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Evaluation of the Digital Management Literature Through the Bibliometric Analysis Method

Berkant Dulkadir[1], Gülşen Kırpık[2]

Abstract

Digital management analyzes data within businesses based on emerging technologies, ensuring the efficiency and effectiveness of management and organizational activities. This research conducted a bibliometric analysis of all studies on the concept of "digital management," and evaluated the resulting information. In this context, articles containing the keyword "digital management" were examined in the Web of Science database. The search identified 1,389 articles and visualized them using the VOSviewer mapping method A gradual increase and concentration of research has been observed since 2014. Studies were concentrated in China and the US, and were most frequently published in the journal "Leveraging Probabilistic Optimization for Digital Transformation Maturity Evaluation of Construction Enterprises." The most cited article, "Organizing for Innovation in a Digitalized World" (1,263 citations), was analyzed to identify the most frequently studied concepts related to "digital management" to determine the most frequently studied concepts (especially the concept of "digital") and how these studies were grouped. It is anticipated that the study will systematically present the current state of the literature, identify research trends, TDK collaboration networks, and most frequently cited topics, and also guide new research.

Keywords: Bibliometric Analysis, Digital Management, Digital Transformation, Scientific Mapping

JEL Kodları: M100, M150, M190

Bibliyometrik Analiz Yöntemi ile Dijital Yönetim Literatürünün Değerlendirilmesi

Özet

Dijital yönetim, işletmelerdeki verileri gelişen teknolojiler temelinde analiz ederek, yönetim ile örgütsel faaliyetlerin verimli ve etkili olmasını sağlamaktadır. Bu araştırmada, "dijital yönetim" kavramı üzerine yapılan tüm çalışmaların bibliyometrik analizi gerçekleştirilmiş ve ortaya çıkan bilgiler değerlendirilmiştir. Bu kapsamda, Web of Science veri tabanında "dijital yönetim" anahtar kelimesini içeren makaleler incelenmiştir. Taramada, 1389 makale tespit edilmiş ve VOSviewer haritalama yöntemi ile görselleştirilmiştir. Çalışmanın 2014 yılından itibaren kademeli olarak artıp yoğunlaştığı gözlemlenmiştir. Çalışmaların Çin ve ABD'de yoğunlaştığı ve en çok "İnşaat Şirketlerinin Dijital Dönüşüm Olgunluk Değerlendirmesi için Olasılıksal Optimizasyonun Kullanımı (Leveraging Probabilistic Optimization for Digital Transformation Maturity Evaluation of Construction Enterprises)" dergisinde yer aldığı görülmüştür. En çok atıf alan makale, 1263 atıf ile "Dijitalleşmiş Bir Dünyada İnovasyon için Örgütlenme (Organizing for Innovation in a Digitalized World)" makalesidir. Ayrıca, dijital yönetim anahtar kelimesi ile en çok hangi kavramların incelendiği (özellikle "dijital" kavramı) ve bu çalışmaların nasıl gruplandığı araştırılmıştır. Çalışmanın literatürdeki durumu sistematik bir biçimde ortaya koyacağı, araştırmacıların eğilimlerini, TDK iş birliği ağlarını ve en çok atıf alan konuları belirleyeceği ve ayrıca yeni araştırmalara yol göstereceği öngörülmektedir.

Anahtar Kelimeler: Bibliyometrik Analiz, Dijital Yönetim, Dijital Dönüşüm, Bilimsel Haritalama

JEL Kodları: M100, M150, M190

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Introduction

Digitalization has begun to gain importance with the development of computers, computer networks, and internet technologies since the 1960s (Sucu, 2021: 125). With the beginning of the digital economy era, the concept of digital management has become a notable field of study in both academic circles and industry (Han et al., 2024: 1). The basis of digital management lies in the restructuring of science, technology, and economic processes in parallel with technological developments. In this context, digitalization is considered as a dynamic transformation process that deeply affects businesses, business functions, and processes. In this transformation process, businesses need to reexamine their ways of doing business and implement digitalization-based transformation activities, such as designing new business models (Sağlam, 2021: 398). In a digitalized business, digital management practices are adopted and digital systems are structured. These systems are used effectively in various business functions such as digital human resources management, digital marketing, digital accounting, digital logistics management and digital customer relationship management (Sucu, 2021: 125-131).

With the dawn of the digital economy era, digital management has become a research area that has attracted intense interest in both academia and industry, and has emerged as a critical component in modern businesses (Han et al., 2024: 1). While digital transformation increases the operational efficiency, decision-making processes, and accountability mechanisms of businesses, it also brings with it new challenges in terms of auditing and compliance. In this context, the support of business managers for digital management processes is of great importance for businesses to adapt to rapid technological developments. This is because, thanks to digital management support, businesses can optimize their management processes and develop effective and efficient strategies against rapidly changing environmental conditions. Moreover, the effective implementation of digital management support gives businesses greater flexibility and increases their competitiveness. Through the effective use of digital tools, organizations can respond more quickly to market changes and customer needs; this provides them with a significant competitive advantage (Kovtunenko et al., 2024: 50; Rasyad & Mawardah, 2024: 367-368; Mugurusi et al., 2021: 1; Sucu, 2021: 6).

When the literature on the subject is examined, it is seen that the interest in the concepts of digitalization, digital management, and digital transformation is at a very high level. For example, research on digital strategy has shown exponential growth from 2005 to 2022 (Cruz-Martínez et al., 2024: 1). In this study, it is aimed to analyze the digital management literature bibliometrically. Bibliometric analysis provides a systematic approach to measure and visualize the development of research trends, key authors, and thematic areas in the field. When the studies including bibliometric analyses analyzes on digitalization are examined, it is seen that digitalization (Cobelli & Blasioli, 2023: 299; Özoğul Balyalı & Akgiş İlhan, 2023: 117), digital transformation (Baysal, 2023: 33; Chawla & Goyal, 2022: 1069; Özispa & Akdaş, 2019: 60), digital technology (Sikandar et al., 2022: 34; Yeung et al., 2022: 1), digital strategy (Cruz-Martínez et al., 2024: 1), digital leadership (Yıldırım & Gemici, 2025: 37; Erer et al., 2023: 1;

Güler, 2023: 1; Tigre et al., 2023: 40), digital marketing (Acar & Orman, 2025: 48; Saheb et al., 2021: 1; Erkan, 2020: 149; Zeren & Kaya, 2020: 35), digital supply chain (Baştuğ & Kayhan, 2023: 453; Gagliardi et al., 2023: 612; Akandere & Hakses, 2021: 2417), digital human resources management (Çoban Kumbalı, 2024: 621; Alkahlout, 2023: 783), digital maturity (Demirel et al., 2024: 102; Ozyasar & Bakan, 2024: 1329), digital innovation (Cheng et al., 2023: 1; Zhang et al., 2017: 95), digital literacy (Çetin, 2022: 111), digital sustainability (Gültekin & Korkmaz, 2024: 248) and digital management in sports (Xu et al., 2024: 1) have been reached. As can be seen, a large number of studies on digital and can be identified with the bibliometric analysis method. However, although the concept of digital management has inevitably come to the fore in recent years, studies on the concept using bibliometric analysis are limited. In fact, the concept of digital governance can indeed be studied through bibliometric analysis, as evidenced by various research efforts using this methodology to explore different aspects of digital governance. However, only one bibliometric analysis study on digital governance has been found in the field of sports (Xu et al., 2024: 1).

