



Exploring The Relationship Between Decision-Making Styles and Organizational Performance: A Bibliometric Study

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ABSTRACT

This study examines the intellectual structure and evolution of research on the relationship between decision-making styles and organizational performance within the human resource management (HRM) domain, identifying thematic clusters, collaborative networks, and emerging research gaps. A systematic bibliometric analysis was conducted using publication data retrieved from Scopus and the Web of Science Core Collection, spanning the 1990s to the present. VOSviewer was employed to map co-authorship networks, country collaboration patterns, and keyword co-occurrence structures. The analysis reveals that authorship collaboration is clustered into two primary groups, with Hamzah Elrehail functioning as a key bridging node. The United States and the United Kingdom dominate the global collaboration network. Keyword co-occurrence analysis confirms that decision-making styles are closely linked to organizational performance, mediated by strategic, technological, and behavioral factors including artificial intelligence, knowledge management, and intellectual capital. Organizations are advised to adopt flexible, context-sensitive decision-making approaches that combine rational, intuitive, and adaptive styles rather than relying on a single mode, thereby enhancing long-term organizational performance. This study provides a comprehensive bibliometric mapping of two decades of research at the intersection of decision-making styles and organizational performance, identifying underexplored areas including cross-cultural and longitudinal studies, and offers a structured foundation for future empirical work in this domain.

Keywords: Bibliometrics, Decision-Making Styles, Organizational Performance, Human Resource Management.

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INTRODUCTION

Decision-making styles constitute a fundamental construct in organizational behavior research, capturing how individuals systematically process information, evaluate alternatives, and select courses of action under varied contextual pressures. The seminal typology advanced by Scott and Bruce (1995) identifies five distinct styles, namely rational, intuitive, dependent, avoidant, and spontaneous, each reflecting a qualitatively different orientation toward the cognitive and affective demands of choice. Rational decision-makers prioritize comprehensive information gathering and logical evaluation, whereas intuitive decision-makers rely on accumulated experiential knowledge and affective signals. Dependent individuals seek external counsel before committing to a course of action, avoidant decision-makers delay resolution whenever possible, and spontaneous actors emphasize velocity over deliberation. These stylistic differences are not merely descriptive; they carry tangible implications for decision quality, resource allocation, and ultimately for the performance of the organizations in which decision-makers are embedded (Scott and Bruce, 1995; Harren, 1979).

The strategic significance of decision-making styles within the HRM domain has intensified as organizations navigate increasingly volatile, uncertain, and technologically transformed environments. HRM functions including recruitment, performance appraisal, competency development, and policy formulation are shaped by the decision orientations of managers and leaders, with downstream consequences for employee satisfaction, organizational commitment, and team productivity (Rahayu *et al.*, 2025). At the same time, the relationship between decision-making styles and organizational performance is far from linear. Its direction and magnitude depend critically on contextual moderators such as organizational culture, task characteristics, and the intensity of environmental dynamism. Under conditions of high uncertainty, intuitive styles may deliver faster and more adaptive responses, whereas structured, rational approaches yield superior outcomes in well-defined, information-rich settings (Eisenhardt and Zbaracki, 1992; Mawadah *et al.*, 2026).

Although empirical research on this topic has accumulated substantially over recent decades, the existing literature remains fragmented across disciplinary contexts and methodological traditions. Most published work is limited to single-sector, single-country settings, making it difficult to identify overarching thematic patterns, trace the trajectory of conceptual development, or recognize underexplored research opportunities. This fragmentation underscores the need for a systematic, quantitative approach to mapping the intellectual structure of the field. Bibliometric analysis, which employs statistical and network-theoretic methods to analyze publication records, citation flows, and collaborative linkages, is particularly well-suited to this purpose (Azmi *et al.*, 2026; Adelia *et al.*, 2025). Bibliometric methods have been applied productively to adjacent domains, including digital business performance (Adelia *et al.*, 2025), financial literacy and planning (Korip *et al.*, 2025), and decision-making in crisis management (Mawadah *et al.*, 2026), providing a validated methodological template for the present inquiry.

