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Scientific mapping in Scopus with Biblioshiny: A bibliometric analysis of organizational tensions

Mapeamento científico na Scopus com o Biblioshiny: Uma análise bibliométrica das tensões organizacionais

Mapeo científico en Scopus con Biblioshiny: Un análisis bibliométrico de las tensiones organizacionales

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ABSTRACT
This study aims to carry out a bibliometric mapping of the scientific production built around organizational tensions, one of the central subjects of the international management literature. With the help of the Biblioshiny software (RStudio), a bibliometric analysis of the publications indexed in Scopus during the last 20 years was performed. The main results indicate an expected growth of academic production in the last five years. There is a predominance of qualitative and theoretical research, covering almost all analyzed studies. In addition, the work presents the most influential authors, countries, journals, and articles, highlighting motor and fundamental themes, trend topics, gaps, and research opportunities in the investigated field.
Keywords: organizational tensions; bibliometrics; Biblioshiny; Scopus; investigated field.

RESUMO
O objetivo deste estudo é realizar um mapeamento bibliométrico da produção científica construída em torno das tensões organizacionais, um dos assuntos centrais da literatura internacional de gestão. Para tanto, foi realizada uma análise bibliométrica das publicações indexadas na *Scopus* durante os últimos 20 anos, operacionalizada com o auxílio do *software Biblioshiny*, do *RStudio*. Os principais resultados indicam um crescimento representativo da produção acadêmica nos últimos 5 anos. Há predominância de pesquisas qualitativas e teóricas, que abrangem quase a totalidade dos estudos analisados. Além disso, o trabalho apresenta os autores, países, periódicos e artigos mais influentes, destacando temas motores e básicos, tópicos de tendência, lacunas e oportunidades de pesquisa do campo investigado.
Palavras-chave: tensões organizacionais; bibliometria; Biblioshiny; Scopus; campo investigado.

RESUMEN
El objetivo de este estudio es realizar un mapeo bibliométrico de la producción científica construida en torno a las tensiones organizacionales, uno de los temas centrales en la literatura de gestión internacional. Para ello, se realizó un análisis bibliométrico de las publicaciones indexadas en Scopus durante los últimos 20 años, operacionalizado con la ayuda del software Biblioshiny, de RStudio. Los principales resultados indican un crecimiento representativo de la producción académica en los últimos 5 años. Predomina la investigación cualitativa y teórica, abarcando casi la totalidad de los estudios analizados. Además, el trabajo presenta a los autores, países, revistas y artículos más influyentes, destacando temas básicos y motores, temas de tendencia, brechas y oportunidades de investigación en el campo investigado.
Palabras clave: tensiones organizacionales; bibliometría; Biblioshiny; Scopus; campo investigado.

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1 INTRODUCTION

As they operate in increasingly complex, dynamic, and competitive global environments, contemporary organizations are faced with numerous dyadic and persistent demands that can generate paradoxical tensions (Gaim, Wåhlin, Cunha & Clegg, 2018; Lewis, 2000; Smith & Lewis, 2011). Collaboration and competition, creativity and efficiency, control and autonomy, innovation and tradition, stability and change, quality and cost, global and local strategies, commercial and social logic, long and short term are dichotomous abstractions that exemplify such demands in the organizational context (Gaim & Wåhlin, 2016; Gaim et al., 2018; Miron-Spektor, Ingram, Keller, Smith & Lewis, 2018; Schad, Lewis, Raisch & Smith, 2016; Waldman, Putnam, Miron-Spektor & Siegel, 2019).

Understood as a "double-edged sword," due to its ambivalent potential to stimulate or inhibit organizational change (Lewis, 2000; Smith & Lewis, 2011), tensions are phenomena that should not be ignored. With proper management, they are capable of fostering creativity and ensuring long-term organizational sustainability (Fiol, 2002; Sivunen & Putnam, 2020; Smith & Lewis, 2011).

Despite the growing academic interest evidenced in the last decade (which has led to the emergence of a rich body of literature), the field of organizational tensions still lacks theoretical consolidation (Fairhurst & Putnam, 2019; Gaim, 2018; Gaim et al., 2018). The plurality of nomenclatures used to define them – dilemmas, trade-offs, dialectics, dualisms, dualities, and paradoxes – generates ambiguities, impairs conceptual clarity, and biases managerial decision-making (Fairhurst & Putnam, 2019; Gaim et al., 2018; Putnam, Fairhurst & Banghart, 2016; Smith & Lewis, 2011). For this reason, it is essential to outline the contributions of research already carried out to give impetus to the production of new works that can strengthen the understanding of the subject.

In this sense, the present study proposes to carry out a bibliometric mapping of the scientific production built around organizational tensions, considering the publications indexed in the Scopus platform during the last twenty years. Therefore, we intend to answer the following research questions: (1) How has the field of organizational tensions evolved in terms of scientific productivity? (2) What research themes make up the field of organizational tensions? and (3) What is the trend of scientific publications in the field of organizational tensions?

To answer the first question, general bibliometric indexes are considered, such as the number of publications, the most productive authors and countries, and the most influential journals and articles. Co-word analysis, in turn, is the resource used to answer the other questions. Results are structured with the aid of RStudio's Bibliometrix package, which provides a comprehensive set of tools for quantitative research in bibliometrics (Aria & Cuccurullo, 2017).

Given the growth of academic interest in organizational tensions, research can help the scientific community to understand the conjuncture of productions on the subject, stimulating the emergence of debates and prolific works. In addition, it can serve managers as a guide for identifying and managing these tensions, which, in turn, intensify in the face of the current pandemic scenario (Carmine et al., 2021).

The work is divided into four sections, in addition to this introduction: the second includes a discussion of the literature on organizational tensions; the third presents a detailed description of the methodological procedures adopted; the fourth exposes the results achieved from the data analysis. Then, the final considerations are presented, as well as the main limitations and suggestions for future research.

2 THEORETICAL FRAMEWORK

Organizational actors face tensions as they face incompatibilities generated by contradictory, opposing, conflicting, and interrelated demands. Such tensions are defined as inducing oppositions stress, anxiety, discomfort, or rigidity that emerge when managers make decisions or provide answers to everyday managerial challenges (Fairhurst & Putnam, 2019; Gaim & Wåhlin, 2016; Putnam et al., 2016).

As it is considered a generalized, multilevel, and multifaceted phenomenon (Gaim, 2018; Jarzabkowski, Lê & Van de Ven, 2013; Smith & Lewis, 2011), explored in different contexts in the organizational literature, the concept of tension is often used by researchers broadly and comprehensively, being used to signify a large part of the dyadic demands that permeate organizations (Putnam et al., 2016): dilemmas, trade-offs, dialectics, dualisms, dualities, paradoxes (Gaim et al., 2018; Putnam et al., 2016; Smith & Lewis, 2011).

However, it is necessary to differentiate these concepts (Figure 1). The indiscriminate use of terminologies in the theoretical field can prevent conceptual consolidation and harm organizational practice, providing ambiguous and confusing guidelines on executive actions and responses (Gaim & Wåhlin, 2016; Gaim et al., 2018).

Considering that the organizational environment is essentially paradoxical (Jarzabkowski et al., 2013), it is ideal that all the contradictory demands emerging in organizational contexts be framed as paradoxical. Although challenging and complex (Gaim & Wåhlin, 2016; Gaim et al., 2018), this approach helps managers meet these demands simultaneously by emphasizing the benefits arising from their coexistence (Lewis & Smith, 2014; Smith & Lewis, 2011).