As can be seen, many studies on digital and digitalization are accessed through bibliometric analysis. However, although the concept of digital governance has inevitably come to the fore in recent years, studies on the concept using bibliometric analysis are limited. In fact, the concept of digital governance can be examined through bibliometric analysis, as evidenced by various research efforts that use this methodology to explore different aspects of digital governance. However, only one bibliometric analysis study on digital governance in the field of sports has been found (Xu et al., 2024: 1). In theory and in terms of practice, the evolving concept of digital governance has gained more importance in recent years. Therefore, the need to systematically analyze the literature on the concept of digital governance has emerged. In this sense, bibliometric analysis is important as a field of literature in terms of revealing the development process, pioneering research, and influential authors on the subject.

Despite numerous studies in the fields of digital marketing, digital transformation, and digital engineering, the literature lacks a comprehensive study that directly and holistically addresses the concept of digital management. Studies focusing on digital management are scarce. Furthermore, the vast majority of existing studies focus on technical disciplines such as engineering and environmental sciences, while research addressing digital management in the social sciences is quite limited. In this context, this study, which aims to reveal the place of the concept of digital management in the social sciences literature, fills a significant gap in the literature. The absence of any bibliometric analysis on digital management in the literature makes this research both original and a significant contribution to the literature. The primary objective of this study is to systematically analyze the scattered studies in the field of digital management and clarify the conceptual framework. Bibliometric studies typically utilize tools such as VOSViewer and CiteSpace to analyze co-citation networks, collaboration patterns, and keyword occurrences, providing insights into the structure of the field (Cruz-Martínez et al., 2024: 1; Xu et al., 2024: 1). Based on this, this study will examine the themes that the digital governance literature has focused on over the years, the evolution of these themes, prominent research trends, keyword analyses, citation networks, and collaboration maps using bibliometric methods.

1. The Concept of Digital Management and Its Importance For Businesses Discussion

When various definitions of digital management are examined, it is seen that this concept stands out as a modern management approach based on the digitalization of business processes and the effective use of information resources (Седіков et al., 2024: 30). Digital management refers to the transformation of operational models, increased transparency, risk reduction, and improvement of decision-making processes through the integration of digital technologies into business management processes (Havrylets et al., 2025: 26). In this context, digital management is defined as an integrated system consisting of digital tools, processes, and strategies that facilitates the transition of management systems to a continuous and stable working order. This system contributes to increasing economic efficiency and strengthening accountability to stakeholders-customers, business partners, and society (Tiahunova & Kruchak, 2024: 87). Furthermore, the integration of digital technologies such as artificial intelligence (AI), the Internet of Things (IoT), and automation into operational management processes increases efficiency, encourages innovation, and supports the competitiveness of businesses in rapidly changing market conditions (Priyatna, 2024: 2653). Management information systems (MIS) and data analytics applications, on the other hand, support strategic decision-making processes, enabling businesses to respond quickly to market dynamics (Rasyad & Mawardah, 2024: 367).

Digital management is essential for businesses in today's rapidly evolving technological environment. It increases operational efficiency, decision-making, and customer engagement while encouraging innovation and collaboration. Integration of digital tools not only streamlines processes, but also positions companies to effectively adapt to market changes. In today's fast-paced and competitive market, effective corporate governance of digital management technologies is essential. These technologies are not just tools; they are vital assets that help organizations manage their operations more efficiently (Sokolov & Kaplun, 2024: 78). There are key points that highlight the importance of digital management.

Digital management facilitates automation and optimization of management processes, leading to increased economic efficiency (Tiahunova & Kruchak, 2024: 87). Technologies such as data analytics, IoT, and AI are crucial for increasing flexibility and competitiveness in enterprises (Kovtunenko et al., 2024: 50; Rasyad & Mawardah, 2024: 367-368; Tiahunova & Kruchak, 2024: 87). Integration of digital management technologies helps improve risk management and compliance, which are critical aspects of corporate governance (Sokolov & Kaplun, 2024: 78).

Implementation of digital solutions requires careful consideration of control mechanisms to ensure financial stability and compliance with ethical standards (Havrylets et al., 2025: 26). Establishment of standardized management protocols is essential to reduce risks associated with the misuse of digital technology (Han et al., 2024: 1). Digital management can serve as a platform for sustainable development by using various digital analytical and predictive tools. These tools help management to predict and adapt to changes in the external environment, which is crucial for maintaining operational stability (Tiahunova & Kruchak, 2024: 87). Organizations should adopt new technologies, including information technology (IT) and

management information systems (MIS), to increase operational efficiency and innovation (Lazarov, 2024: 367; Rasyad & Mawardah, 2024: 367).

Customer relationship management (CRM) systems help businesses understand customer preferences, enabling customized products and services (Sokolov & Kaplun, 2024: 78). In the study conducted by Hussein & Nabil (2024: 225), it is stated that digital management will provide effective leadership and employee empowerment. It is also emphasized that digital management focuses on adapting organizational structures to digital methods, aligning them with goals, and focusing on skill development and continuous education.

2. Literature Review

Digital management, in a technological sense, is increasingly taking place in the literature today. Some studies conducted with the concept of digital management are as follows: In the study conducted by Kovtunenko et al. (2024: 54-55), it was concluded that the integration of various digital technologies, such as data analytics, the Internet of Things (IoT), artificial intelligence and machine learning, can significantly increase the operational efficiency of businesses. It was emphasized that these technologies help to streamline processes and improve decision-making. The concept of digital governance became academically evident in the late 1990s and early 2000s with the widespread use of information and communication technologies. Historically, this concept has shifted from simple electronic service delivery to a multidimensional structure in which complex technologies such as artificial intelligence, big data, and blockchain are integrated, and in this process, sub-conceptual structures such as smart cities, digital governance, and data-driven decision-making have emerged. While existing studies can generally be classified under thematic headings such as technological infrastructure, service delivery, policy development, and socio-economic impacts, new sub-divisions such as digital inequality, cybersecurity, and ethical discussions have come to the fore in recent years. Bibliometric analyses reveal the dynamic and multi-layered nature of digital governance literature by showing how academic interest in this field has diversified over time and which concepts have come to the fore.

In the literature, digital management (Седіков et al., 2024: 30) is considered as a modern trend in corporate development. In the study by Седіков et al. (2024: 30), the main aspects and difficulties of digital management, such as automation, digitalization, and the need for specialized competence to create effective software shells for business management, were highlighted. In addition, in this study, difficulties related to digital management, such as insufficient automation, lack of qualified specialists, and complex algorithm changes, were mentioned, and the need for a unified system in the digitalization of business processes was also emphasized.

Sharipov and Dyakonova (2022: 138) analyzed the development of the digital economy. The changes and consequences of the rapidly developing digital economy on the national economy were investigated from a managerial point of view. Digitalization not only brings enormous benefits to economic development, but also risks. The role of the state in improving the business ecosystem in the digital economy is increasing as a result of digital transformation. Many aspects of digital management in the modern economy are addressed. These include: the creation of a methodology system for measuring and evaluating digital transformation, the disclosure of the value of a digital platform and the creation of a control mechanism with multiple joint management, the promotion of digital innovation, the study of regulatory

methods compatible with the development of new business formats, the improvement of laws and regulations, the creation of a legal digital economy management system, the use of the potential of big data to increase the level of digital governance, the strengthening of international exchange and cooperation, the creation of a common international digital economy management system.