This study aims to analyze the development of the literature on the relationship between decision-making styles and organizational performance using a bibliometric approach, covering publications from the 1990s to the present. Specifically, it maps co-authorship networks, country collaboration structures, and keyword co-occurrence patterns using VOSviewer, thereby identifying the dominant thematic clusters, leading research communities, and persistent knowledge gaps in this domain. Three contributions distinguish this work from prior reviews. First, this study complements the empirical literature by providing

the first comprehensive bibliometric mapping of the intersection between decision-making styles and organizational performance within the HRM context. Second, it surfaces underexplored areas, particularly cross-cultural and longitudinal dimensions, that warrant focused attention in future research. Third, it delivers actionable insights for practitioners and policymakers regarding the conditions under which specific decision-making orientations are most conducive to performance. The remainder of this paper is organized as follows. Section 2 reviews the theoretical and empirical literature. Section 3 describes the research methodology. Section 4 presents and discusses the bibliometric findings. Section 5 concludes with implications and directions for future research.

LITERATURE REVIEW

The conceptual foundation for understanding decision-making in organizations draws substantially on bounded rationality theory, which holds that human decision-makers operate under cognitive and informational constraints that preclude fully optimal choice (Simon, 1955). Within this framework, individuals develop consistent decision-making styles as adaptive strategies for managing complexity. The five-style model of Scott and Bruce (1995), building on the earlier career decision-making taxonomy of Harren (1979), provides the most widely adopted operationalization of decision-making styles in organizational research. The model distinguishes rational, intuitive, dependent, avoidant, and spontaneous styles and has demonstrated robust psychometric properties across cultural and organizational contexts. Nursahwal *et al.* (2025) and Hanafi (2018) further affirm that the decision-making process encompasses cognitive identification of deviations from desired states, followed by deliberate selection among available alternatives, underscoring the process-level relevance of stylistic orientations.

Rational and intuitive decision-making styles have received the most sustained empirical attention regarding their influence on organizational performance outcomes. Rational decision-making, characterized by systematic information acquisition and analytical evaluation, is associated with higher quality strategic decisions, more accurate resource allocation, and stronger long-run performance in stable, information-rich environments (Eisenhardt and Zbaracki, 1992). Intuitive decision-making, conversely, draws on tacit knowledge and experiential pattern recognition, yielding faster and often more adaptive decisions in novel or time-pressured situations (Kurniasari, 2012). Emerging research has further demonstrated that effective leaders often deploy a dynamic mix of both styles, calibrating their approach to situational demands rather than relying exclusively on either orientation (Azmi *et al.*, 2026; Simangunsong *et al.*, 2026).

Beyond these two primary styles, the dependent, avoidant, and spontaneous orientations also carry implications for organizational outcomes through their effects on HRM processes and team dynamics. Dependent decision-making, which prioritizes consultation and consensus, can enhance implementation commitment and policy inclusivity but may slow response time in fast-moving competitive environments. Avoidant decision-making, characterized by deliberate procrastination, is generally associated with missed opportunities and lower strategic performance, though it may reduce premature commitment under deep uncertainty. Spontaneous decision-making introduces speed at the cost of thoroughness, a trade-off that proves advantageous in dynamic markets and detrimental in complex, analytical tasks (Scott and Bruce, 1995; Rahayu *et al.*, 2025). Collectively, this body of evidence supports the proposition that no single

decision-making style universally maximizes organizational performance; rather, effectiveness is context-contingent and mediated by organizational and environmental characteristics.

Bibliometric research has increasingly been applied to map the intellectual landscape of management disciplines, revealing not only the thematic evolution of subfields but also the collaborative architectures and citation flows that structure knowledge production. Studies examining decision-making in crisis management (Mawadah *et al.*, 2026), bounded rationality dynamics (Azmi *et al.*, 2026), and digital business performance (Adelia *et al.*, 2025) confirm that bibliometric approaches surface insights unavailable through conventional narrative reviews, including the identification of bridging scholars, emerging thematic clusters, and structural knowledge gaps. The present study extends this methodological tradition to the specific intersection of decision-making styles and organizational performance, an area that has not previously received dedicated bibliometric attention despite its centrality to HRM theory and practice. This gap motivates the following research question: what is the intellectual structure of the literature on decision-making styles and organizational performance, and what directions does the existing knowledge landscape suggest for future inquiry?

