

Organizational culture: An overview and bibliometric analysis

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ABSTRACT

Culture is believed to be the most important factor in maintaining an organization's competitive advantage and determining the success or failure of an organization in achieving its goals. This research was conducted to fill the gaps in previous organizational culture research by using more recent research data. Describing the discussion related to an organizational culture that has been published in 2017-2023 is the purpose of this study. This research is a type of bibliometric literature study using the help of VOSviewer software to analyze data. The data sources used as references in this study were obtained from the Science Direct and Mendeley databases for 2017 - 2023. Thirty-four articles were used as material for analysis in this study. This study discusses 10 articles with the highest number of citations. This study's results indicate that seven groups of writers have research links in the field of organizational culture. Employee performance, organizational change, conflict management, safety culture, organizational innovation, and leadership style are research variables often related to organizational culture. The topic of organizational culture research is still widely used in recent years.

KEYWORDS

Organizational Culture; Human Resource Management; Bibliometric Analysis; Employee Performance

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Introduction

Companies as organizations must have a quality work environment to achieve organizational goals, regardless of the ethnic and cultural backgrounds of employees who differ from each other (Ramón Campos-Blázquez et al., 2023). Under pressure from international economic developments, companies must change their organizational culture to maintain organizational stability (Eniola et al., 2019). Companies must maintain their competitive advantage by maximizing performance and instilling organizational values and culture in employees (Baumane-Vitoliņa et al., 2022). Instilling organizational values and culture in employees aims to maintain long-term stability; organizational culture can determine the actions and behavior of employees in carrying out their duties (Egitim, 2022). Changes in organizational culture can be used as the right solution for organizations entering a transition period that will impact the organization's internal communication, including values, norms, and ethics (Kukovec et al., 2021). The application of culture can affect organizational performance because organizational culture can provide rules for employees to behave (Lingmont & Alexiou, 2020). Organizational culture will impact corporate strategy in achieving targets, developing ideas, and creating new products (Bakhsh Magsi et al., 2018; Wei et al., 2023). Beliefs, values, norms, attitudes, and assumptions are elements of organizational culture that can influence employee behavior in achieving organizational goals (Piwowar-Sulej, 2021). Organizational culture is related to factors influencing performance ups and downs, such as job satisfaction, organizational change, and employee turnover (Imran et al., 2022).

Culture is believed to be the most important factor determining an organization's failure and success in achieving its goals (Sharma & Aparicio, 2022). In companies engaged in manufacturing, work culture focuses on motivating employees to think creatively and innovatively (Copuš et al., 2019). Companies focusing on innovation will have a guaranteed bright future (Imran et al., 2022). Differences in employee cultural backgrounds can affect employee psychology, namely openness to admit mistakes and self-confidence (Sicora et al., 2021). The purpose of this study is to describe the discussion on organizational culture studied in 2017 - 2023 using bibliometric analysis. Previous research by Leyva-Duarte et al., (2019) states that from 1980 to 2018 the topic of organizational culture research is still an interesting research subject. Meanwhile, according to (Cui et al., 2018) from 2005 to 2016 the Journal of Business Ethics is the journal with the highest number of contributions. Research by (El Baz & Iddik, 2022) revealed that from 2001 to 2020 the topic of organizational culture research highlighted the role of the contribution of organizational culture to the impact of GSCM on performance. This research is intended to fill the gaps in previous research by discussing research developments on the topic of organizational culture research in the 2017-2023 period (7 years).

Literature review

Organizational culture and ethical leadership based on deeply held, shared beliefs and supported by a good organizational structure is the key to a successful company (Hussain & Talpur, 2021). When a crisis hits a company, organizational culture can play a role in mobilizing employees voluntarily to repair paralysis in the organization (Olofsson et al., 2022). The existence of negative leadership and work culture can hinder an organization's ability to achieve its goals (Paltu & Brouwers, 2020). For public sector organizations, an organizational culture based on

collectivism can influence employee commitment due to the establishment of emotional bonds within employees (Gökalp & Soran, 2022; Triguero-Sánchez et al., 2022).

The culture within an organization is a factor that can influence the development and sustainability of the organization (Gökalp & Soran, 2022). Organizational culture strongly correlates with transformational leadership style (Shehu Lokaj & Latifi Sadrija, 2020). To prevent work accidents and risks, organizations implement a safety culture within the company (Nævestad et al., 2021). Applying a safety culture within an organization can affect the amount of organizational output (Davis et al., 2020). The application of safety culture can be successful if the company provides employees with socialization and training related to safety culture materials (Ahadzi et al., 2021).