In the study conducted by Han et al. (2024: 1), 1303 articles between 2000-2022 were analyzed and digital management in businesses were examined, and future research directions on misuse of digital technology and corporate performance were evaluated using the IPO Panoramic Research Framework Model. The study emphasized the transformative potential of digital management support in increasing corporate efficiency, flexibility and competitiveness. In addition, the importance of ethical issues in the adoption of new technologies was mentioned.

In the study conducted by Kovtunenko et al. (2024: 50), digital management support in modern enterprises was examined. In order to increase efficiency, flexibility and competitiveness, concepts and approaches for optimizing management processes with digital technologies such as data analytics, IoT, artificial intelligence and machine learning were mentioned.

The study conducted by Tiahunova & Kruchak (2024: 87) mentions the importance of digital management in increasing the operational efficiency and sustainability of businesses, especially in challenging times. The study emphasizes the need for businesses to adopt digital solutions in order to be successful in a rapidly changing environment.

In the study conducted by Lazarov (2024: 367), it is mentioned that digital transformation brings significant changes to organizations and new management strategies required to adapt to these changes. According to Lazarov (2024: 367), digital transformation is not only about technology, but also fundamentally changes the way organizations work and compete. This transformation can create new competitive advantages, but it also requires organizations to rethink their management and strategic approaches. Most of the current research on digital transformation tends to focus on aspects such as technological adoption, innovation and value creation. Organizations should adopt different strategies for digital transformation. Factors such as the size of the organization, level of internationalization, research and development expenses, engaging in foreign direct investment, level of financial performance, wages and salaries, technological investment, resource-based view, knowledge-based view and using established organizational theories can differentiate the organization's digital transformation strategies (Cazoni et al., 2024: 3387; Lazarov, 2024: 367).

Digital management means integrating digital technologies into business management processes, transforming operational models, and improving decision-making processes. Organizations emphasize the importance of digital tools in improving efficiency, transparency, and risk management. As businesses adapt to the digital environment, they face both opportunities and challenges, which requires a careful approach to control and monitor operations (Havrylets et al., 2025: 27). When the study conducted by Sokolov & Kaplun (2024: 78) is examined, it is understood that digital management technologies have a transformative role in increasing productivity, decision-making, collaboration, customer experience, and risk management in businesses.

Digital bibliometric analysis of digital management allows the identification of research trends, topical concentration, and most cited studies in this field, thus indicating which areas are prioritized by policymakers. This allows academic studies, universities, and other research institutions to develop different policies related to digital transformation. Institutions that provide financial funding can increase scientific productivity by conducting measurement and evaluation, focusing on strategically important issues, and maintaining a strategic focus. By monitoring digitalization, managers can make appropriate investment decisions for innovative applications and infrastructure. As can be seen from the studies above, while digital governance offers significant benefits, it also presents challenges, particularly in ensuring that organisations have the expertise and resources required to implement and maintain these systems effectively. This complexity can sometimes lead to resistance or slow adoption within businesses.

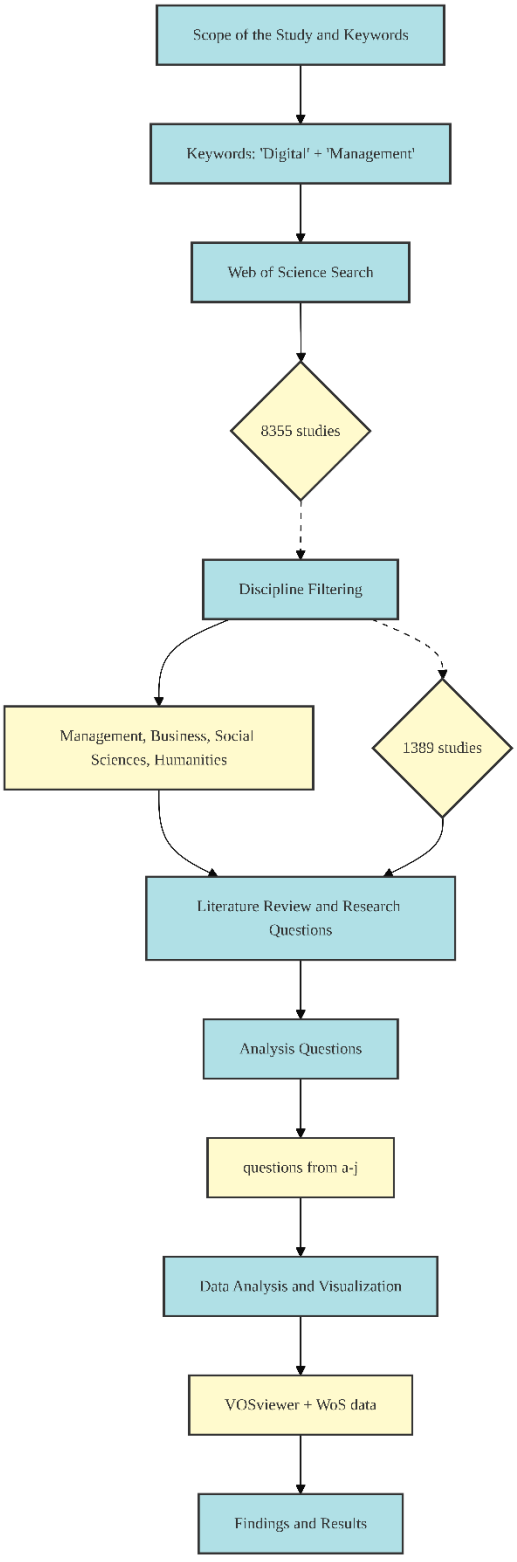
3. Research Findings

In this section, comprehensive information is provided about the purpose of bibliometric analysis of digital management literature, its importance, the method of obtaining data, the method of data analysis, and the findings.

3.1. Purpose and Importance

Within the scope of the research, a bibliometric analysis of the literature was conducted in order to reveal the current situation, develop it, and guide future research on the concept of digital management. Publications containing the keywords “digital” and “management” were scanned in the Web of Science (WoS) database, and it was determined that a total of 8355 studies were prepared between the years 1986-2024. Although studies containing the keywords “digital” and “management” found their place in many fields, especially due to technological developments, in this study, only studies conducted in the fields of management and organization were used, in accordance with the researcher's field. When filtered according to these fields, the number of studies was determined as 1389. The 1389 studies obtained were evaluated with the bibliometric analysis method, and the study findings were obtained. It was aimed to contribute to the literature through recommendations derived from evaluating the findings

Figure 1: Data determination process of bibliometric analysis of digital management



Source: Created by the author

Figure 1 shows the flow chart of the research titled "Bibliometric Analysis of Digital Management". First, in the search conducted in Web of Science, 8355 studies were found, and after applying the discipline filter, the study continued with 1389 studies. Afterwards, the

analysis questions were determined, data analysis was performed using VOSviewer and WoS data, and the findings were stated.