METHODS OF RESEARCH

The research methods section contains the methods used in the data collection process, presented in detail. Manuscripts with a large amount of research data stored in a publicly accessible database must include specific information about that database and its access code.

This study employs a quantitative bibliometric approach to analyze the intellectual structure of the literature on decision-making styles and organizational performance in the HRM domain. Bibliometrics, which applies mathematical and statistical methods to scholarly publication data, enables systematic, replicable, and scalable mapping of research fields and is increasingly recognized as a rigorous complement to qualitative literature reviews (Althaf *et al.*, 2025; Ilmahdy *et al.*, 2025). The methodological framework adopted here follows established protocols for bibliometric studies in management research, consistent with recent applications in adjacent domains including digital transformation and sustainability (Althaf *et al.*, 2025) and digitalization in business processes (Ilmahdy *et al.*, 2025).

Publication data were obtained from two internationally recognized databases, Scopus and the Web of Science Core Collection, selected for their comprehensive coverage, rigorous indexing standards, and cross-disciplinary scope. The search strategy employed systematic keyword combinations, including "decision-making style," "organizational performance," and related HRM terminology, combined through Boolean operators to maximize recall while maintaining topical relevance. The temporal scope encompasses publications from the 1990s to the present, capturing the full developmental arc of the literature from the introduction of the Scott and Bruce (1995) framework through contemporary extensions incorporating digital and behavioral dimensions. Following data retrieval, a filtering process was applied that reviewed titles, abstracts, and keywords, and removed duplicates and irrelevant records to arrive at a final analytical dataset of sufficient scope and quality.

The analytical phase utilized VOSviewer software to generate and visualize bibliometric networks across three dimensions: co-authorship at the author level, co-authorship at the country level, and keyword co-occurrence. Co-authorship analysis reveals the collaborative structures and bridging actors that shape

knowledge flows within the field. Country-level co-authorship mapping identifies the geographic distribution of research activity and international connectivity patterns. Keyword co-occurrence analysis maps the thematic architecture of the literature, revealing how concepts cluster and how the central focus of the field relates to adjacent domains. Density and connectivity metrics derived from these visualizations inform the identification of dominant research clusters, peripheral themes, and structural knowledge gaps, consistent with the methodological approach employed in bibliometric studies on financial literacy (Korip *et al.*, 2025) and public financial management (Maulana *et al.*, 2026).

RESULT AND DISCUSSION

The author-level co-authorship network visualized in Figure 1 reveals that collaborative activity in the domain of decision-making styles and organizational performance is organized into two primary clusters that, while structurally distinct, maintain meaningful inter-cluster connectivity.