Concept	Definition	Reference
Dilemma	Competing dyadic demands, whose poles have explicit advantages and disadvantages. There is no assumption that they are contradictory, interrelated, complementary and compatible. So solving the dilemma involves weighing the pros and cons.	Gaim et al. (2018); Smith and Lewis (2011).
Trade-off	Compatible but contradictory dyadic demands that require separate attention. As they are neither interrelated nor complementary, more of one demand means less of the other.	Gaim et al. (2018).
Dialectic	Dyadic, contradictory, interrelated, interdependent, antagonistic and incompatible demands, which exist in a continuous dynamic interaction, connected in a mutual *push-pull*, similar to a rubber band. They do not exist simultaneously, but across time and space (they are separate). Its elements (thesis and antithesis) are resolved by integration/fusion (synthesis), which, over time, will face new oppositions.	Fairhurst and Putnam (2019); Gaim et al. (2018); Putnam, Fairhurst and Banghart (2016); Smith and Lewis (2011).
Dualism	Opposite poles, dichotomies, binary relationships capable of creating tensions, but can be separated. They are not necessarily incompatible, nor are they mutually exclusive. They have well-defined boundaries and can be treated as compatible and interdependent rather than antagonistic.	Putnam, Fairhurst and Banghart (2016).
Duality	Opposing, interrelated, interdependent, complementary, compatible and simultaneous dyadic demands that exist within a unified whole. They are not necessarily contradictory, nor necessarily antagonistic.	Gaim et al. (2018); Putnam, Fairhurst and Banghart (2016); Smith and Lewis (2011).
Paradox	Contradictory and persistent dyadic demands, whose poles (simultaneous, complementary, interrelated and interdependent) impose, reflect and reinforce each other, tied in a web of eternal mutuality. Such elements seem logical when considered in isolation, but irrational, inconsistent and even absurd when juxtaposed.	Fairhurst and Putnam (2019); Gaim et al. (2018); Putnam, Fairhurst and Banghart (2016); Schad et al. (2016); Smith and Lewis (2011).

Figure 1. Definition of dyadic organizational demands.
Source: Elaborated by the authors.

From a paradoxical perspective, Smith and Lewis (2011) propose a dynamic equilibrium model in which organizational tensions are categorized into four paradoxical typologies: learning (knowledge), belonging (identity), organization (processes), and performance (goals) – detailed in Table 1.

Table 1
Definition of organizational paradoxes

Paradox	Definition
Learning	They arise as dynamic systems change. They involve efforts to adjust, renew, change and innovate, fostering tensions between the old and the new, building and destroying the past to create the future.
Belonging	They emerge from the plurality and complexity of identity, fostering tensions between the individual and the collective (the self and the other) and between conflicting values, roles, and associations.
Organization	They refer to competing projects and processes created in organizations to achieve desired results. They include tensions between collaboration and competition, empowerment and direction, and control and flexibility.
Performance	They arise from the plurality of stakeholders (internal and external), which promotes multiple and competing strategies and objectives.

Source: Lewis (2000) and Smith and Lewis (2011).

Tensions (inherent in organizations or cognitively/socially constructed) operate both between and within these typologies. In addition, they can exist on multiple levels (individual, dyad, group, project, or organization), reinforcing, intertwining, and nesting in a cascade. Which highlights the richness and scope of adopting a paradoxical perspective for their understanding (Lewis & Smith, 2014; Lüscher & Lewis, 2008; Smith & Lewis, 2011).

Responses to tensions can be defined as the actions and reactions that emerge from the decision-making of organizational actors in the face of contradictions (Miguel Pina e Cunha & Putnam, 2019). Among the myriad of approaches indicated to respond to complex situations in organizations, three stand out: either-or; both-and; and more-than (Putnam et al., 2016; Schad et al., 2016).

The either-or approach considers the contradictory poles of competing demands as distinct phenomena that function independently. In this case, the actors: react defensively, denying the existence of these poles; they select or favor one of the two poles; and separate or segment opposite poles (Lewis, 2000; Poole & Van de Ven, 1989; Putnam et al., 2016). Initially, such strategies reduce discomfort and anxiety, bringing short-term relief

(Jarzabkowski et al., 2013). However, they can intensify long-term tensions, resulting in vicious cycles that reinforce counterproductive thinking and behavior (Lewis & Smith, 2014; Schad et al., 2016; Sivunen & Putnam, 2020; Smith & Lewis, 2011).

In the both-and approach, opposite poles are accepted as inseparable and interdependent. Therefore, the most common answers are paradoxical thinking, which advocates the increase in cognitive abilities to recognize, question, and reflect on tensions; vacillation, or spiral inversion, in which there is an alternation between the poles at different times or in different contexts; and integration and balance, which seeks a compromise, often through a forced fusion between opposites, generating a point of balance to meet competing demands (Lewis & Smith, 2014; Putnam et al., 2016; Schad et al., 2016). Because it is holistic and dynamic, such an approach allows us to respond to both sides of the paradox, creating possibilities for dealing with ongoing tensions (Lewis & Smith, 2014).

Finally, the more-than approach seeks to connect opposite poles through a creative synergy and involves strategies of: a) resignification (opposites in a reformulated whole, in which they are no longer opposed) and transcendence (opposites in a new relationship, withdrawn from of a paradoxical system or expanded beyond organizational boundaries); b) connection (interactive practices to dynamically and continuously engage opposites), third spaces (places for communicative practices) and dialogue (which enables the equal appreciation of opposites); c) and reflective practice (based on praxis that holds opposites together through awareness of dualities) and "serious fun" (humor, irony, and comic relief for developing reflective practices) (Putnam et al., 2016; Waldman et al., 2019).

In practical terms, responses to organizational tensions are likely to be combined, with varying effects in different contexts (Jarzabkowski et al., 2013; Lüscher & Lewis, 2008). However, despite both-and and more-than approaches triggering positive effects that lead to virtuous cycles (Sivunen & Putnam, 2020; Smith & Lewis, 2011). The current literature has emphasized the relevance of the former (Wenzel, Koch, Cornelissen, Rothmann & Senf, 2019), encouraging actors to consider tensions as paradoxical forces to ensure a dynamic balance that provides high performance, lasting and sustainable (Lewis & Smith, 2014; Smith & Lewis, 2011).

3 METHODOLOGY

The mapping of scientific production about organizational tensions was carried out through technique of bibliometric analysis, which consists of the application of a set of statistical methods to delineate the structure of scientific fields through the performance of publication (authors and institutions) and the dynamics of these fields (Koseoglu, 2016; Zupic & Čater, 2015).

To ensure transparency and systematization to the operationalization of the research, the stages of development of the methodological process (Figure 2) were outlined based on the recommendations proposed by Zupic and Čarter (2015). The authors indicate a workflow to conduct scientific mapping studies in management and organization.

The database was generated in March 2021 by searching the Scopus platform for documents that contained the main keywords linked to the field of organizational tensions, cited by Smith and Lewis (2011): organizational tension, paradoxical tension, and organizational paradox. In addition to being the largest database of abstracts and citations of peer-reviewed literature, Scopus offers a comprehensive overview of production in the areas of science, technology, medicine, social sciences, arts, and humanities, constituting a valuable source for carrying out bibliometric mappings (Khiste & Paithankar, 2017; Moral-Muñoz, Herrera-Viedma, Santisteban-Espejo & Cobo, 2020; Zupic & Čater, 2015).

Initially, the search returned 398 documents published between 2000 and 2021. For refinement purposes, English-language articles belonging to the "Business, Management and Accounting" category were filtered, totaling 195 articles. Purification of the database followed (identification and exclusion of 1 repeated article), resulting in a final database composed of 194 articles.