3.2. Method

In this study conducted to examine the studies related to the concept of digital management, bibliometric analysis and scientific mapping methods were used. Bibliometric analysis is a content analysis study that aims to provide frequency and citation analysis of articles by using various criteria such as studies, methods, and references that are the subject of the research (Acar, 2023: 1153). Scientific mapping, which is one of the bibliometric analysis methods, can be defined as the processing of data sets belonging to publication information obtained from various databases, the creation of networks, and their interpretation by an expert in the field (Kıdak, Demir and Özdemir, 2017: 44). The data used in the study were collected from the "Web of Science (WoS)" database. The reason for choosing this database is that it includes journals with high impact factors and provides convenience in bibliometric analysis studies by offering comprehensive content.. The study was conducted solely on the WoS database because it has a high impact factor and is a reliable source because it indexes the best journals. Scopus, while offering a broader journal base, is not as effective as WoS. Google Scholar, on the other hand, contains limited information because it only provides literature. In this sense, WoS meets certain scientific quality standards. Bibliometric analysis of digital management provides guidance for academic studies and strategic planning by revealing research trends, conceptual developments, and collaboration networks in the field. It also provides data-based insights in shaping digital transformation policies and determining institutional innovation strategies. The study is based on the concept of digital management in the literature, and only publications containing the keywords "digital" and "management" were examined. Although 8355 studies were identified by using the keywords digital and management together, it was aimed to customize the study to the field of social sciences and to highlight the studies that addressed the concept of digital management in the field of social sciences. In this way, it was planned to provide clearer information to researchers in the field of social sciences. In addition, in order to evaluate the concept at the level of social sciences, only academic studies within the scope of management, business, social sciences (interdisciplinary) and multidisciplinary humanities were considered. As a result of the specified scan, 1389 studies published between 1997 and 2024 (both years included) were reached. Although the "Web of Science" database contains information on all studies from 1972 to the present, as a result of the filtering, it was determined that the first study in the field of social sciences was conducted in 1997.

Recently, especially in the field of social sciences, the evaluation and visualization of scientific studies with social network analysis has been widely used. The leading application used for this purpose, VOSviewer, reveals authors, their connections, citations and bibliographic matches. The basis of VOSviewer is based on the principle of creating and visualizing bibliometric networks (Mardiastuti et al., 2021: 1). While 1389 academic studies were examined with bibliometric analysis, the following questions were sought:

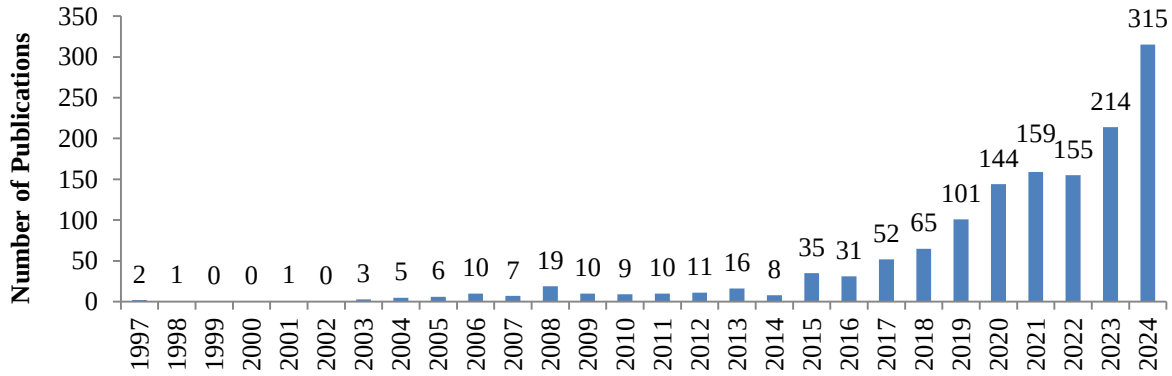
1. What is the trend of the concept of digital management in its historical development process?

2. In which disciplines has the concept of digital management been used?"
3. What types of publications have been made about the concept of digital management
4. In which countries has the concept been addressed and with what intensity?
5. How do citations change over the years and the number of publications?
6. Which publications are cited the most?
7. What is the relationship between authors citing each other in relation to the concept?
8. In which journals are articles about the concept concentrated?
9. What is the conceptual relationship between the keywords in studies related to the concept?
10. What is the current situation at the national level regarding the concept?

3.3. Findings and Discussion

Within the scope of the research, publications containing the keywords “digital” and “management” were scanned in the WoS database, and as a result of the scan, 8355 studies were identified. When the identified studies were filtered as those conducted in the fields of management, business, social sciences (interdisciplinary), and multidisciplinary humanities, 1389 studies were reached, and the bibliometric analysis was performed on these 1389 studies. The primary reason for selecting only business and management topics from Web of Science in this study is to target only relevant literature. This will further strengthen the scope of the study. This will make it easier to access other influential sources within the study's category. Unnecessary and non-contributory information will be reduced, and the quality of field-specific studies will be enhanced. Although the Web of Science database includes publications from 1975 to the present, no study containing the keywords “digital” and “management” was found in the database until 1997. The distribution of the number of publications by year is given in Figure. In the graph of the distribution of the number of publications by year, it is seen that the number of studies, which showed an irregular and small increasing trend until 2015, started to increase after this date. Although the number of studies in many academic fields decreased between 2020 and 2022, known as the pandemic period, studies on digital management continued to increase. This differentiation reveals that digital management was not affected much during the pandemic period. The highest number of studies was conducted in 2024 with 315. The graph shows that the concept of digital management has started to take place more in the literature in recent years and is becoming more popular. Although there were 28 publications in 2025 as of mid-February, 2025 was not included in the study. When linearly proportioned, it is evaluated that the concept will continue to be popular and will be the subject of research in 2025 in a similar number to previous years.

Figure 2: Distribution of Publication Numbers by Year



Source: Created by the author

The scanning of studies on the concept of digital management was conducted in the field of social sciences, where the concept originates from. The data show that for a significant portion of the studies, more than one discipline was defined at the same time. It was determined that a total of 15,773 definitions were made in 200 different disciplines for 2,551 academic studies for the concepts of "digital" and "management". When the 4 disciplines within the scope of social sciences were filtered, it was determined that 1,389 studies were found and a total of 1,717 definitions were made for these studies. This data shows that although digital management is studied in many disciplines, it is predominantly addressed within the social sciences. Because, 10.88% of all definitions were made in 4 disciplines, which is 2% of the total number of disciplines. Table 1 shows the 4 different disciplines that emerged as a result of the scanning and the number of definitions made for these disciplines.

Table 1: Disciplines in which Articles Were Published

Discipline	**Number of Publication Identifications**
Management	862
Business Administration	646
Social Sciences (Interdisciplinary)	139
Multidisciplinary Humanities	70
Total	**1717**

Source: Created by the author

In the classification of 1389 publications determined to be made in social science disciplines within the scope of the study, it is seen that articles have an important place. The reason why the total number of publications is more than 1389 is that some publications are published with more than one publication type. Although all types are included in Table 2 for studies published in more than one type, in other evaluations only the main publication is included in the analysis and the validity of the data is ensured. When the number of publications given in Table 2 is examined, it is seen that the first place is articles with 900 and the second place is papers with 330. Studies made in these two publication types constitute 88.47% of the total publications.