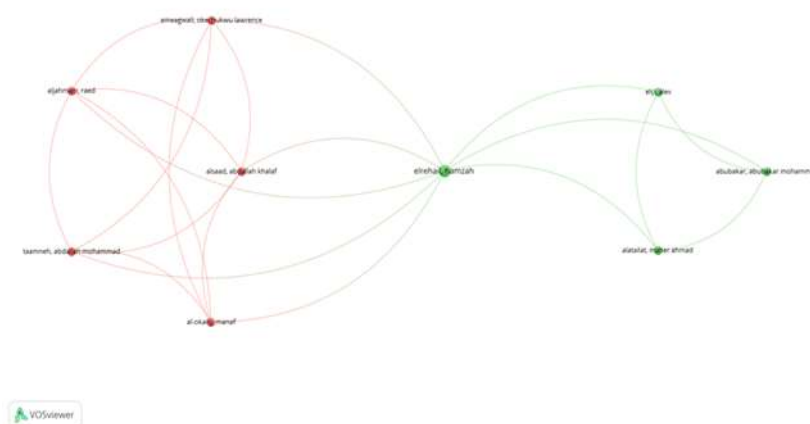


Figure 1. Authors' co-authorship network

The first cluster exhibits a denser collaborative architecture, characterized by a higher frequency of co-authored works and stronger tie weights among its members, indicating sustained and institutionalized research partnerships within this community. The second cluster presents a leaner but stable collaboration pattern, suggesting a smaller but coherent research group operating in partial isolation from the first. Critically, Hamzah Elrehal occupies a strategically pivotal position at the interface of these two clusters, functioning as the principal bridging node through whom inter-cluster knowledge flows are channeled. This structural role mirrors findings from bibliometric analyses in related management subfields, where individual scholars often serve as connective linchpins enabling cross-community fertilization of ideas (Surya *et al.*, 2025). The overall network topology, characterized by two semi-autonomous clusters with limited bridging, suggests that the field has not yet achieved full integrative cohesion, and that deliberate efforts to expand cross-cluster collaboration could substantially accelerate cumulative knowledge development.

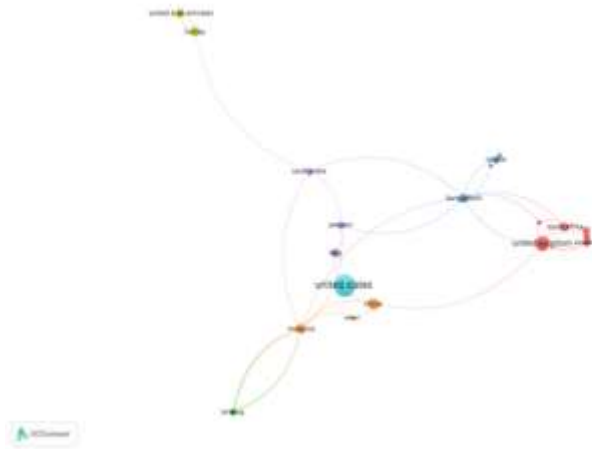


Figure 2. *Countries' collaboration network*

Figure 2 presents the country-level co-authorship network, which reveals a geographically diverse but hierarchically structured pattern of international collaboration. The United States emerges as the most connected node in the network, maintaining linkages with a large number of partner countries and functioning as the primary hub through which global research flows are coordinated. The United Kingdom occupies a secondary hub position, anchoring a regionally coherent cluster that includes Australia and South Africa, reflecting the longstanding academic ties among English-speaking Commonwealth nations. Bangladesh performs a distinctive bridging function within the network, connecting geographically and institutionally disparate partners including Canada, Pakistan, and Saudi Arabia, thereby contributing to the cross-regional dissemination of research outputs. Malaysia and China maintain moderate levels of participation, indicating growing but still developing integration into the global collaboration network. At the network periphery, the United Arab Emirates and Turkey show limited co-authorship ties, suggesting significant untapped potential for expanded international engagement. This geographic distribution broadly parallels patterns identified in bibliometric studies of adjacent fields, where developed Anglophone economies consistently dominate collaborative networks while emerging market scholars contribute increasingly but remain structurally peripheral (Yahya *et al.*, 2026; Wibowo *et al.*, 2026). From a practical standpoint, expanding research partnerships between underrepresented regions and established network hubs represents both a scholarly opportunity and an equity imperative for the field.

