisfaction, thereby increasing the likelihood of deviant behaviors (Walsh, 2014). However, some studies have discovered that job satisfaction does not always correlate with workplace deviance, suggesting that other factors may also play a crucial role (Alias et al., 2012; Czarnota-Bojarska, 2015).

Another critical aspect of workplace deviance is the distinction between organizational and interpersonal deviance. Organizational deviance refers to behaviors directed towards the organization, such as theft or sabotage, while interpersonal deviance involves harmful actions towards colleagues, such as bullying or harassment (Alias et al., 2012; Hsieh et al., 2004). Research indicates that factors like negative affectivity and interpersonal justice are significantly correlated with both types of deviance, although the strength of these correlations can vary (Alias et al., 2012). Additionally, demographic factors such as gender and hierarchical position have been found to moderate the relationship between perceived injustice and deviant behavior (Aquino et al., 2004; Hsieh et al., 2004).

Social Exchange Theory (SET) serves as one of the main theoretical frameworks for understanding workplace deviance, proposing that relationships are based on resource exchanges where individuals maximize benefits while minimizing costs. Research demonstrates that workplace ostracism functions as a negative exchange precipitating deviant behaviors, with psychological distress mediating this relationship (Abas et al., 2025). SET further explains how diminished organizational commitment triggers workplace deviance, as employees perceiving unfair treatment reciprocate through negative behaviors, though organizational citizenship behavior can mediate this effect (Abbasi et al., 2022). Additionally, the framework addresses how perceived organizational injustice prompts deviant responses,

with personality traits such as Honesty-Humility, Emotionality, and Agreeableness moderating the relationship between justice perceptions and deviant behaviors (Obalade et al., 2024).

Despite the extensive research on workplace deviance, there are still gaps in the literature that need to be addressed. For example, the impact of socio-technological changes on workplace deviance is an emerging area of interest. The rapid advancement of technology and globalization has transformed the nature and scope of deviant behaviors, necessitating updated research to understand these dynamics (Malik et al., 2021). Additionally, the potential functional aspects of workplace deviance, where such behaviors may serve as coping mechanisms or means of expressing dissatisfaction, warrant further exploration (Bennett & Marasi, 2016).

Human Resource Development (HRD) provides a systems route to reducing workplace deviance by building individual capability, shaping ethical climates, and strengthening justice perceptions. Note that targeted training and leadership development enhance skills and prosocial norms, which are linked to lower counterproductive acts and better team functioning (Aguinis & Kraiger, 2009). Organizational justice interventions in selection, appraisal, and rewards foster fair procedures and respectful treatment that predict commitment and reduce withdrawal and retaliation (Colquitt et al., 2001). Positioned as strategic development of human expertise for individual and organizational growth, HRD integrates these levers into coherent programs that align behavior with institutional values (McLean & McLean, 2001).