For operationalization purposes, the complete bibliographic data were exported in the BibTeX (.bib) file format. Later, the Bibliometrix package (version 3.0.4) was installed and loaded in the RStudio environment (version 1.4.1103) to support launching the Biblioshiny application (Aria & Cuccurullo, 2017). Indicated for scientific mappings, Biblioshiny stands out as one of the complete research tools related to bibliometrics and scientometrics, having an intuitive interface. As well as a wide range of functionalities, analyzes, and graphs (Aria & Cuccurullo, 2017; Moral-Muñoz et al., 2020; Moreira, Guimarães & Tsunoda, 2020).
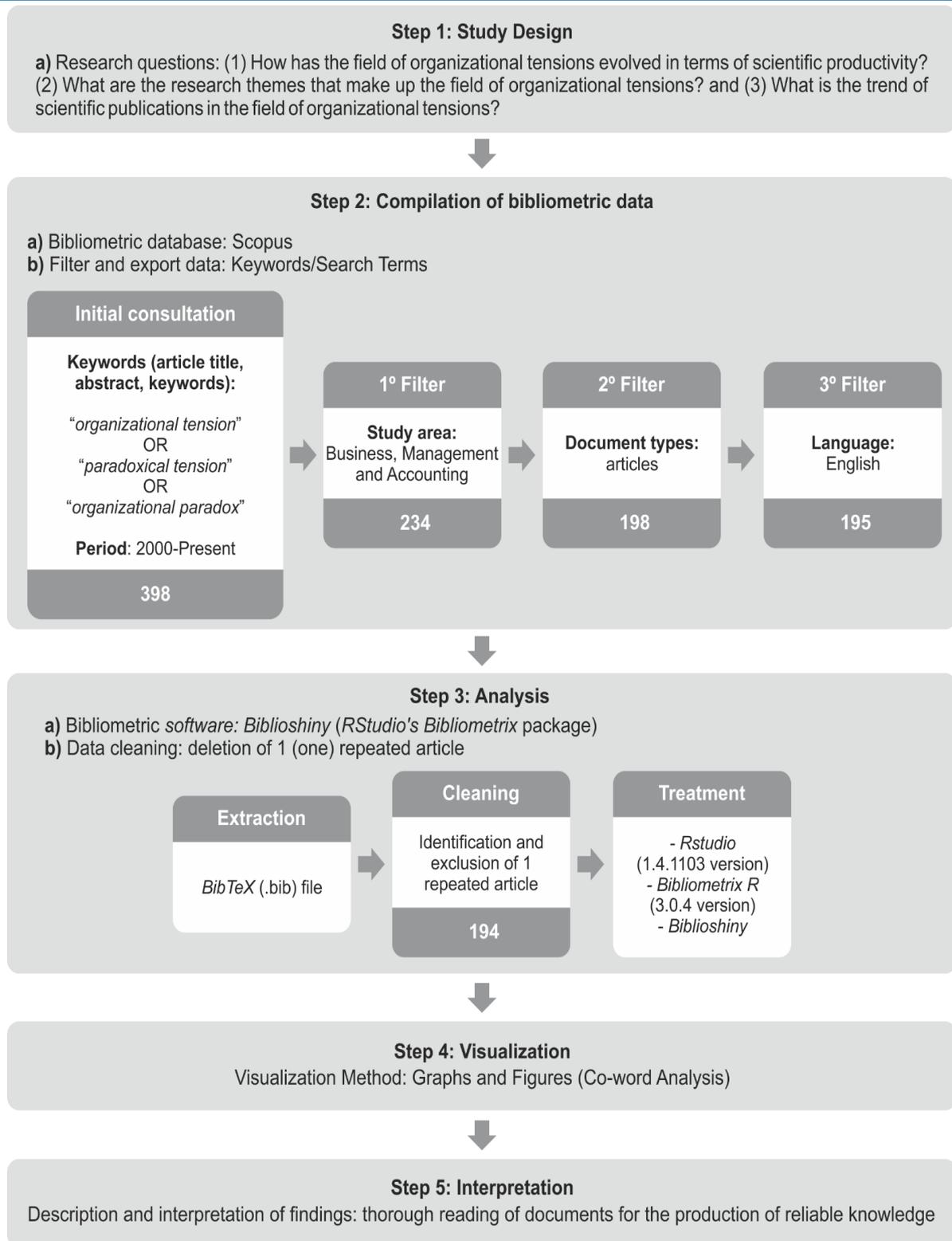
Step 1: Study Design

a) Research questions: (1) How has the field of organizational tensions evolved in terms of scientific productivity? (2) What are the research themes that make up the field of organizational tensions? and (3) What is the trend of scientific publications in the field of organizational tensions?

Step 2: Compilation of bibliometric data

a) Bibliometric database: Scopus
b) Filter and export data: Keywords/Search Terms

Initial consultation	1º Filter	2º Filter	3º Filter
Keywords (article title, abstract, keywords):	**Study area:** Business, Management and Accounting	**Document types:** articles	**Language:** English
"organizational tension" OR *"paradoxical tension"* OR *"organizational paradox"*			
Period: 2000-Present			
398	**234**	**198**	**195**

Step 3: Analysis

a) Bibliometric *software: Biblioshiny* (*RStudio's Bibliometrix* package)
b) Data cleaning: deletion of 1 (one) repeated article

Extraction	Cleaning	Treatment
BibTeX (.bib) file	Identification and exclusion of 1 repeated article	*- Rstudio* (1.4.1103 version) *- Bibliometrix R* (3.0.4 version) *- Biblioshiny*
	194	

Step 4: Visualization
Visualization Method: Graphs and Figures (Co-word Analysis)

Step 5: Interpretation
Description and interpretation of findings: thorough reading of documents for the production of reliable knowledge

Figure 2. Methodological steps of the investigation.
Source: Adapted from Zupic and Čarter (2015).

4 ANALYSIS AND DISCUSSION OF RESULTS

After outlining the methodologies used in the studies that make up the database, the following aspects related to the scientific mapping of organizational tensions were analyzed: the number of publications, the most productive authors and countries, the most influential journals and articles, and, finally, the keywords used by researchers in the field.

4.1 Database Overview

Reading the titles, abstracts, keywords (and, in some cases, the entire document) allowed the identification of the methodologies used by the authors in 187 of the 194 articles that make up the sample, since 7 of them had access restrictions that made it impossible to categorize them into the typologies shown in the chart in Figure 3.
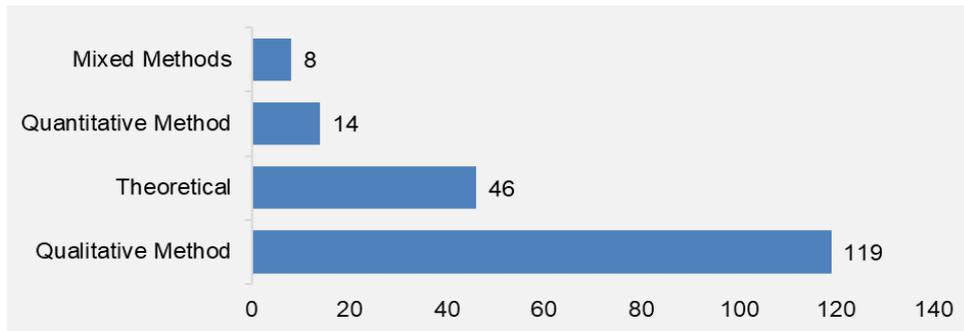
Figure 3. Research methodologies used in the field of organizational tensions.
Source: Elaborated by the authors.

In general, the overview of the methodologies employed replicates findings from previous studies (Schad et al., 2016; Wendy Smith, Erez, Jarvenpaa, Lewis & Tracey, 2017). It is observed that the theoretical field of organizational tensions is dominated by qualitative research, used to support approximately 64% of the selected articles. The predominance of the use of qualitative empirical data is collected through a wide variety of research designs, such as case studies, ethnographies, action research (Park, 2020; Pradies, Tunarosa, Lewis & Courtois, 2020; Schneider, Bullinger & Brandl, 2020). Can be explained, in part, by the very nature of tensions, understood as dynamic phenomena that are socially constructed from the interaction of actors belonging to the organizational system (Lewis, 2000). Theoretical studies, in turn, represent about 24% of the analyzed studies. The lack of consensus to define key concepts (Gaim et al., 2018) may be one of the determining factors for this configuration.

The application of quantitative or mixed methods is still inexpressive, being identified in only 12% of the articles that make up the database. Hypothesis tests, structural equation modeling, scale development (Beus, Lucianetti & Arthur, 2020; Kherrazi, 2020; Miron-Spektor et al., 2018), among other quantitative techniques, appear moderately in the analyzed studies. For this reason, represent promising research opportunities that can help in the development of the field of organizational tensions (Lewis & Smith, 2014; Wendy Smith et al., 2017).