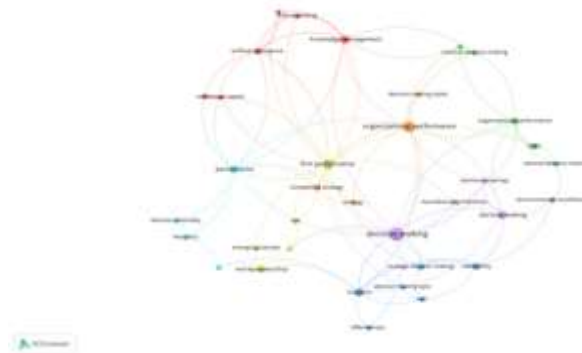


Figure 3. *Keyword co-occurrence map*

The keyword co-occurrence network in Figure 3 maps the thematic architecture of the literature and discloses several important structural features. Decision-making serves as the central organizing node from which multiple conceptual threads radiate, including decision-making styles, rationality, and intuition on one side, and organizational performance and firm performance on the other, confirming that the relationship between stylistic orientations and performance outcomes constitutes the field's definitional core. A second cluster of concepts, encompassing competitive strategy and strategic decision-making, reinforces the view that the decision-making-performance nexus is most consequential at the strategic level, where choices carry firm-level implications over extended time horizons. A third cluster connects decision-making to knowledge management, artificial intelligence, and intellectual capital, reflecting the discipline's turn toward understanding how technological affordances shape and are shaped by human decision orientations. The co-occurrence of terms related to entrepreneurship, risk, and emerging markets further signals that the literature is increasingly attentive to the boundary conditions under which stylistic influences on performance manifest most powerfully. This multi-cluster thematic structure confirms that the relationship between decision-making styles and organizational performance is mediated by a complex interaction of individual cognitive factors, organizational strategic postures, and environmental and technological contexts (Azmi *et al.*, 2026; Rafasya *et al.*, 2026).

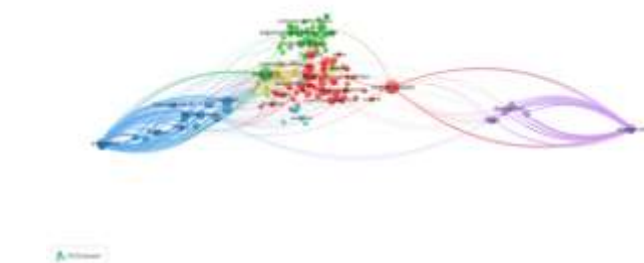


Figure 4. *Co-occurrence network based on text data*

Figure 4 presents the text-data-based co-occurrence network, which complements the keyword analysis by drawing on a broader lexical corpus to reveal finer-grained conceptual linkages. The term "organization" functions as the central node in this visualization, underscoring that organizational context serves as both the setting and the object of inquiry across the literature. Decision-making styles appear tightly associated with organizational outcomes, while surrounding terms including industry context, economic environment, and behavioral bias indicate that the performance implications of stylistic orientations are substantially shaped by external conditions and cognitive limitations that introduce systematic deviations from rational choice (Azmi *et al.*, 2026). The prominence of behavioral terms is noteworthy, suggesting that the field has moved beyond purely rational models of decision-making toward more psychologically realistic frameworks that acknowledge the role of heuristics, emotions, and social influences. Taken together, Figures 3 and 4 establish that organizational performance is produced by a complex interaction among individual decision-making styles, organizational conditions, and external environmental factors, a finding consistent with the multi-level theoretical perspective articulated by Lidya *et al.* (2025) and corroborated by recent cross-cultural and longitudinal gap analyses in the HRM literature.

CONCLUSION

This study examines the intellectual structure of research on the relationship between decision-making styles and organizational performance using a bibliometric approach applied to publication data from Scopus and the Web of Science, spanning the 1990s to the present. The co-authorship network analysis reveals that collaborative activity is organized into two primary clusters with Hamzah Elrehail serving as the principal bridging node, while the United States and the United Kingdom anchor the global country collaboration network with Bangladesh, Malaysia, and China playing increasingly important secondary roles. Keyword co-occurrence analysis establishes that decision-making styles are thematically central to organizational performance outcomes, with the relationship mediated by strategic, technological, and behavioral factors including artificial intelligence, knowledge management, and competitive strategy. Text-data-based co-occurrence further confirms that organizational performance emerges from a complex interaction among individual decision-making orientations, organizational context, and environmental conditions, and that no single stylistic approach universally maximizes performance across all settings.

For organizational practitioners and HRM policymakers, this study highlights that cultivating contextually adaptive decision-making capacities among managers and leaders, rather than reinforcing a single dominant style, is the most robust pathway to sustained organizational performance. Organizations should design developmental programs and incentive structures that reward stylistic flexibility, enabling decision-makers to deploy rational, intuitive, or collaborative approaches as situational demands dictate. For scholars, this study contributes to the bibliometric and HRM literatures by providing the first systematic mapping of knowledge production at the intersection of decision-making styles and organizational performance, identifying cross-cultural comparative studies and longitudinal designs as the most underserved research territories. Future research should specifically address the boundary conditions under which each decision-making style is most effective across national and cultural contexts, and should leverage longitudinal panel designs to capture the dynamic interplay between stylistic orientations and firm-level performance trajectories over time.

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