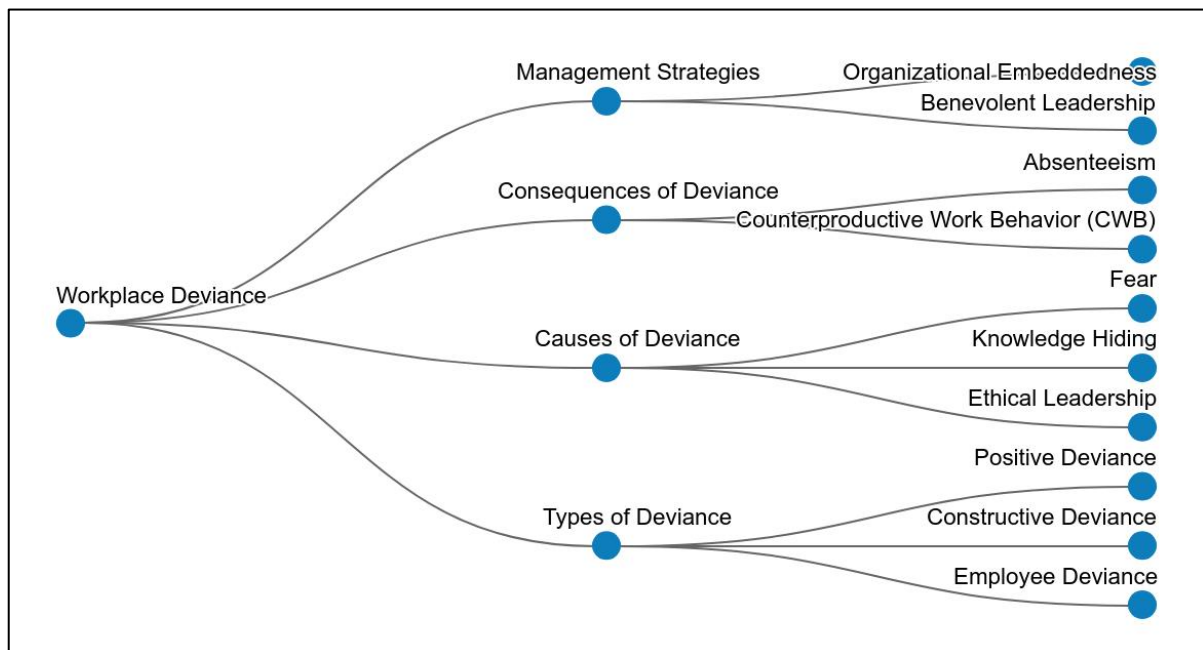


Figure 1: Concept Map on Workplace Deviance Research

The conceptual map in Figure 1 reveals a comprehensive organizational structure of workplace deviance research, delineating four primary thematic clusters that emanate from the core concept. The framework identifies "Types of Deviance" as a fundamental category, encompassing Employee Deviance, Constructive Deviance, and Positive Deviance, which illustrates the multidimensional nature of deviant behaviors ranging from harmful to beneficial forms. The "Causes of Deviance" cluster highlights key antecedents, including Ethical Leadership, Knowledge Hiding, and Fear, indicating that both leadership practices and

knowledge-related behaviors serve as significant precipitating factors. The "Consequences of Deviance" branch encompasses Counterproductive Work Behavior (CWB) and Absenteeism, demonstrating the far-reaching negative outcomes associated with deviant conduct. The "Management Strategies" cluster identifies Organizational Embeddedness and Benevolent Leadership as critical intervention mechanisms for addressing workplace deviance. This conceptual architecture highlights the complexity of workplace deviance, requiring a comprehensive understanding of its manifestations, origins, impacts, and management approaches. This provides researchers and practitioners with a holistic framework for investigating and addressing deviant workplace behaviors.

As workplace deviance research continues to grow, scholars face challenges in navigating its expanding and fragmented literature base. To address this, the present study conducts a bibliometric analysis to map the domain's key intellectual, thematic, and collaborative dimensions. The findings are intended to assist future researchers in identifying established knowledge streams, emerging topics, and strategic publication venues. This mapping serves to chart past developments and to scaffold new directions in this evolving field.

Research Question

The analysis is structured around research questions that guide the bibliometric investigation of workplace deviance and organize the inquiry into core dimensions. The questions address publication patterns over time, the most influential articles, leading national contributors, dominant keywords and themes, and the structure of international collaboration. Together, they provide a coherent framework for describing the field, identifying its intellectual anchors, and mapping how scholars and countries connect through shared topics and co-authorship. Guided by this framework, the study investigates the following research questions:

- RQ1. How has research on workplace deviance publication trends changed over time?
- RQ2. Which are the ten most cited articles, and what themes do they cover?
- RQ3. Which countries are the top ten contributors by publication count?
- RQ4. Which keywords occur most often, and what main themes do they indicate?
- RQ5. How are countries collaborating on this topic based on co-authorship networks?

Methodology

Bibliometrics encompasses the collection, organization, and examination of bibliographic information derived from scholarly publications (Alves et al., 2021; Assyakur & Rosa, 2022; Verbeek et al., 2002). In addition to fundamental metrics, including the identification of publication venues, temporal patterns, and prominent researchers (Wu & Wu, 2017), bibliometrics incorporates advanced methodologies such as keyword co-occurrence analysis. Hence, executing an effective literature review demands a meticulous, cyclical procedure involving the selection of appropriate keywords, systematic literature searching, and thorough analytical examination.

This methodology facilitates the development of an extensive bibliography while ensuring dependable outcomes (Fahimnia et al., 2015). Accordingly, this investigation concentrated on high-impact scholarly works, which offer valuable perspectives on the theoretical foundations underlying the research domain. To guarantee data reliability, SCOPUS was employed as the principal repository for data acquisition (Al-Khoury et al., 2022; di Stefano et al., 2010; Khiste & Paithankar, 2017). Furthermore, to uphold rigorous quality standards, the investigation

exclusively incorporated articles published in peer-reviewed scholarly journals, intentionally omitting books and lecture notes (Gu et al., 2019). Utilizing Elsevier's Scopus database, recognized for its extensive coverage, publications were gathered spanning the period from 2015 to October 2025 for subsequent analysis.

Data Search Strategy

For strategic data retrieval, the Scopus advanced search function was utilized to systematically identify relevant publications. The search strategy employed a comprehensive query string: TITLE-ABS-KEY (("workplace devian*" OR "work* devian*" OR "organiational devian" OR "counterproductive work* behavio?r*")) AND PUBYEAR > 2014 AND PUBYEAR < 2026 AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (PUBSTAGE, "final")) as presented in Table 1. This search string was designed to capture variations in terminology related to workplace deviance and CWBs across titles, abstracts, and keywords. The query incorporated Boolean operators and wildcard characters to ensure comprehensive coverage of the research domain while maintaining precision.

Table 1: The Search String

Source	Search String
Scopus	TITLE-ABS-KEY (("workplace devian*" OR "work* devian*" OR "organi*ational devian*" OR "counterproductive work* behavio?r*")) AND PUBYEAR > 2014 AND PUBYEAR < 2026 AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (PUBSTAGE , "final"))
Access date October 2025	

Data collection was conducted in October 2025, applying specific inclusion and exclusion criteria to refine the dataset (see Table 2). The inclusion criteria stipulated that only publications in the English language, published between 2015 and 2025, and with a final publication stage were considered eligible. Conversely, the exclusion criteria eliminated non-English publications, studies published before 2015, and articles still in press. These parameters were established to ensure the quality, accessibility, and currency of the literature under examination. The systematic screening process, guided by these predetermined criteria, yielded a final dataset comprising 1,624 publications. This substantial corpus of literature provides a robust foundation for bibliometric analysis, offering comprehensive insights into the scholarly landscape of workplace deviance and CWBs over the past decade.