4.2 Number of Publications

Figure 4 shows the distribution of the 194 publications indexed in Scopus related to organizational tensions from 2000 to the date of consultation. Analyzing the annual variation of the total number of works, there is a percentage growth rate of around 15%, with a consolidated increase in scientific production in recent years (2015-present), a period in which more than 80% of the selected articles were published.
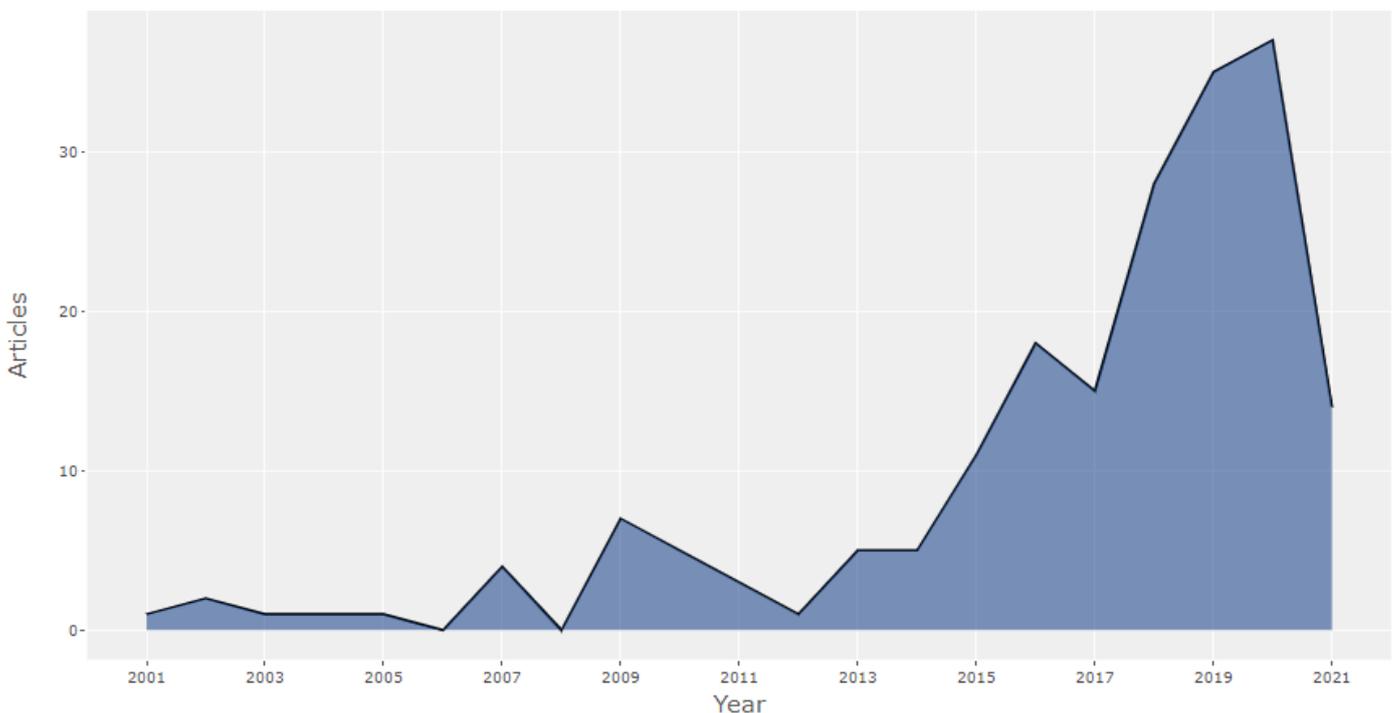

Figure 4. Annual scientific production in Scopus on organizational tensions.
Source: Data extracted from Biblioshiny.

The oldest article in the database, by Asakawa (2001), also one of the most cited, focuses on organizational tensions that arise in internationalization contexts of Japanese multinationals. This work begins a timid scientific production on the subject, extending until 2014, totaling 36 articles (approximately 18% of the total production).

Despite the slight variations, there is a trend of growth in scientific production, whose peak was reached in 2020, when 37 works were published - about 19% of the total records. In 2021, the number of indexed articles (14) remained significant, which suggests that the subject remains in evidence in the international management literature.

4.3 Most productive authors

Among the 444 authors identified, eight were considered the most productive in the field (three or more publications) in the period from 2000 to 2021, responsible for publishing approximately 17% of the total records analyzed. In general, these authors investigate different topics related to organizational tensions, such as ambidexterity (Zimmermann, Raisch & Cardinal, 2018); culture (Keller, Wen Chen & Leung, 2018); organizational discourse (Fairhurst & Putnam, 2019); social business (Smith, Gonin & Besharov, 2013); paradox theory (Gaim et al., 2018; Lewis & Smith, 2014; Smith & Lewis, 2011); among others (Table 2).

Table 2

Most productive authors in the field of organizational tensions and their main topics of interest

Authors	Articles	Quotes	Topics of Interest
Josh Keller	5	127	Management, Organizations and Culture.
Marianne Lewis	5	1665	Paradox, Leadership and Innovation.
Sebastian Raisch	5	421	Artificial Intelligence, Ambidexterity and Organizational Paradox.
Linda Putnam	4	275	Communication and Discourse, Negotiation, Conflicts and Gender in Organizations.
Wendy Smith	4	1620	Paradox, Innovation, Social Entrepreneurship and Hybrid Organizations.
Gail Fairhurst	3	309	Communication, Leadership, Discourse and Organizational Change.
Medhanie Gaim	3	55	Theory of Paradox and Entrepreneurship.
Miriam Wilhelm	3	81	Buyer-Supplier Relationships, Supply Chains, Sustainability and Coopetition.

Source: Data extracted from Biblioshiny.

In terms of scientific productivity, researchers Josh Keller, Marianne Lewis, and Sebastian Raisch stand out for developing five works over the period established for data collection. Regarding total citations, Marianne Lewis and Wendy Smith are the two most influential researchers in the field, surpassing the 1600 mark.

Figure 5 shows the publication flow of the most productive authors. The size of the circles represents the number of articles, while the intensity of the blue color reflects the impact of the research in terms of the number of citations. In this sense, it is clear that there is a concentration of production evidenced in the last decade.
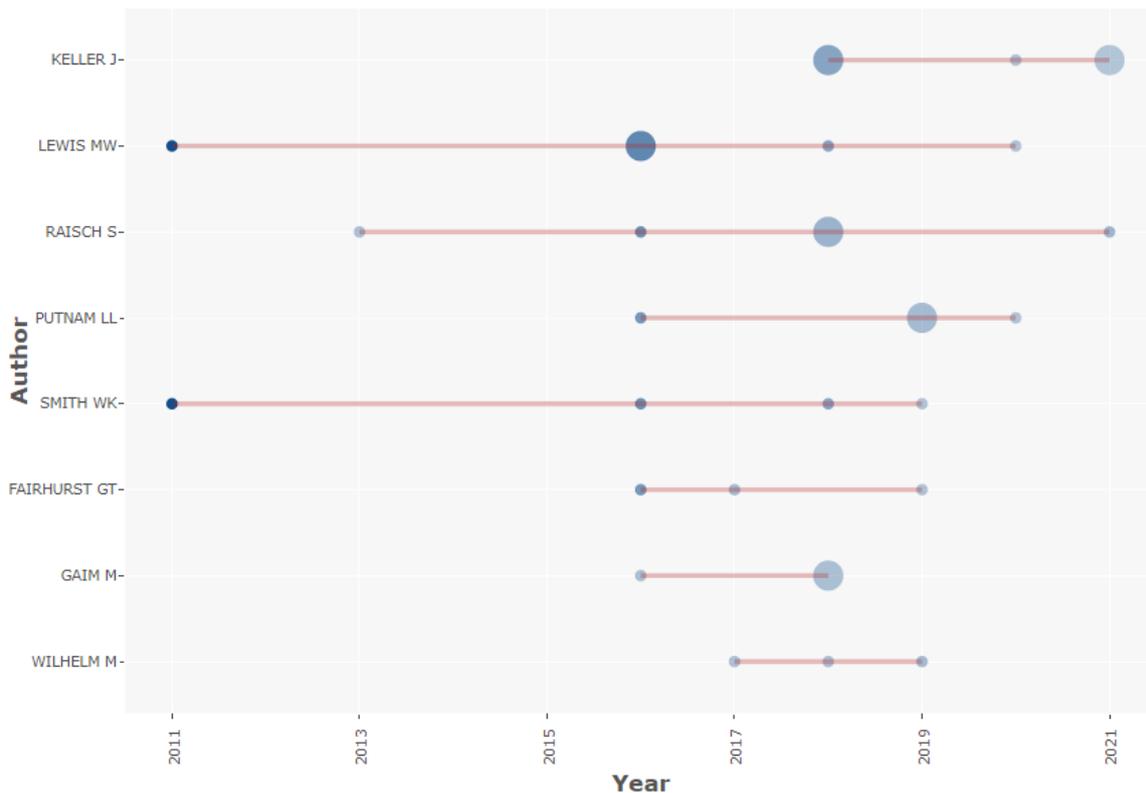

Figure 5. Production per year of the 8 most productive authors in the database.
Source: data extracted from Biblioshiny (2021).