Table 2: Publication Types and Publication Numbers

Publication Type	**Publication Number**
Article	997
Paper	330
Early Access	76
Review	60
Book Chapter	25
Editorial Document	12
Total	**1500**

Source: Created by the author

Table 3 shows the distribution of publication numbers by country. According to the table, it is seen that 1389 articles on the concept of digital management were conducted in 101 different countries. This data shows that digital management is a concept that is addressed on a global scale and attracts the attention of scientists around the world. According to the number of articles, the first 3 countries that contribute the most to the literature are China with 157 articles, the USA with 154 articles, and Russia with 136 studies. Turkey is in 34th place with

14 studies. Nevertheless, since the creation of the database is carried out with objective rules, correct information about the ranking can be obtained proportionally.

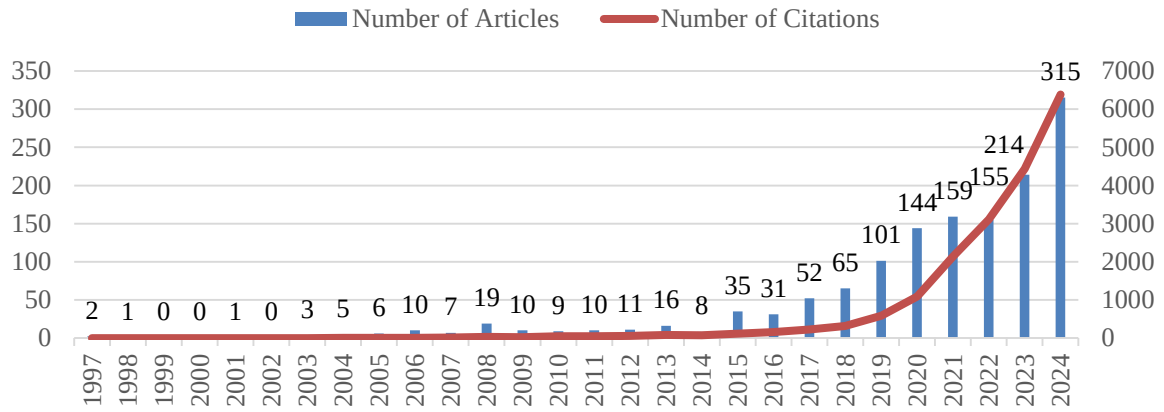
Table 3: Distribution of Publication Numbers by Country

Country	Number of Publications	Country	Number of Publications	Country	Number of Publications	Country	Number of Publications
China	157	Czech Republic	20	Singapore	7		
USA	154	Taiwan	20	Wales	7	Bosnia Herzegovina	
Russia	136	Vietnam	19	Bulgaria	5	Ghana	
Germany	129	Saudi Arabia	17	Egypt	5	Hungary	
Italy	122	Greece	16	Israel	5	Iraq	2 (Total 18 pieces)
England	110	South Korea	16	Jordan	5	Kuwait	
France	64	Austria	15	Tunisia	5	Nigeria	
Brazil	56	Pakistan	14	Argentina	4	Qatar	
India	55	Türkiye	14	Bahrain	4	Uzbekistan	
Spain	49	Slovakia	13	Ecuador	4	Zimbabwe	
Finland	45	Scotland	12	Estonia	4	Armenia	
Romania	43	Cyprus	11	Kazakhstan	4	Belarus	
Canada	42	Thailand	11	Latvia	4	Ethiopia	
Australia	36	Colombia	10	Lebanon	4	Fiji	
Indonesia	35	Ireland	10	Oman	4	Georgia	
Netherlands	35	Belgium	9	Peru	4	Hong Kong	
Poland	33	Croatia	9	Albania	3	Kosovo	
Sweden	33	Lithuania	9	Azerbaijan	3	Kyrgyzstan	
Switzerland	30	United Arab Emirates	9	Brunei	3	Liechtenstein	
Malaysia	28	Iran	8	Chile	3	Macedonia	1 (Total 19 pieces)
Portugal	28	Japan	8	Luxembourg	3	Malta	
Norway	25	Morocco	8	Northern Ireland	3	Mauritius	
South Africa	22	New Zealand	8	Slovenia	3	Monaco	
Denmark	21	Serbia	8			Montenegro	
Ukraine	21	Mexico	7			North Macedonia	
						Sudan	
						Tajikistan	
						Tanzania	
						Yemen	

Source: Created by the author

When Figure 3, which shows the status of citations to publications obtained from the WoS database on a yearly basis, is analyzed, it is seen that the number of citations, which progressed horizontally and in small numbers until 2015, continued to increase after this date, and this increase is continuous. The 1389 articles examined within the scope of the research were cited 19621 times in 15740 different publications. When the publications of researchers who cited their own work were excluded, it was concluded that 18925 citations were made in 15358 publications. The highest number of citations was made in the last 3 years. The number of citations in the last three years was 6484 in 2024, 4434 in 2023, and 3108 in 2022. This data shows that 70.97% of the total citations were made in the last three years, and the importance of the concept is increasing day by day.

Figure 3: Annual Analysis of Citations



Source: Created by the author

According to the number of citations, the first 15 studies are shown in Table 4, including their publication year, average annual citation number, number of citations between 1997-2017, number of citations for the last 7 years, and total number of citations. When the cited studies are analyzed according to their authors, it is seen that the study titled "Organizing for Innovation in the Digitized World" published by Yoo, Youngjin, and their colleagues in 2012 ranks first with 1263 citations. In addition, it is seen that most of the citations are from 2018 and later, parallel to the number of new publications. The reason why some publications have been cited in the year immediately before their publication is the preprint publishing process, which is frequently used abroad.

Table 4: Analysis of publications according to citation numbers

Number	Author(s)	Publication Year	Publication Year Annual Average	1997-2017	2018	2019	2020	2021	2022	2023	2024	Total
1	Yoo, Youngjin; Boland, Richard J., Jr.; Lyytinen, Kalle; Majchrzak, Ann	2012	92	166	68	99	128	197	155	228	222	1263
2	Warner, Karl S. R.; Waeger, Maximilian	2019	170,29	0	0	3	50	144	196	341	404	1138
3	Horvath, Dora; Szabo, Roland Zs.	2019	93	0	0	3	48	118	158	150	159	636
4	Kumar, Ashish; Bezawada, Ram; Rishika, Rishika; Janakiraman, Ramkumar; Kannan, P. K.	2016	57,9	37	36	72	84	106	66	76	93	570
5	Kache, Florian; Seuring, Stefan	2017	52	6	21	46	69	95	79	72	75	463
6	Kohtamaki, Marko; Parida, Vinit; Patel, Pankaj C.; Gebauer, Heiko	2020	64,67	0	0	0	19	53	70	111	127	380
7	Appio, Francesco Paolo; Frattini, Federico; Petruzzelli, Antonio Messeni; Neirotti, Paolo	2021	61,2	0	0	0	0	12	47	121	115	295
8	Di Vaio, Assunta; Palladino, Rosa; Pezzi, Alberto; Kalisz, David E.	2021	48,8	0	0	0	2	23	48	70	90	233
9	Swaminathan, Vanitha; Sorescu, Alina; Steenkamp, Jan-Benedict E. M.; O'Guinn, Thomas Clayton Gibson; Schmitt, Bernd	2020	37,33	0	0	0	10	47	54	46	58	215
10	Lokuge, Sachithra; Sedera, Darshana; Grover, Varun; Xu, Dongming	2019	30,71	0	0	4	19	31	40	47	68	209