Table 2: The Selection Criterion

Criterion	Inclusion	Exclusion
Language	English	Non-English
Timeline	2015–2025	< 2015
Publication Stage	Final	In Press

Data Analysis

VOSviewer represents an accessible bibliometric application created by Nees Jan van Eck and Ludo Waltman at Leiden University in the Netherlands (van Eck & Waltman, 2010a, 2017). Extensively employed for mapping and examining scholarly literature, this tool excels in producing clear network visualizations, grouping interconnected elements, and constructing density representations. Moreover, its flexible nature enables investigation of co-authorship patterns, co-citation relationships, and keyword co-occurrence networks, offering researchers a thorough comprehension of scholarly terrains. The responsive interface, combined with regular enhancements, facilitates effective and active exploration of extensive datasets. VOSviewer's capability to calculate metrics, tailor visualizations, and its integration with diverse bibliometric data repositories establish it as an essential asset for academics pursuing an understanding of multidimensional research areas.

A distinctive characteristic of VOSviewer lies in its ability to convert complex bibliometric datasets into readily comprehensible visual maps and graphics. Emphasizing network representation, the application demonstrates proficiency in organizing related elements, examining keyword co-occurrence structures, and producing density visualizations. Scholars appreciate its intuitive design, which permits both inexperienced and seasoned practitioners to navigate research environments effectively. VOSviewer's ongoing advancement maintains its position as a leading bibliometric analysis platform, delivering significant understanding through metric calculation and adaptable visual displays. Its flexibility across various bibliometric data types, including co-authorship and citation frameworks, establishes VOSviewer as a multifunctional and essential instrument for researchers pursuing enhanced comprehension and substantial insights within their scholarly disciplines.

Data collections containing details on publication year, title, author information, journal source, citations, and keywords in PlainText format were obtained from the Scopus database, covering the timeframe from 2015 through October 2025. Consequently, these collections were examined using VOSviewer software version 1.6.20. Through the implementation of VOS clustering and mapping methodologies, this application enabled the analysis and construction of visual representations. Providing an alternative to the Multidimensional Scaling (MDS) methodology, VOSViewer emphasizes positioning elements within reduced-dimensional environments, guaranteeing that the distance between any pair of elements precisely represents their connection and resemblance (van Eck & Waltman, 2010b). In this regard, VOSViewer demonstrates commonality with the MDS methodology (Appio et al., 2014). Distinguishing itself from MDS, which predominantly involves calculating similarity measures such as cosine and Jaccard coefficients, VOS employs a more appropriate technique for standardizing co-occurrence frequencies, specifically the Association Strength (AS_{ij}), which is computed as (Van Eck & Waltman, 2007):

$$AS_{ij} = \frac{C_{ij}}{w_i w_j},$$

which represents "proportional to the ratio between, on the one hand, the observed number of co-occurrences of i and j . On the other hand, the expected number of co-occurrences of i and j under the assumption that co-occurrences of i and j are statistically independent" (Van Eck & Waltman, 2007).

Findings and Discussion

How Has Research on Workplace Deviance Publication Trends Changed Over Time?