The oldest work on the chart, from 2011, has been widely cited (more intense blue color). Conducted in collaboration by Smith and Lewis, the study presents a dynamic equilibrium model for managing paradoxical tensions (Smith & Lewis, 2011). In turn, the most recent (and therefore least cited) articles, published in 2021 by Keller and Raisch, address issues related to culture in paradox theory (Mafico, Krzeminska, Härtel & Keller, 2021), organizational tensions generated during periods of pandemic crisis (Carmine et al., 2021) and in automation processes, as well as the use of artificial intelligence in organizations (Raisch & Krakowski, 2021).

4.4 Most productive countries

In Figure 6, which shows the world's scientific production on organizational tensions, the territories with the most intense blue tones are responsible for the highest publication records. It appears, therefore, that the topic is widespread around the world, with significant relevance in the United States of America (56), United Kingdom (42), Australia (22), and Sweden (21), considered the most productive countries in the selected base.
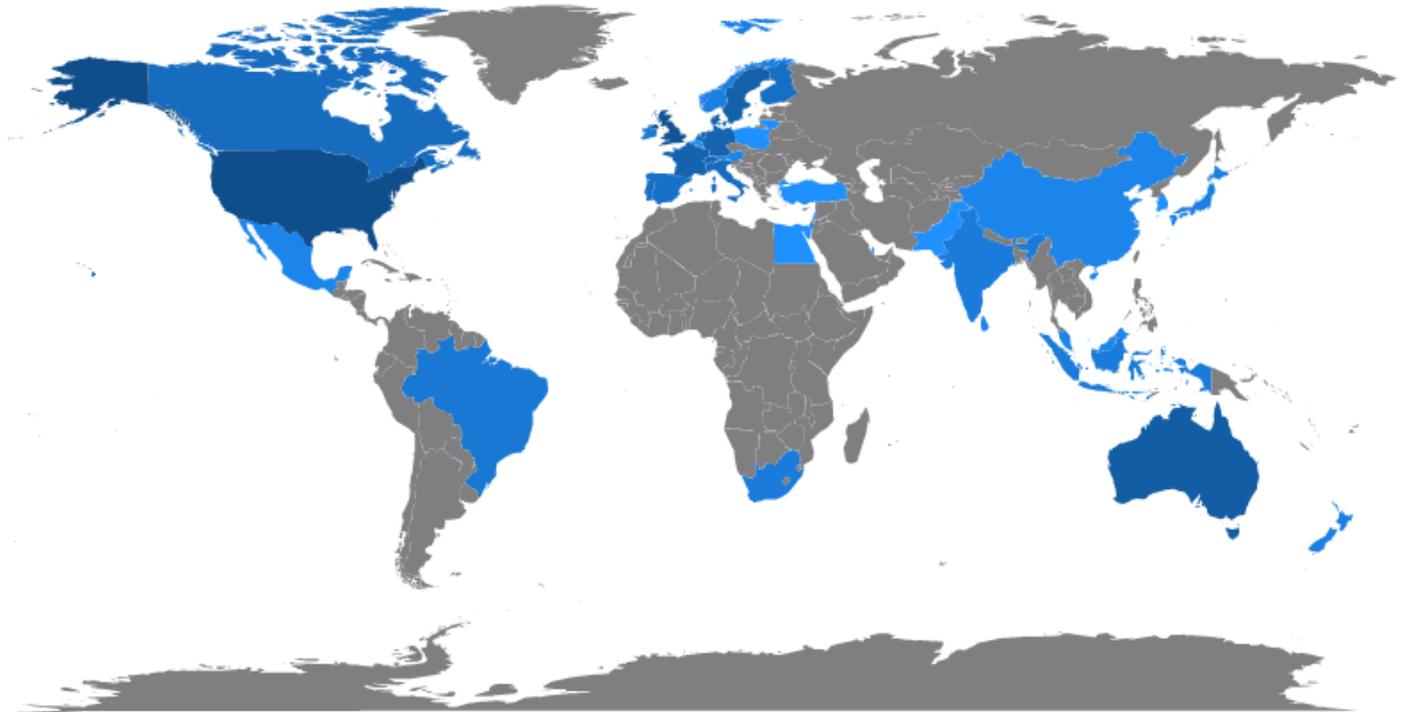
Figure 6. World scientific production of organizational tensions.
Source: Data extracted from Biblioshiny.

In the Brazilian and Latin American contexts, organizational tensions have been little explored in scientific research. This fact is confirmed by the scarcity of publications resulting from the search for the same terms used in this work in the SciELO database, which indexes relevant journals from countries belonging to Latin America (Packer, 2010). These data suggest that, despite being a very relevant topic in the international literature, organizational tensions remain underexplored in Brazil and Latin America. There is, therefore, a need to develop studies that investigate the phenomenon in local contexts, since these tensions "[...] are at the center of organizational research" (Smith & Lewis, 2011, p. 394) and represent continuous challenges to the understanding of how organizations work (Jarzabkowski et al., 2013).

4.5 Most influential scientific journals

The 194 publications were published through 117 scientific journals, the most relevant of which in the field are presented in Table 3. Among these, Organization Studies, Human Relations, the Journal of Business Ethics, and the Journal of Business Research stand out for having high productivity levels, with five or more publications about organizational tensions.

The Academy of Management Review distinguishes itself from other journals in terms of citation numbers, with representative publications widely disseminated by the scientific community. It is worth noting that Organization Science and the Academy of Management Annals also have a significant impact on the field, with citation numbers exceeding 500.

Table 3

Most influential scientific journals in the field of organizational tensions

Most productive journals	Records	Most cited journals	Quotes
Organization Studies	11	Academy of Management Review	1220
Human Relations	7	Organization Science	612
Journal of Business Ethics	7	Academy of Management Annals	540
Journal of Business Research	5	Mis Quarterly: Management Information Systems	224
Accounting, Auditing and Accountability Journal	4	Strategic Organization	214
Journal of Management Studies	4	Research Policy	206
Management Communication Quarterly	4	Organization Studies	195
Organization Science	4	Academy of Management Journal	171
Organizational Behavior and Human Decision Processes	4	Journal of Management Studies	150
Management Decision	3	Human Relations	146

Source: Data extracted from Biblioshiny.

The scope of journals with the most significant impact in the field of organizational tensions (Table 4) is broad and diverse, encompassing multidisciplinary and multiparadigm research that addresses a wide variety of topics related to the phenomenon. Furthermore, the rules adopted for the submission and selection of papers increase the reliability and relevance of these sources for organizational science and practice.

Table 4

Scope of journals of most significant impact in terms of citation

Journal	Research Scope
Academy of Management Review	All aspects of the Organization. Economics, Psychology, Sociology or Social Psychology, Humanities.
Organization Science	Organization Science: Artificial Intelligence, Communication Theory, Economics, History, Information Science, Organization Theory, Political Science, Psychology, Sociology, Strategic Management, Systems Theory.
Academy of Management Annals	Integrative Reviews of Research in Administration and Related Areas.

Source: Elaborated by the authors, based on the journals' websites.

4.6 Most influential articles

Considering the citation scores of the publications, Table 5 presents the list of the ten most cited articles in the field of organizational tensions. Considering that 80% of these works were produced from 2010 onwards, the emergence of the theme in the last decade can be seen.