Table 4 (continued): Analysis of publications according to citation numbers

11	Manesh, Mohammad Fakhar; Pellegrini, Massimiliano Matteo; Marzi, Giacomo; Dabic, Marina	2021	42,4	0	0	0	12	32	51	54	60	209
12	Baiyere, Abayomi; Salmela, Hannu; Tapanainen, Tommi	2020	34,17	0	0	0	6	25	35	57	77	200
13	Yang, Miying; Fu, Mingtao; Zhang, Zihan	2021	39,2	0	0	0	0	5	28	56	93	182
14	Attaran, Mohsen	2020	28,17	0	0	0	1	19	32	48	61	161
15	Qian, Xiaoning (Alice); Papadonikolaki, Eleni	2021	25,17	0	0	0	3	29	33	38	46	149

Source: Created by the author

Although a holistic data can be obtained for publications other than the first 15 out of 1104 publications used in the research, it will be more understandable to interpret them by grouping. In this context, 16 publications were cited between 101-148, 55 publications between 51-100, 217 publications between 11-50 and 588 publications between 1-10. 498 publications were not cited at all.

In the association of cited publications, it was determined that the number of authors with 2 or more publications and at least 20 citations was 96. The visualization of the citation relationship of these authors with each other is given in Figure 4. According to the visual, it was determined that there was no dominant citation relationship among the authors, instead, there was a small number of clusters with 3 or more authors in terms of citation to each other. When the general situation is considered, it is seen that the authors generally refer to their own publications in groups of two or only to their own publications. It can be said that this situation shows that there is a lot of diversity in digital management. Because Figures 4 and 5 were taken using VOSviewer, the point sizes may vary depending on their significance. Because the image was taken directly from VOSviewer and transferred to the study, no changes can be made to the image

Figure 4: Citing Relationship of Authors Cited More Than 20 Times



Source: Created by the author

Due to the generality of the articles and their higher number compared to other types of publications, the publication unit was considered as an article. When the journals in which the articles were published were examined, it was seen that there was no concentration on a journal. It was determined that 997 articles included in the scope of the research were published in 200 different journals. The highest number of articles was published in the journal named "Cogent Business Management" with 42 articles. The 12 journals in which 10 or more articles were published are given in Table 5.

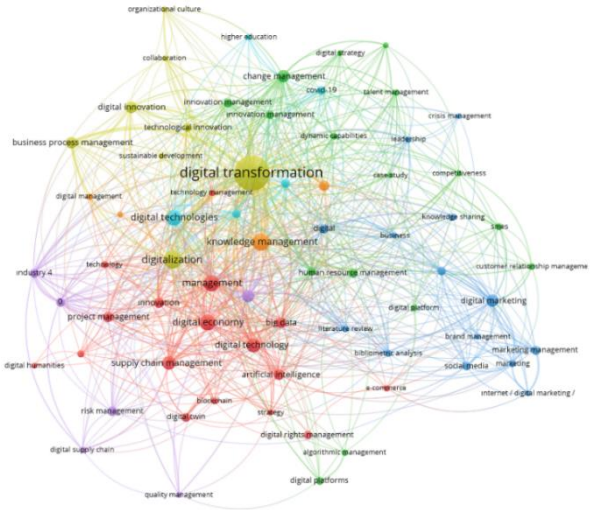
Table 5: List of Publication Numbers by Journals

Order	Journal Name	Number of Publications
1	Cogent Business Management	42
2	IEEE Transactions on Engineering Management	35
3	Technological Forecasting and Social Change	27
4	Business Process Management Journal	19
5	European Journal of Innovation Management	18
6	Quality Access To Success	14
7	Studies In Systems Decision and Control	13
8	Socio Economic Systems	12
9	Systems	11
10	Human Systems Management	10
11	Journal of Knowledge Management	10
12	Journal of Manufacturıng Technology Management	10

Source: Created by the author

According to the related concept mapping, a total of 4711 keywords, including the keywords "digital" and "management", were used in 1389 studies. Due to the large number, when keywords with a repetition number of 10 or more were taken for a more understandable analysis, the number of keywords was reduced to 70. In this context, it was determined that the most used keywords in the studies containing "digital" and "management" were digital transformation, digitalization, information management, management, digital economy, digital technologies, change management, supply chain management, industry 4.0 and digital technology. The relationship concept map of the keywords is given in Figure 5.

Figure 5: Keyword Relationship Network



Source: Created by the author

As a result of the evaluation of the data obtained from WoS, it was determined that there were 14 studies belonging to researchers in Turkey. The author names, full publication names, number of citations, year of publication and discipline of these studies are given in Table 6, sorted from newest to oldest, according to the year of publication.

Table 5: Analysis of Studies Conducted from Turkey

Author(s)	Publication Name	Number of Citations	Publication Year	Discipline
Chen, ZS; Wang, ZR; Wang, XJ; Skibniewski, MJ; Gupta, BB; Deveci, M	Leveraging Probabilistic Optimization for Digital Transformation Maturity Evaluation of Construction Enterprises	13	2024	Business Administration; Management
Yilmaz, DI; Artan, D	An Occupational Safety Risk Management System for Coastal Construction Projects	3	2024	Business Administration; Management
Çalli, BA; Özsahin, M; Coskun, E; Arik, AR	Do Generative Leadership and Digital Literacy of Executive Management Help Flourishing Micro and Small Business Digital Maturity?	8	2022	Management
Kayabay, K; Gökalp, MO; Gökalp, E; Eren, PE; Koçyigit, A	Data science roadmapping: An architectural framework for facilitating transformation towards a data-driven organization	13	2022	Business Administration
Arsal, RE; Durdu, HT; Tongarlak, MH	Organizational Enablers of Data-Driven Digital Transformation: A Case Study from Banking Industry	3	2022	Management
Yildirim, N; Siyahi, BT; Özbek, O; Ahioglu, I; Kahya, AS	A Combined Multi-Criteria Decision-Making Framework for Process-Based Digitalisation Opportunity and Priority Assessment (DOPA)	0	2022	Business Administration
Çalli, BA; Coskun, E	A Longitudinal Systematic Review of Credit Risk Assessment and Credit Default Predictors	13	2021	Social Sciences (Interdisciplinary)
Öztay, ET	The Relatıonship Between Awareness and Behavioural Change In The Context Of The Issue Of Violence Against Women From The Perspective Of Digital Public Relations and Online Events	0	2021	Social Sciences (Interdisciplinary)
Vardarlier, P; Ozsahin, M	Digital Transformation of Human Resource Management: Social Media's Performance Effect	24	2021	Management
Büyüközkan, G; Göçer, F	A Novel Approach Integrating AHP and COPRAS Under Pythagorean Fuzzy Sets for Digital Supply Chain Partner Selection	67	2021	Business Administration; Management
Kose, I; Guner, S; Isguzerer, B; Sisli, ME	A Case Study of the Extended Interactive Innovation Management Model in Insurance Company	3	2018	Business Administration, Social Sciences (Interdisciplinary)
Akcil, U; Altinay, Z; Altinay, F	Assessing the Effects of Managers in the Digital Age on the Management Process of Digital Citizenship Roles	16	2016	Social Sciences (Interdisciplinary)
Suerdem, A; Oztaysi, B	Interdisciplinary Collaboration Of Engineers And Social Researchers To Face Societal Challenges: Designing An E-Recruitment System For Disadvantaged Groups	4	2015	Business Administration
Seker, SE; Eryarsoy, E	Generating Digital Reputation Index: A Case Study	4	2015	Business Administration