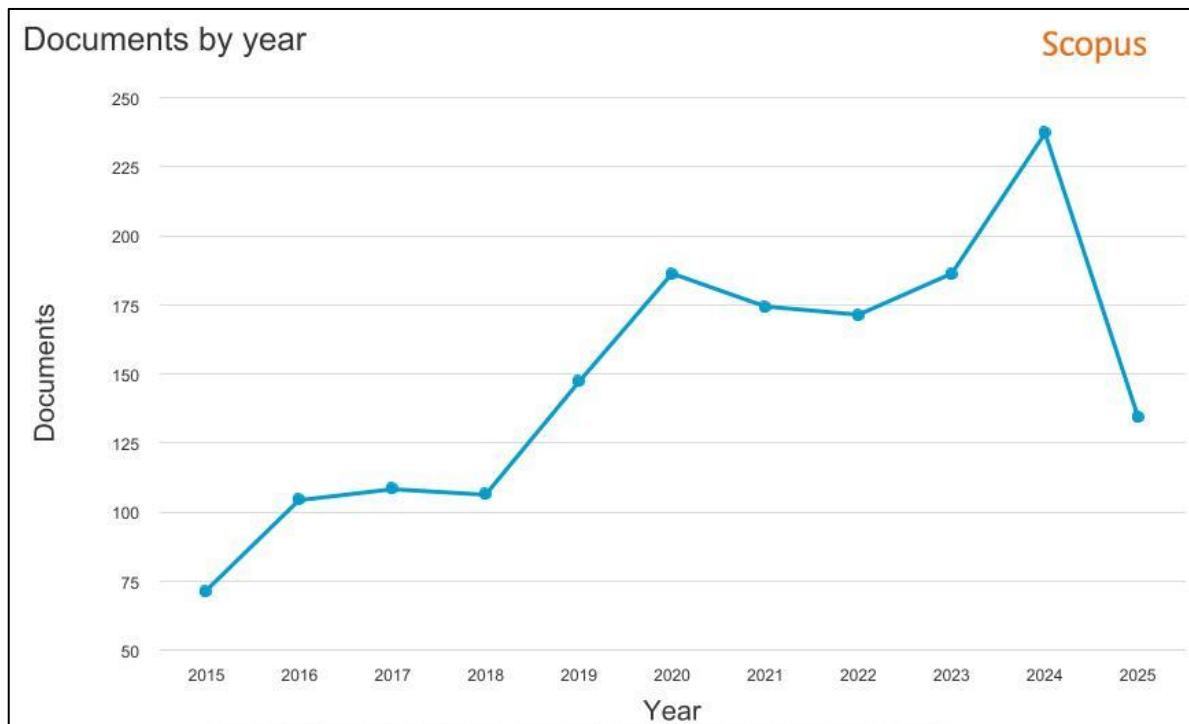


Figure 2: Plotting Document Publication by Years

The publication trend analysis illustrated in Figure 2 reveals a substantial and sustained growth in workplace deviance research over the examined period, with total publications increasing from 71 in 2015 to 237 in 2024, representing more than a threefold expansion. This upward trajectory demonstrates a notable surge in scholarly interest, particularly evident in the years following 2020. The period between 2020 and 2023 maintained consistently high publication volumes, ranging from 171 to 186 articles annually, while 2024 marked a peak with 237 publications. The 2025 data, showing 134 publications as of October, suggests a continuation of this robust research activity. This growth pattern reflects the field's maturation from a relatively nascent area of inquiry in the mid-2010s to an established and dynamic research domain by the early 2020s. The relatively modest output during 2015-2018, with publications hovering around 71-108 articles annually, indicates the foundational phase of the field's development.

Several factors likely described this accelerating publication trend. The dramatic increase beginning in 2020 coincides with the COVID-19 pandemic and the subsequent transformation of work environments, including widespread remote work adoption, organizational restructuring, and heightened workplace stress. These unprecedented changes created fertile ground for examining deviant workplace behaviors under novel conditions, prompting researchers to investigate how virtual environments, isolation, reduced supervision, and pandemic-related stressors influenced CWBs. Additionally, growing organizational awareness of the substantial costs associated with workplace deviance, including productivity losses, employee turnover, and damaged organizational culture, has elevated this topic's practical relevance, attracting increased research funding and academic attention. The sustained high

output through 2024 suggests that workplace deviance has become a priority concern for both scholars and practitioners. This reflects ongoing organizational challenges in managing employee behavior amid evolving work paradigms, technological disruptions, and changing employee expectations in post-pandemic workplaces.

Which Are the Ten Most Cited Articles, and What Themes Do They Cover?

Table 3 presents the top ten most-cited articles, which reveal a concentration of influential works addressing negative workplace phenomena and their psychological underpinnings, with citation counts ranging from 261 to 653. Schilpzand et al.'s (2016) comprehensive review of workplace incivility commands the highest citation count at 653, followed closely by Tepper et al.'s (2017) examination of abusive supervision with 530 citations. This dominance of dark-side organizational behavior research demonstrates the field's prioritization of understanding destructive workplace dynamics. Notably, eight of the ten articles were published between 2015 and 2019. The years 2015, 2016, 2017, and 2019 each contributed multiple highly cited works, while 2018 is conspicuously absent. The journals publishing these influential works, including Journal of Organizational Behavior (4 articles), Annual Review of Organizational Psychology and Organizational Behavior (2 articles), and other prestigious journals, underscore the centrality of these venues in disseminating impactful workplace deviance research. The citation gap between the top two articles and the remaining eight is substantial, suggesting that comprehensive review articles addressing broad, pervasive workplace issues generate significantly higher impact than more focused empirical studies.

Table 3: Top 10 Authors with the Highest Citation

No	Authors	Title	Year	Source title	Cited by
1	Schilpzand et al. (2016)	Workplace incivility: A review of the literature and agenda for future research	2016	Journal of Organizational Behavior	653
2	Tepper et al. (2017)	Abusive Supervision	2017	Annual Review of Organizational Psychology and Organizational Behavior	530
3	Vanhove et al. (2016)	Can resilience be developed at work? A meta-analytic review of resilience-building programme effectiveness	2016	Journal of Occupational and Organizational Psychology	335
4	Campbell & Wiernik (2015)	The Modeling and Assessment of Work Performance	2015	Annual Review of Organizational Psychology and Organizational Behavior	333
5	Catherine E. Connelly et al. (2019)	Understanding knowledge hiding in organizations	2019	Journal of Organizational Behavior	314