Table 5

Most cited articles

Quotes	Reference
1205	Smith, W. K., & Lewis, M. W. (2011). Toward a Theory of Paradox: a Dynamic Equilibrium Model of Organizing. *Academy of Management Review,* 36(2), 381–403.
293	Schad, J., Lewis, M. W., Raisch, S., & Smith, W. K. (2016). Paradox Research in Management Science: Looking Back to Move Forward. *Academy of Management Annals*, 10(1), 5–64.
286	Fiol, C. M. (2002). Capitalizing on Paradox: The Role of Language in Transforming Organizational Identities. *Organization Science*, 13(6), 653–666.
247	Putnam, L. L., Fairhurst, G. T., & Banghart, S. (2016). Contradictions, Dialectics, and Paradoxes in Organizations: A Constitutive Approach. *Academy of Management Annals*, 10(1), 65–171.
239	Wareham, J., Fox, P. B., & Cano Giner, J. L. (2014). Technology Ecosystem Governance. *Organization Science*, 25(4), 1195–1215.
224	Eaton, B., Elaluf-Calderwood, S., Sørensen, C., & Yoo, Y. (2015). Distributed tuning of boundary resources. *MIS quarterly*, 39(1), 217-244.
202	Jarzabkowski, P., Lê, J. K., & Van de Ven, A. H. (2013). Responding to competing strategic demands: How organizing, belonging, and performing paradoxes coevolve. *Strategic Organization*, 11(3), 245–280.
140	Asakawa, K. (2001). Organizational tension in international R&D management: the case of Japanese firms. *Research Policy*, 30(5), 735–757.
117	Gregory, R. W., Keil, M., Muntermann, J., & Mähring, M. (2015). Paradoxes and the Nature of Ambidexterity in IT Transformation Programs. *Information Systems Research*, 26(1), 57–80.
116	Miron-Spektor, E., Ingram, A., Keller, J., Smith, W. K., & Lewis, M. W. (2018). Microfoundations of Organizational Paradox: The Problem Is How We Think about the Problem. *Academy of Management Journal*, 61(1), 26–45.

Source: Data extracted from Biblioshiny.

The article with the highest number of citations is Smith and Lewis (2011). Through a literature review, the authors categorize organizational tensions into four types (belonging, learning, organization, and performance) and propose a model of the dynamic balance of paradox management that can help managers search for corporate sustainability (Smith & Lewis, 2011).

Similarly structured, the second most influential article by Schad et al. (2016) presents six key themes that make up a metatheory of the paradox in the field of organizational studies, including an agenda to guide future researchers towards the consolidation of the theme in different currents of management science (Schad et al., 2016).

In the third most cited paper, with a theoretical approach, Fiol (2002) presents a multiphase, multilevel model of identity transformation that capitalizes on paradoxical tensions. Reveals the processes through which individual and organizational levels of identity interact over time. Language, in this context, plays a critical role in managing these tensions (Fiol, 2002).

In the fourth most relevant article, Putnam et al. (2016) implement a literature review on the contradictions, dialectics, paradoxes, and tensions that permeate organizations. In addition to presenting the five key dimensions constituting a metatheory of paradox, the authors establish a typology of alternative responses to organizational tensions and present areas for future research on paradox studies (Putnam et al., 2016).

Occupying the fifth position in the ranking, the article by Wareham, Fox, and Giner (2014) focuses on the dynamics of technology ecosystems. Based on a case study, the researchers identify the tensions pertinent to technological ecosystems, highlighting the role of ecosystem governance for the consolidation of generative outcomes (Wareham, Fox & Giner, 2014).

The sixth most cited article is a case study and an integrated analysis of blog articles. Eaton et al. (2015) address service systems with digital technology, highlighting the challenge of dealing with the paradoxical tension between the generative and democratizing force of technology and the monopolistic and controlling force of digital infrastructure. The complex context is marked by border resources that play a role critical in tension management (Eaton, Elaluf-Calderwood, Sørensen & Yoo, 2015).

The seventh article with the most significant impact, by Jarzabkowski et al. (2013), is structured from a longitudinal case study. The authors present a process model, clarifying how managers respond to paradoxical tensions in the organizational environment during a phase of corporate reconstruction (Jarzabkowski et al., 2013).

The article by Asakawa (2001), articulated from a mixed methodological perspective, is the oldest study and the eighth most mentioned in the database. It explores the nature of organizational tensions that emerge in the internationalization of Japanese multinational companies, focusing mainly on autonomy-control relationships and information sharing between headquarters and subsidiaries (Asakawa, 2001).

Through a multi-year case study, the authors of the ninth article examine the Information Technology (IT) transformation program in a commercial bank, identifying and explaining the paradoxical tensions managers face in this process. At the end of the study, the authors presents an integrative model that illustrates the dynamic nature of the ambidexterity of the IT transformation program (Gregory, Keil, Muntermann & Mähring, 2015).

Although recent, the article by Miron-Spektor et al. (2018) is the tenth most relevant in the database. In a mixed methodological perspective, the study presents a theoretical model that identifies conditions capable of accentuating the experience of organizational tensions and investigates the importance of paradoxical mentality to unlock the positive potential in facing these tensions (Miron-Spektor et al., 2018).

In general, most of these studies contribute to solidifying the theoretical knowledge of the field, approaching the microfoundations of organizational tensions, their constitutive dimensions, key themes, typologies, and models that collaborate for adequate management of the phenomenon (Jarzabkowski et al., 2013; Miron-Spektor et al., 2018; Putnam et al., 2016; Schad et al., 2016; Smith & Lewis, 2011).

Recent criticisms emphasize the fundamental need for researchers to go beyond the initial categorization proposed by Smith and Lewis (2011) (Miguel Pina e Cunha & Putnam, 2019; Jarzabkowski et al., 2013), in organizational research circles. The work has been extremely successful and applied in a variety of contexts (Putnam et al., 2016), presenting contributions that reverberate to this day in the context of organizational tensions.

4.7 Co-Word Analysis

Considering the 200 keywords most frequently used by the authors – with a criterion of at least 15 occurrences – the thematic map (Figure 7) provides an overview of the leading research interests that involve organizational tensions. On the map, the clusters (research themes) are structured and classified according to two dimensions: centrality, which delimits the importance of a theme in the development of the theoretical field; and density, which concerns the internal cohesion of the words that make up a theme (Cobo, López-Herrera, Herrera-Viedma & Herrera, 2011).
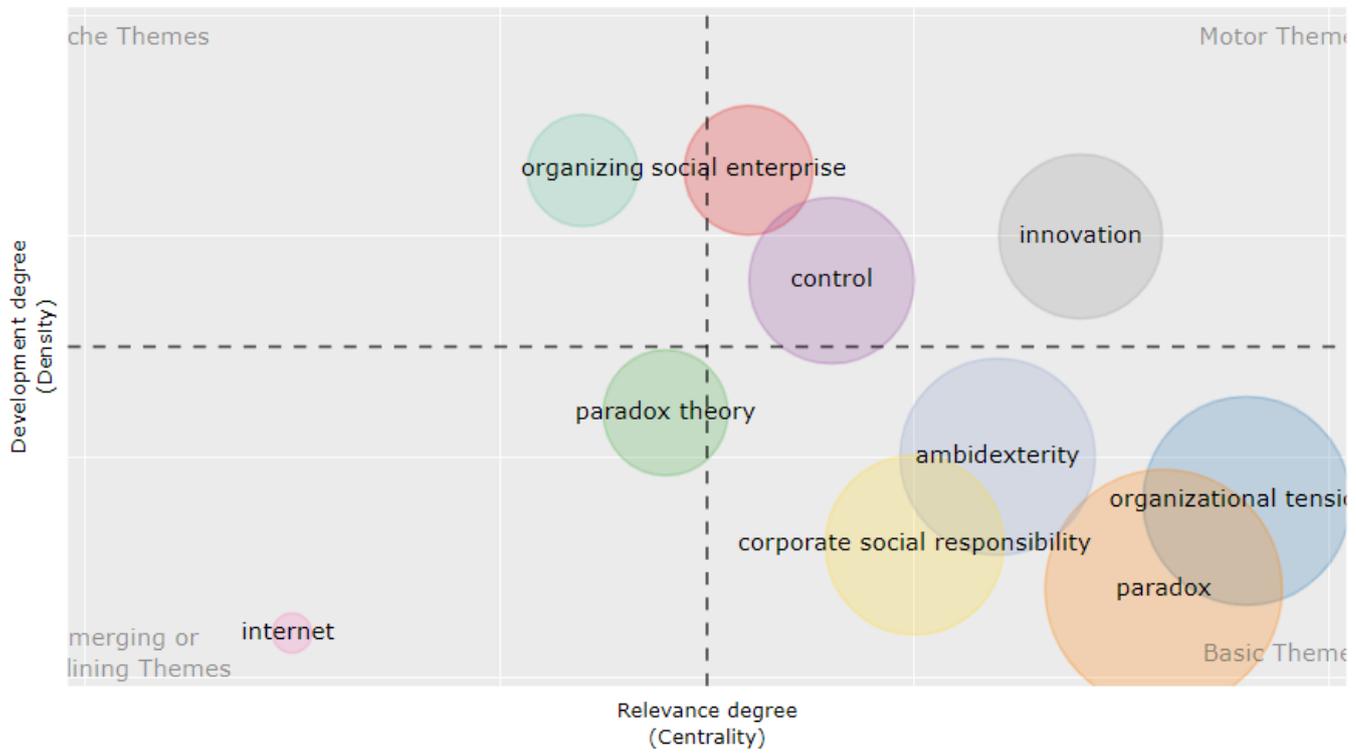
Figure 7. Thematic map formed by the authors' keywords.
Source: Data extracted from Biblioshiny.