Source: Created by the author

Conclusion and Recommendations

Digital management defines the management activities that businesses implement based on scientific technologies. Therefore, in order to increase the contribution of the concept of "digital management" to the literature by analyzing it in detail, conducting a bibliometric analysis will be beneficial. Bibliometric analysis shows the distribution and trends of studies in terms of all countries, publications, years, and authors related to any study. The bibliometric analysis of the concept of digital management was conducted using the Web of Science database. The identified articles were visualized with tables and graphs depending on countries, fields, citation numbers, years, authors, journals, and national publications. According to the research results, it was determined that the concept of "digital management" attracted attention and has been included in studies. When the distribution of the number of publications by year is examined, it is seen that the number of publications started to increase with 35 articles in 2015, and this figure was 315 articles in 2024. The rapid increase in the number of publications shows that the concept of "digital management" is important in businesses. It has been determined that the discipline with the most studies is the concept of "Management". It has been observed the scientific studies are mostly in the form of articles, numbering 997, and the highest number of articles were published in China, the USA and Russia, respectively. The fact that the number of publications is in the mentioned countries shows that the concept of "digital management" is important in developed countries and that the subject is sensitive. According to Web of Science data, it is seen in Figure 2 that the number of citations has increased rapidly since 2015. In terms of the citation status of the authors, it is seen that the study published in 2012 by the authors named "Yoo, Youngjin; Boland, Richard J., Jr.; Lyytinen, Kalle; Majchrzak, Ann" is the most cited study. When the number of publications is examined according to the journals, 42 studies were conducted on "digital management" in the journal named "Cogent Business Management". In the studies on "digital management" conducted in our country, it is seen that the study named "Leveraging Probabilistic Optimization for Digital Transformation Maturity Evaluation of Construction Enterprises" by the authors named "Chen, ZS; Wang, ZR; Wang, XJ; Skibniewski, MJ; Gupta, BB; Deveci, M" has the highest number of citations in the field of business and management in 2024, with 13 citations.

As stated by Sucu (2021: 131), digitalization has positively impacted business functions, consumers, and stakeholders in terms of efficiency, profitability, and sustainability. However, the human factor will not disappear entirely after digitalization. This perspective is especially supported by Society 5.0, where humans remain the key element in using and developing technology and digital tools. Rasyad & Mawardah (2024: 366) emphasize that digital transformation is crucial for modern business strategies. Organizations must adapt to technological advancements to take full advantage of emerging opportunities. To achieve sustainable growth and foster innovation, they should explore effective digital business management strategies. Information Technology (IT) and Management Information Systems (MIS) play a vital role in this process. Effective use of data enables companies to make informed decisions and shape their strategies. To respond swiftly to market shifts, organizations need to be flexible and adaptable. Continuous innovation is essential to remain competitive and relevant. Collaborating with external parties, such as startups and academic institutions, is vital for driving innovation and optimizing resources. Evidence indicates that organizations

implementing these strategies can boost operational efficiency, adapt to market dynamics, and gain a competitive edge.As can be understood from the studies in the literature, digital transformation is very important in the management of businesses in the context of sustainability (Gültekin & Korkmaz, 2024: 248; Tiahunova & Kruchak, 2024: 87; Rasyad & Mawardah, 2024: 366; Sucu, 2021: 26). With the digital transformation, the administrative processes of businesses have also become digital, and management processes have started to operate faster, more effectively, and more efficiently. As emphasized by Cazoni et al. (2024: 3396), Khaliev et al. (2024: 55) and Sharipov & Dyakonova (2022: 138), digital management is very important for businesses that aim to successfully implement their strategies, and it is necessary to create supportive legal and regulatory environments to facilitate digital transformation in businesses and ensure sustainable growth. Today, information technologies have become indispensable. With the study, the concept of "digital management" has been outlined in general terms bibliometrically and an attempt has been made to guide all future studies. The research is limited to articles related to the concept of "digital management" in the Web of Science database. In future studies on digital management, analyses can be made using other databases. With these studies, serious contributions can be made to the literature in our age of information technology. While bibliometric analysis provides valuable information about digital management, it is essential to recognize its limitations, such as potential biases in publication sources and the need for qualitative assessments to complement quantitative findings. This dual approach can increase understanding of the complexities of digital management.

Other authors reviewing the literature have found that digital management significantly increases technological efficiency, streamlines business processes, provides competitive advantage, and supports sustainability through methods such as machine learning. It also facilitates organizational activities and optimizes management processes. Beyond digitizing processes, digital management brings multidimensional impacts including organizational transformation, leadership, ethics, security, and citizen participation. Leadership understanding has evolved, with data-based decision support systems shaping managerial choices; decisions now rely more on analytics than personal experience, requiring technology literacy for managers.

Bibliometric studies not only show publication and citation counts but also offer deeper insights into research trends, knowledge exchange, and strategic planning. When interpreted holistically, they reveal interdisciplinary interactions, guide strategic collaborations, and support the development of academic publication policies. During the pandemic, digital management ensured the continuity of public services and institutional processes through remote work, e-government tools, and data-driven crisis management. This highlighted the strategic necessity of digital infrastructure and the role of digital competence in managerial success. Bibliometric analysis shows that digital management has developed both theoretically and practically, becoming increasingly interdisciplinary over time. Future research could explore the thematic evolution of concepts like artificial intelligence and algorithmic governance, while also examining theoretical aspects of digital ethics, data security, and transparency.

Genişletilmiş Özet

Çalışma, dijital yönetim kavramı üzerine yapılan çalışmaları bibliyometrik analiz yöntemiyle analiz edilmiştir. Web of Science veri tabanında 'dijital yönetim' anahtar kelimesini içeren 1389 makale analiz edilerek, bu alandaki araştırma durumları, iş birliği ağları ve en çok atıf alan çalışmalar belirlenmiştir. Dijital yönetim, işletmelerdeki verileri gelişen teknolojiler doğrultusunda analiz ederek yönetimsel faaliyetlerin verimli olmasını sağlamaya çalışmaktadır. Bu sürece bağlı olarak, işletmelerin tüm iş sistemlerini gözden geçirmesi ve yeni iş uygulamaları tasarlaması gibi dijital tabanlı dönüşüm faaliyetleri yürütmesi uygun olacaktır. Dijital yönetim, operasyonel verimlilik, karar alma faaliyetleri ve müşteri etkileşimin, artırırken, yenilik ve iş birliğini teşvik edecektir. Literatür çalışmalarında dijitalleşme, dijital yönetim ve dijital dönüşüm kavramlarına olan ilginin çok yüksek olduğu kendini belirgin bir şekilde göstermektedir. Ancak dijital yönetim kavramı üzerine bibliyometrik analiz kullanan çalışmalar çok sınırlı olmakla birlikte, bu çalışma ile dijital yönetim literatürünü bibliyometrik olarak analiz etmeyi amaçlayan bir çalışma amaçlanmıştır. Bibliyometrik analiz, araştırma konularının neler olduğunu, anahtar kavramların ve diğer alanların gelişimini ölçmek ve haritalarla görselleştirmek için sistematik bir yaklaşım olarak kendini göstermektedir.