6	Singh (2019)	Territoriality, task performance, and workplace deviance: Empirical evidence on the role of knowledge hiding	2019	Journal of Business Research	288
7	Ng & Feldman (2015)	Ethical leadership: Meta-analytic evidence of criterion-related and incremental validity	2015	Journal of Applied Psychology	266
8	Mazzola & Disselhorst (2019)	Should we be “challenging” employees?: A critical review and meta-analysis of the challenge-hindrance model of stress	2019	Journal of Organizational Behavior	263
9	Yam et al. (2017)	From good soldiers to psychologically entitled: Examining when and why citizenship behaviour leads to deviance	2017	Academy of Management Journal	262
10	Moore (2015)	Moral disengagement	2015	Current Opinion in Psychology	261

Several factors explained these citation patterns and thematic emphases. Review and meta-analytic articles (Mazzola & Disselhorst, 2019; Ng & Feldman, 2015; Schilpzand et al., 2016; Tepper et al., 2017; Vanhove et al., 2016) dominate the list given that they synthesize existing knowledge, provide theoretical frameworks, and establish research agendas that subsequent scholars reference extensively. The prevalence of articles examining interpersonal mistreatment, including incivility, abusive supervision, and moral disengagement, reflects growing scholarly and organizational concern about toxic workplace cultures and their devastating consequences for employee well-being and organizational performance. The emergence of knowledge-hidden research (Connelly et al., 2019; Singh, 2019) as a highly cited area indicates the field's evolution beyond traditional deviant conceptualizations toward contemporary knowledge economy concerns. Interestingly, Yam et al.'s (2017) counterintuitive finding that citizenship behavior can lead to deviance through psychological entitlement challenges conventional assumptions and likely garnered citations due to its provocative theoretical contribution. The temporal clustering of these articles in the mid-to-late 2010s suggests they captured emerging organizational challenges during a period of heightened awareness about workplace dysfunction, providing foundational frameworks that continue to shape contemporary workplace deviance scholarship.

Which Countries Are the Top Ten Contributors by Publication Count?

The geographical distribution of workplace deviance research publications, as seen in Figure 3, illustrates a clear dominance of Western and Asian nations, with the United States leading substantially at 515 documents, followed by China with 282 publications. This pattern

demonstrates that approximately half of the top ten contributing countries are from Asia (China, Pakistan, India, and Malaysia), while the other half comprises Western nations (the United States, Canada, the United Kingdom, Germany, Australia, and the Netherlands). The United States' commanding position reflects its extensive research infrastructure, substantial funding for organizational behavior studies, and the presence of numerous prestigious universities with established management and psychology departments. China's strong second-place showing, contributing nearly 55% of the United States' output, illustrates the country's rapid ascent in social sciences research and its growing interest in workplace issues accompanying rapid economic development and organizational modernization. The notable presence of Pakistan (113), India (94), and Malaysia (63) among the top contributors suggests that emerging economies with large workforces and evolving organizational cultures are increasingly prioritizing research on workplace deviance.