The upper left quadrant encompasses very specialized, peripheral themes that have secondary relevance to researchers (Cobo et al., 2011). Therefore, the cluster called organizing, which deals with issues related to the decision-making process and business performativity (Lewis, 2000), is a subject investigated in isolation, with marginal relevance to the scientific field of organizational tensions.

The lower left quadrant encompasses relatively developed and marginal themes, emerging or disappearing (Cobo et al., 2011). In this sense, the internet and paradox theory themes may represent research trends or declining topics in the organizational literature of tensions. Thus, due to the low levels of centrality and density, it is inferred that

the internet is a subject that researchers less and less address. On the other hand, the relevance that the theory of paradox (close to the lines of centrality and density) has acquired in recent years indicates its character of a rising theme, being considered a relevant alternative concerning the theory of contingency in the studies of organizational tensions (Lewis & Smith, 2014; Smith & Lewis, 2011).

In turn, the upper right quadrant covers well explored topics relevant to the structuring of a research field (Cobo et al., 2011). Therefore, the control, innovation, and social enterprise clusters, which have high centrality and density, are considered the motor themes in organizational tensions (Table 6).

Table 6

Motor themes in the field of organizational tensions

Theme	Scope	Authors
Control	Control and empowerment constitute a tension that frequently appears in organizational environments due to the benefits linked to the adoption of two strategies for the achievement of business activities: while empowerment promotes job satisfaction, creativity, and reduced turnover; control maintains coordination and allows for the optimization of management processes.	(Damayanthi, Gooneratne & Jayakody, 2020; Kherrazi, 2020; R. L. Lewis, Brown & Sutton, 2019; Nadiv & Kuna, 2020; Pešalj, Pavlov & Micheli, 2018; Radu-Lefebvre & Randerson, 2020; Szentes, 2018; Szentes & Eriksson, 2016)
Innovation	The adoption of innovation in organizations is permeated by tensions, usually paradoxical – open innovation generates tensions between the control of critical resources and the openness to sharing knowledge with external collaborators; social innovation, present in new organizational forms, for example, causes tensions arising from the simultaneous production of competing values (economic, social or environmental) in the same structure; product innovation creates decision-making tensions between design and cost control; and so on.	(Dragsdahl Lauritzen & Karafyllia, 2019; Hilles, Ding & Ahmed, 2009; Jarvenpaa & Wernick, 2011; Karhu & Ritala, 2020; Lindblad & Guerrero, 2020; Pan Fagerlin & Wang, 2020; Periac, David & Roberson, 2018; Sheep, Fairhurst & Khazanchi, 2017; Sukoco, Tanjung & Ishadi, 2020; Tse, 2013; Vazquez-Maguirre & Portales, 2018)
Social enterprises	By simultaneously pursuing contradictory objectives, values, and norms, social enterprises are constantly faced with a wide range of organizational tensions, constituting an ideal instance for studying the phenomenon. Management capacity, in this case, is a fundamental requirement to ensure organizational survival and avoid mission drifts.	(Audebrand, 2017; Cherrier, Goswami & Ray, 2018; Ismail & Johnson, 2019; Kenny, Haugh & Fotaki, 2020; Mafico et al., 2021; Park, 2020; Vazquez-Maguirre & Portales, 2018; Wagenschwanz & Grimes, 2021)

Source: Elaborated by the authors.

Finally, in the lower right quadrant are located the basic, transversal, general and essential themes for that field (Cobo et al., 2011), detailed in Table 7: ambidexterity, corporate social responsibility (CSR), paradox, and organizational tensions.

Table 7

Primary themes in the field of organizational tensions

Theme	Scope	Authors
Ambidexterity	Ambidexterity involves managing contradictory tensions that arise between exploration and exploitation in organizational contexts.	(M.P. Cunha, Bednarek & Smith, 2019; Gregory et al., 2015; Lindskog & Magnusson, 2021; Maijanen & Virta, 2017; Papachroni, Heracleous & Paroutis, 2016; Pereira et al., 2021; Wu & Wu, 2016; Zimmermann et al., 2018)
CSR	Corporate Social Responsibility (CSR), which, in general, incorporates social and environmental concerns into the management of an organization, emphasizing long-term social value over short-term organizational goals, generates numerous tensions for organizations.	(Hine & Preuss, 2009; Hoffmann, 2018; Pedersen & Rosati, 2019)
Paradox	A paradox is a fundamental concept since the organizational environment is inherently paradoxical, characterized by a constant flow between opposing and interdependent forces.	(Carmine et al., 2021; De Angelis, 2021; Jarzabkowski, Bednarek, Chalkias & Cacciatori, 2019; Jarzabkowski et al., 2013; Niesten & Stefan, 2019; Pålsson & Sandberg, 2020; Raisch, Hargrave & van de Ven, 2018; Raisch & Krakowski, 2021; Raza-Ullah, 2020; Schad & Bansal, 2018; W. Smith & Lewis, 2011)
Organizational Tensions	It is a multipurpose topic, which involves several structuring sub-themes of the theoretical field in question. It indicates the interest of researchers in basic definitions, such as characteristics, properties, dimensions, principles, and foundations that structure the theory around the tensions in the organizational environment.	(Jarzabkowski et al., 2013; Miron-Spektor et al., 2018; Putnam et al., 2016; Schad et al., 2016; W. Smith & Lewis, 2011)

Source: Elaborated by the authors.