Çalışmada, dijital yönetim kavramıyla ilgili çalışmaları incelemek için bibliyometrik analiz ve bilimsel haritalama tekniği kullanılmıştır. Çalışma için kullanılan veriler ise Web of Science (WoS) veri tabanından toplanılmıştır. Bu veri tabanının seçilmesinin nedeni, yüksek etki faktörlü dergilerin büyük bir kısmını içermesi ve bibliyometrik analiz çalışmalarında kapsamlı içerik sağlayarak analiz kolaylığı sağlamasındandır. Dijital yönetim kavramının literatürdeki yerini incelemek amacıyla, yalnızca 'dijital' ve 'yönetim' anahtar kelimelerini içeren yayınların taranması yoluna gidilmiştir. Bu anahtar kelimelerle birlikte 8355 çalışma tespit edilmiş olsa dahi, çalışma sadece sosyal bilimler alanına özelleştirilerek yalnızca yönetim, işletme, sosyal bilimler ve multidisipliner beşeri bilimler kapsamındaki akademik çalışmalar dikkate alınarak araştırma yapılmıştır. Yapılan tarama neticesinde, 1997 ve 2024 yılları arasında yayınlanmış 1389 çalışma tespit edilmiştir. Web of Science veri tabanı 1975 tarihinden günümüze kadar olan yayınları içermesine rağmen, 'dijital' ve 'yönetim' anahtar kelimelerini içeren bir çalışma 1997 yılına kadar bulunamadığı belirlenmiştir. Yıllara göre yayın sayısının dağılımı incelendiğinde, 2015 yılına kadar düzensiz ve küçük bir artış eğilimi gösteren çalışmaların sayısının bu tarihten sonra artmaya başladığı görülmektedir. Pandemi dönemi olarak bilinen 2020-2022 yılları arasında birçok akademik alandaki çalışma sayısı azalmasına rağmen, dijital yönetim üzerine yapılan çalışmalar artmaya devam etmiştir. En yüksek çalışma sayısı 2024 yılında 315 ile gerçekleştirilmiştir.

Dijital yönetim kavramı üzerine yapılan çalışmaların taranması sosyal bilimler alanında gerçekleştirilmiştir. En çok yayın yapılan disiplinler sırasıyla yönetim (862), işletme yönetimi (646), sosyal bilimler (139) ve multidisipliner beşeri bilimler (70) olarak belirlenmiştir. Çalışma kapsamında belirlenen 1389 yayının sınıflandırılmasında makalelerin önemli bir yer tutmaktadır. En çok yayın türü makale (997) ve bildiri (330) olarak belirlenmiştir. Ülkelere göre yayın sayısının dağılımına bakıldığında, dijital yönetim kavramı üzerine 101 farklı ülkede 1389 makale yürütüldüğü görülmektedir. Bu veri, dijital yönetimin küresel ölçekte ele alınan bir kavram olduğunu göstermektedir. Makale sayısına göre literatüre en çok katkı sağlayan ilk 3

ülke sırasıyla Çin (157 makale), ABD (154 makale) ve Rusya (136 çalışma) olmuştur. Türkiye ise 14 çalışma ile 34. sırada yer almaktadır.

Araştırma kapsamında incelenen 1389 makale, 15740 farklı çalışmada 19621 kez atıf almıştır. En yüksek atıf sayısı son 3 yılda yapılmıştır. Son üç yıldaki atıf sayısı 2024'te 6484, 2023'te 4434 ve 2022'de 3108 olmuştur. Bu veriler, toplam atıfların %70,97'sinin son üç yılda yapıldığını ve kavramın öneminin her geçen gün arttığını göstermektedir. Atıf sayılarına göre ilk 15 çalışma incelendiğinde, Yoo, Youngjin ve arkadaşlarının 2012 yılında yayınladığı "Organizing for Innovation in the Digitized World" başlıklı çalışmanın 1263 atıfla ilk sırada yer aldığı görülmektedir. Makalelerin yayınlandığı dergiler incelendiğinde, araştırma kapsamındaki 997 makalenin 200 farklı dergide yayınlandığı belirlenmiştir. En yüksek makale sayısı "Cogent Business Management" dergisinde 42 makale ile yayınlanmıştır. İlgili kavram haritalamasına göre, 'dijital' ve 'yönetim' anahtar kelimeleri dahil olmak üzere 1389 çalışmada toplam 4711 anahtar kelime kullanılmıştır. En çok kullanılan anahtar kelimelerin dijital dönüşüm, dijitalleşme, bilgi yönetimi, yönetim, dijital ekonomi, dijital teknolojiler, değişim yönetimi, tedarik zinciri yönetimi, endüstri 4.0 ve dijital teknoloji olduğu belirlenmiştir.

Araştırmanın sonuçlarına göre, dijital yönetim kavramının ilgi çektiği ve çalışmalara dahil edildiği kendini göstermiştir. Yayın sayılarının 2015 yılında 35 makale ile artmaya başladığı ve bu sayının 2024 yılında 315 makaleye çıktığı görülmektedir. Yayın sayısındaki hızlı artış, 'dijital yönetim' kavramının işletmelerde önemli olduğunu göstermektedir. Dijitalleşme iş süreçlerini, tüketici, paydaş, verimlilik, kârlılık ve sürdürülebilirlik konularını olumlu etkilemiştir. İşletmeler ortaya çıkan imkanlardan tam olarak yararlanmak için teknolojik gelişmelere uyum sağlaması gerekmektedir. Dijitalleşme ile işletmelerin yönetim süreçleri de dijital bir hal almış, yönetim süreçleri daha etkili ve verimli işleyecek bir duruma gelmiştir. Bibliyometrik çalışmalar sadece yayın ve atıf sayılarını göstermekle kalmayıp, aynı zamanda araştırma konularının eğilim durumlarını, bilgi alışverişlerini ve stratejik konularda daha derinlemesine bilgiler sunarak fayda sağlamaktadır. Pandeminin olduğu dönemde dijital yönetim uzaktan çalışma, e-devlet gibi kavramlarda kendini belirgin bir şekilde göstermiştir.

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Çıkar Çatışması : Yazarlar arasında herhangi bir çıkar çatışması bulunmamaktadır.
Yazar Katkısı : Yazarların katkıları aşağıdaki gibidir:
– Giriş : Birinci Yazar
– Literatür : İkinci Yazar
– Metodoloji : Birinci Yazar
– Sonuç : İkinci Yazar
Birinci yazar katkı oranı %50; İkinci yazar katkı oranı %50
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– Methodology : First author
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