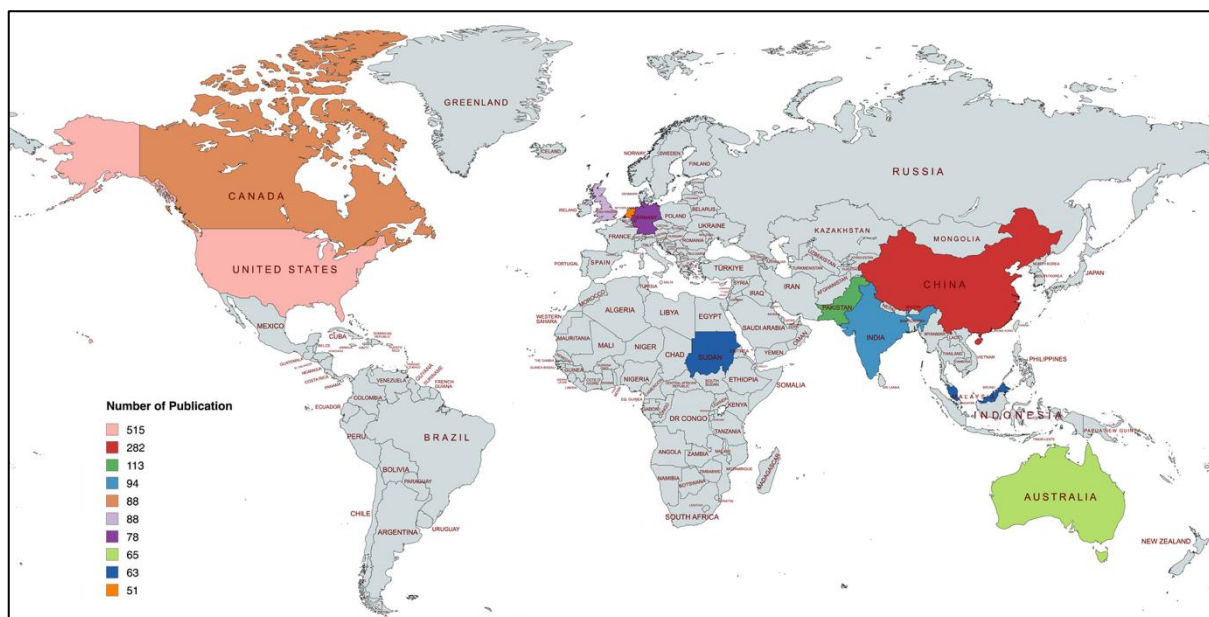


Figure 3: Country Mapping Based on Number of Publications

Several factors described this geographical distribution pattern. English-speaking countries naturally feature prominently, partly due to the study's language criterion, their well-established traditions in organizational behavior research, and their influential business schools that emphasize empirical workplace studies. The strong representation of Asian countries, particularly Pakistan and India, likely reflects the region's unique workplace challenges, including rapid organizational transformations, cultural tensions between traditional values and modern management practices, and concerns about employee retention and productivity in highly competitive labour markets. Additionally, these emerging economies face distinctive workplace governance issues that stimulate academic inquiry into deviant behaviors. The presence of developed nations like Germany, Australia, and the Netherlands demonstrates widespread global interest in understanding CWBs across diverse cultural and economic contexts. This geographical diversity enriches the field by incorporating varied perspectives on workplace deviance, though the Western dominance suggests that research agendas may still be disproportionately shaped by Anglo-American organizational paradigms and concerns.

Which Keywords Occur Most Popular, and What Main Themes Do They Indicate?

The co-occurrence analysis of author keywords using VOSviewer, as depicted in Figure 4, represents a bibliometric technique that examines the frequency with which keywords appear together within scholarly publications, revealing thematic structures and conceptual relationships within a research domain. This analytical approach constructs network visualizations where keywords serve as nodes, and their co-occurrence frequencies determine the strength of connections between them, effectively mapping the intellectual landscape of workplace deviance research. The methodology employed a full counting method with a minimum occurrence threshold of five, processing 2,620 keywords from which 441 met the threshold criteria for inclusion. With a minimum cluster size set at five, the analysis generated nine distinct thematic clusters, grouping conceptually related keywords based on their co-occurrence patterns. The resulting network reveals dominant research themes, with "counterproductive work behavior" (665 occurrences, 3,652 total link strength) and "organizational citizenship behavior" (518 occurrences, 3,230 total link strength) emerging as the most prominent concepts, followed by "workplace deviance" (444 occurrences, 3,114 total link strength), indicating these terms serve as central anchors around which the research discourse revolves.