Considering the occurrence of 5 keywords used by the authors per year as standardization criteria, Figure 8 shows the trend topics in organizational tensions. It is noteworthy that the height of the word represents a greater intensity in its use, while its position on the suitable evidence the recent use of the term (Srisusilawati, Rusydiana, Sanrego & Tubastuvi, 2021).
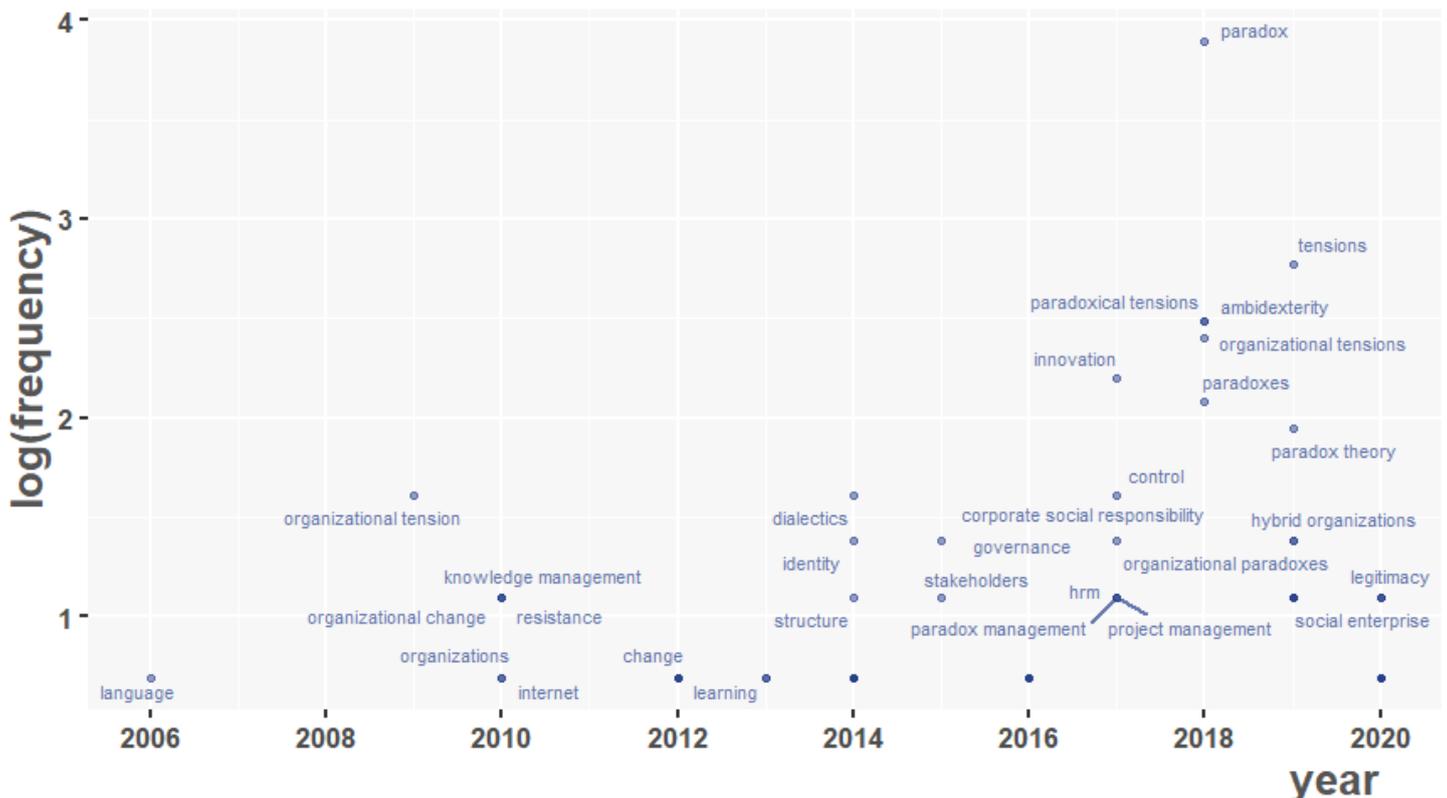
Figure 8. Trend topics in the theoretical field of organizational tensions.
Source: Data extracted from Biblioshiny.

It appears that the driving (control, innovation and social enterprise) and basic themes (ambidexterity, corporate social responsibility, paradox and organizational tensions) are identified in the thematic map as the main interests of researchers since 2017. the research trends of the investigated field. In addition, topics such as governance, stakeholders, paradox management, human resources management, project management, hybrid organizations, and legitimacy are gaining relevance in recent years.

Given the variety of topics, evidenced from the analysis of the authors' co-words, it is clear that organizational tensions constitute a multidisciplinary scientific field, very fruitful and diversified. Despite this, there is a prevalence of some gaps that can be elucidated with subsequent research.

First, future researchers should critically reflect on the indiscriminate use of typologies prescribed by paradox theory to frame competing demands that arise in organizational environments (Miguel Pina e Cunha & Putnam, 2019; Jarzabkowski et al., 2013). In this sense, studies on tensions considered the complexity of the various business formats, as well as the dynamic and multifaceted essence of these elements in different operating contexts (Gaim, 2018; Jarzabkowski, Lê & Van de Ven, 2013; Smith & Lewis, 2011). Thus, they seek to identify new categories of paradoxes that can integrate and even expand the initial classification proposed by Smith and Lewis (2011).

Secondly, the geographic context in which organizations operate has the potential to interfere with their functioning as a whole, demanding the development of empirical and regional research that pays attention to the heterogeneity of the institutional environments in which these enterprises are inserted (Ismail & Johnson, 2019; Park, 2020; Schad et al., 2016). Considering, therefore, that the field of tensions remains little explored in Latin America, the investigation of the phenomenon in local organizational contexts represents promising research opportunities for the improvement of the theoretical bases of this field.

Finally, it is observed that there is an emphasis on the delimitation of typologies, collective approaches, and results of these tensions, as pointed out by Schad et al. (2016). Therefore, the theoretical field can benefit from conducting research that uses procedural and dynamic approaches (Jarzabkowski et al., 2013), highlighting, whenever possible, the interrelation between different paradoxes and investigating other levels of analysis, such as the individual (Schad et al., 2016).

5 FINAL CONSIDERATIONS

The present study aimed to conduct a bibliometric mapping of scientific production built around organizational tensions. To this end, English-language articles indexed in the "Business, Management and Accounting" category of the Scopus platform were considered, from 2000 to 2021, analyzed with the help of the Biblioshiny software from RStudio.

First, there was a predominance of qualitative and theoretical research, covering almost all analyzed studies. In this sense, the use of quantitative or mixed methods can represent promising research opportunities, contributing to the development of the field.

Considering the first research question, the results indicate an increase in academic production in the last decade, with a more expected growth evidenced in the last five years. Regarding productivity, the researchers Marianne Lewis and Wendy Smith, who also have high citation levels, should be highlighted. The United States of America, followed by the United Kingdom, Australia, and Sweden, are the most productive countries globally, responsible for about 72% of the total production of articles in the field of organizational tensions.

Among the most relevant journals, the Organization Studies, the Human Relations, the Journal of Business Ethics, and the Journal of Business Research stand out for their high levels of academic productivity; the Academy of Management Review, the Organization Science, and the Academy of Management Annals, in turn, have a significant impact on this theoretical field, with relevant publications and highly disseminated by the scientific community.

Analyzing the list of the most cited articles, the most influential is Toward a Theory of Paradox: a Dynamic Equilibrium Model of Organizing, produced by Smith and Lewis (2011), whose main contribution is the proposition of a dynamic equilibrium model for the management of paradoxical tensions in organizational contexts, which has been massively used and applied in contemporary studies.

Regarding the second and third questions, the analysis of the keywords used by the authors allowed the identification of 7 relevant lines of research, categorized as motor themes (control, innovation, and social enterprise) and basic (ambidexterity, corporate social responsibility, paradox, and organizational tensions). In addition to these, the main trending topics in the field are governance, stakeholders, paradox management, human resource management, project management, hybrid organizations, and legitimacy.

In general, this article has theoretical and practical contributions. Conceptually, it presents a relevant discussion about a subject that, despite being central to the development of international research, remains underexplored in the Latin American academic context. In addition, it provides a detailed list of topics that make up the field of organizational tensions, delimiting gaps and research opportunities that can strengthen and improve the literature produced around the phenomenon.

In practice, the ability to distinguish between different types of competing demands is an essential skill, as the representational confusion of these elements can generate

inadequate guidelines for their management, seriously compromising the functioning of organizations (Gaim & Wåhlin, 2016; Gaim et al., 2018). For example, if the competing objectives of a social enterprise (economic and socio-environmental) (Park, 2020; Vazquez-Maguirre & Portales, 2018) are framed as a dilemma, it means that the manager will choose to favor one of the two objectives (either-or approach). If they are interpreted as a trade-off, the manager will direct his actions in order to seek the more of one objective, the less of the other. In both scenarios, there would be a mischaracterization of this enterprise, whose essence is based on the double mission. However, the adoption of a paradoxical perspective, in this case, can favor the achievement of both objectives, allowing, through creative alternatives, the coexistence of apparently contradictory demands (Gaim & Wåhlin, 2016; Ismail & Johnson, 2019).

Thus, in addition to contributing to solidifying the theoretical bases of the literature of competing demands that emerge in organizational environments, the work helps managers to respond adequately to these demands, as it provides conceptual clarity necessary for managerial decision making.

As limitations of the study (mainly related to the bibliometric approach), we highlight the use of a database composed only of articles in English, selected from a small number of search terms and collected from a single repository – Scopus. In addition, the analysis of co-words based only on the authors' keywords, as warned by Zupic and Čarter (2015), may present an incomplete overview of the field, disregarding relevant information contained in the titles and abstracts of each publication. That said, it is suggested that future works consider other banks of scientific articles, including those of national scope, adding more varied search terms and approaching other textual information of the works to increase the analysis of the investigation.

Despite these limitations, the research offers a comprehensive mapping of scientific production on organizational tensions, through the performance of authors' publication, the relevance of articles, countries, and journals, and the identification of the main theoretical topics worked in this field, providing, therefore, significant and valuable insights for the development of future research.

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