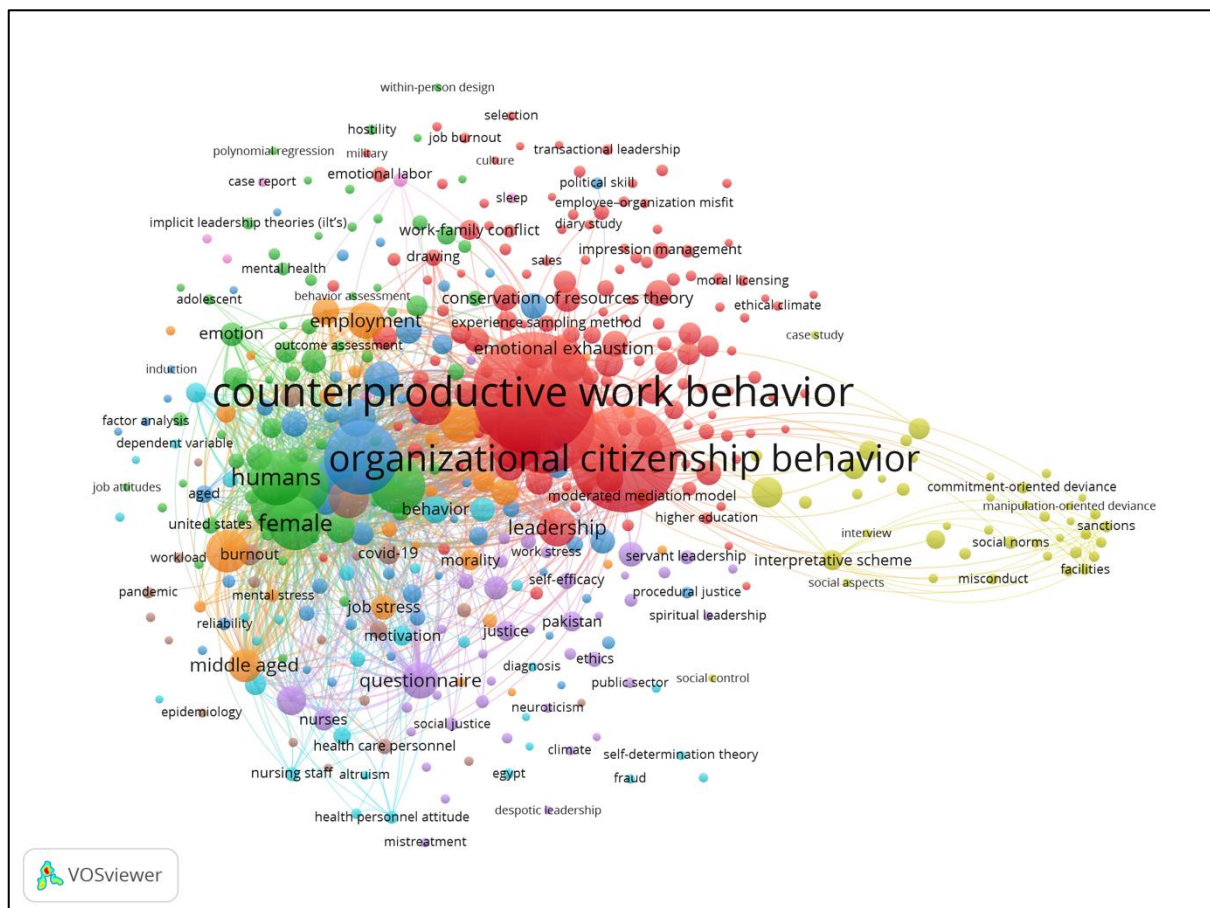


Figure 4: Network Visualization Map of Keywords' Co-Occurrence

The findings contribute significantly to the body of knowledge by revealing the multidimensional nature of workplace deviance research and identifying key thematic priorities within the field. The high occurrence of methodological keywords such as "human", "female",

"male", "article", and "questionnaire" reflects the predominantly quantitative, survey-based empirical approach characterizing this research domain. The prominence of theoretical constructs including "psychological contract breach" (136 occurrences), "conservation of resources theory" (43 occurrences), "social exchange theory" (41 occurrences), and leadership-related terms like "abusive supervision" (68 occurrences) and "ethical leadership" (33 occurrences) demonstrates the field's theoretical sophistication and its focus on understanding both antecedents and consequences of deviant behaviors. The emergence of contemporary themes such as "COVID-19" (28 occurrences), "knowledge hiding" (appearing through related constructs), "cyberloafing" (29 occurrences), and "remote work" (6 occurrences) indicates the field's responsiveness to evolving workplace contexts. Furthermore, the geographic diversity reflected in country-specific keywords (China: 42 occurrences; Pakistan: 24; Egypt: 8; Iran: 9; India: 13) and the presence of dark personality traits (narcissism: 37 occurrences; Machiavellianism: 28; dark triad: 40; psychopathy: 22) underscore the field's global reach and its comprehensive examination of individual difference variables. This keyword landscape collectively illustrates workplace deviance research as a mature, theoretically grounded, and contextually diverse field addressing both traditional concerns and emerging workplace challenges.

How Are Countries Collaborating on This Topic Based on Co-Authorship Networks?

Co-authorship analysis by countries using VOSviewer (see Figure 5) examines international collaboration patterns. It maps the frequency with which researchers from different nations jointly publish scholarly work, revealing global research networks and cross-border knowledge exchange within workplace deviance scholarship. This analytical technique constructs network visualizations where countries are represented as nodes. Connection strength is determined by the number of collaborative publications between nations, illuminating the geographic structure of scholarly cooperation and identifying central hubs versus peripheral participants in the global research community. The analysis employed a full counting method with a minimum threshold of five documents per country, processing 88 countries from which 49 met the inclusion criteria. With a minimum cluster size of five, the analysis generated nine distinct collaborative clusters, grouping countries that exhibit stronger co-authorship patterns with one another. The United States emerged as the dominant collaborative hub with 514 documents, 16,176 citations, and a total link strength of 259, followed by China (279 documents, 188 link strength) and Pakistan (113 documents, 111 link strength), indicating these nations produce substantial research output and maintain extensive international partnerships that facilitate knowledge diffusion across geographic boundaries.

The findings contribute substantially to understanding the globalization and collaborative dynamics of workplace deviance research. The high total link strength values for Western nations, the United States (259), United Kingdom (104), Canada (83), and France (79), alongside substantial link strengths for Asian countries, including China (188), Pakistan (111), and Malaysia (55), reveal a genuinely international research network transcending traditional geographic and linguistic boundaries. The presence of emerging research economies such as Pakistan, Malaysia, Saudi Arabia, and the United Arab Emirates, which have notable link strengths, demonstrates the democratization of workplace deviance scholarship beyond traditional academic powerhouses. Interestingly, despite India's substantial document count (94), its relatively modest total link strength (30) suggests more isolated research activity with fewer international collaborations compared to countries like Pakistan, indicating potential opportunities for enhanced global engagement. The formation of nine distinct collaborative

clusters suggests regional collaboration patterns, likely influenced by geographic proximity, shared cultural contexts, historical ties, and language commonalities. Countries such as Trinidad and Tobago (0 link strength despite six documents) represent isolated research communities with minimal international partnerships, highlighting disparities in global research integration. These collaboration patterns underscore workplace deviance research as an increasingly interconnected global endeavor. Meanwhile, opportunities remain for fostering more inclusive international partnerships, particularly with underrepresented regions, to enrich the field with diverse cultural perspectives and contextual insights.

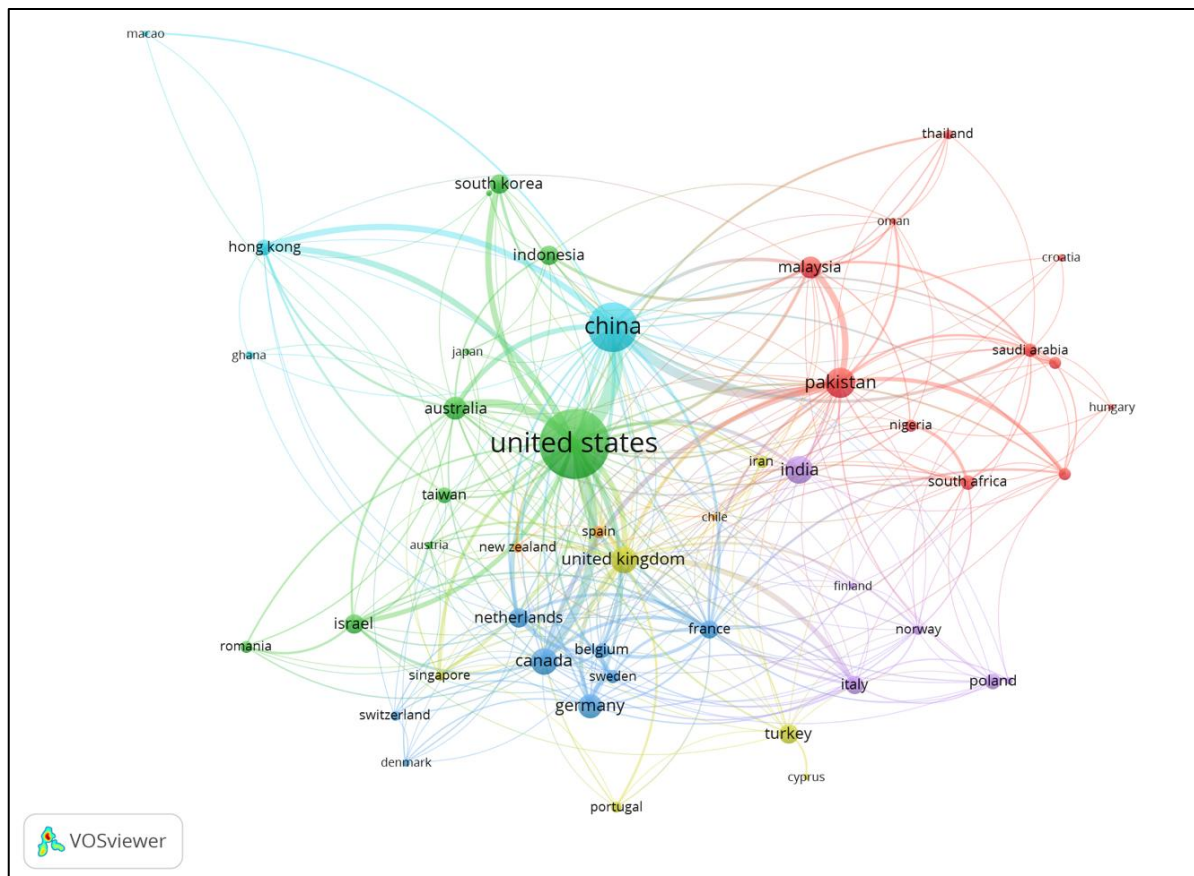


Figure 5: Network Visualization Map of Co-Authorship by Countries

Conclusion

This bibliometric study mapped the intellectual structure, growth trajectory, and collaboration patterns of research on workplace deviance over the last decade. The analysis focused on publication trends, highly cited contributions, leading national producers, dominant thematic clusters, and the configuration of international co-authorship networks. The objective was to consolidate dispersed evidence and indicate where subsequent inquiry can yield strong conceptual and practical gains.

Findings show sustained expansion in output from the mid-2010s to 2024, forming a sizeable corpus for quantitative mapping. The field has moved from isolated constructs to more integrated models connecting individual dispositions with organizational contexts. Keyword co-occurrence networks indicate mature anchors such as CWB and organizational citizenship

behavior, with emerging fronts in knowledge hiding, cyber-related behavior, and context effects linked to remote work and crisis periods. Influence concentrates in a small set of synthesis articles that organize discourse, while collaboration networks are globally distributed with strong hubs in North America and Asia and growing participation from emerging research economies. Contributions of this study include clearer delineation of thematic clusters for positioning new work, identification of connectors that bridge micro, meso, and macro levels, and visibility into collaboration gaps and regional under-representation. The standardization of terminology and the visualization of conceptual proximity support cumulative knowledge building and reduce fragmentation across streams.

Implications for HRD arise from the prominence of topics such as CWB, knowledge hiding, psychological contract breach, and digital conduct. HRD programs can prioritize capability building for ethical decision making, knowledge-sharing norms, and responsible behavior in hybrid and remote settings. Furthermore, evidence summaries and cross-cultural cases should be integrated into curricula and practitioner guidance to reflect the international spread of research activity and the varying institutional contexts across countries.

Limitations include reliance on a single indexing database, English-language records, and exclusion of in-press items. Future research should strengthen causal inference through longitudinal and experimental designs, widen coverage beyond English-indexed sources, test cross-level models, and use behavioral-trace and multi-source data for technology-enabled behaviors. Pairing bibliometric mapping with meta-analytic estimation can translate structural influence into quantitative evidence. Overall, the mapping indicates a mature yet evolving field with identifiable cores and expanding peripheries and demonstrates the value of bibliometric analysis for clarifying clusters, spotlighting influential voices, and guiding collaborative pathways for higher impact.

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