Theoretical framework

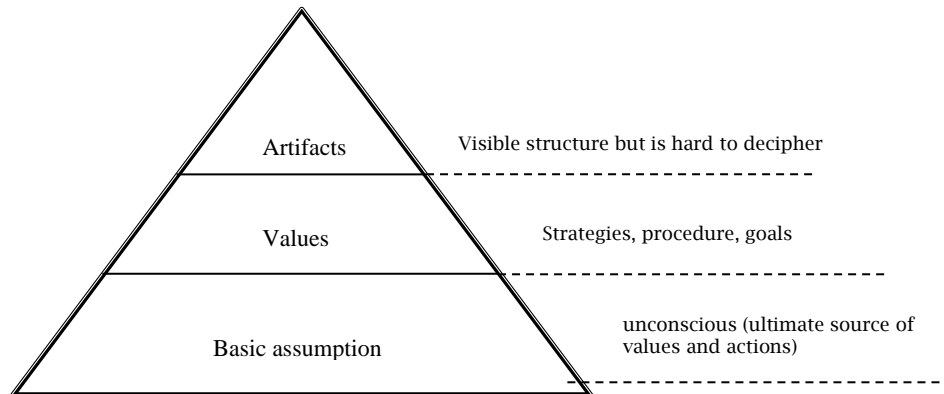


Figure 1. Levels of organizational culture (Schein, 1997)

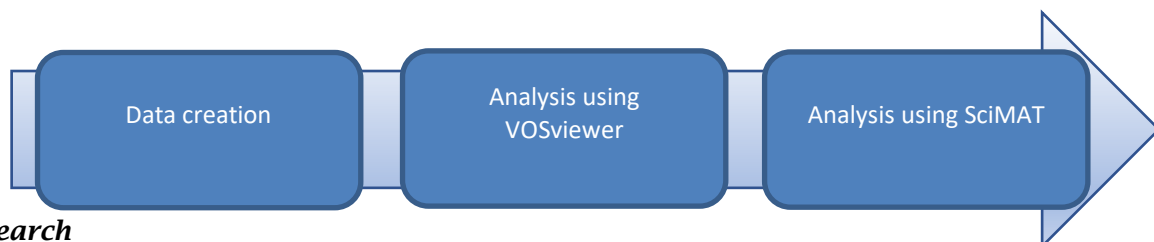
Based on Figure 1 above, Schein provides a model that aims to transmit and instill a culture that depends on the strong instilling of assumptions which include norms and values (Mamatha S.V. & Geetanjali P., 2020). Schein's model is also useful for exploring corporate sustainability strategies by studying cultural relationships with the types of strategies that will be implemented (Baumgartner, 2009). The theory of Schein states that organizational culture can be analyzed at different levels (Baumgartner, 2009). Several stages in the Schein model include basic assumptions, beliefs, and values adopted and artifacts (Gan & Alkaher, 2021).

The initial level of Schein's model is Artifacts, meaning phenomena that can be seen and felt. Analysis at this stage where culture is visible and easy to accept but difficult to interpret such as organizational structure, leadership styles, and symbols organization (Pell & Amigud, 2023). The second stage is values or beliefs. This stage has a higher level of awareness than the initial stage where values are received by someone through interviews with members of the organization and by analyzing documents as an organizational artifact (Pell & Amigud, 2023). The deepest level of Schein's theory is the basic assumptions, underlying, accepted values that are not realized or questioned. Basic assumptions mean culture taken for granted is a reaction that forms initial support for the values that have been given (Pell & Amigud, 2023). If cultural assumptions can be accepted by someone, then awareness will be left out.

Methods

Data analysis

It is a bibliometric literature study that uses detailed and structured research methods. In analyzing the data, this study uses the help of VOSviewer software. VOSviewer software is an intelligent application that functions as a medium for monitoring, mapping, and controlling scientific data (Yang et al., 2023). Bibliometric analysis is a method for mapping, analyzing, and exploring large amounts of scientific data (Donthu et al., 2021). Bibliometric analysis is used in various fields of science to map literature, reveal developments in research topics and evaluate the productivity of researchers in a country (Yang et al., 2023). The VOSviewer application uses scientific plans to analyze, simplify and visualize data on a large scale. This research adopts research steps by (Sharifi, 2021), who uses the VOSviewer application.



Data Search

This study uses 5 databases: Scopus, Web of Science, Crossref, and Figure 1. Stages of the bibliometric study method (Sharifi, 2021) [w.sciencedirect.com/](https://www.sciencedirect.com/) and <https://www.mendeley.com/> in searching for journals as a data source. The keyword researchers use in collecting data in each database is "organizational culture." The researcher searched for articles on April 4, 2023. This

study used international reference articles that are open access and published in the last seven years, namely from 2017 to 2023. After searching the data in the database, the researcher found at least 34 articles relevant to the theme raised. Of the 34 articles retrieved, two articles (6%) were in 2017, three articles (9%) in 2018, three articles (9%) in 2019, five articles (14%) in 2020, nine articles (26%) in 2021, ten articles (29%) in 2022 and two articles (6%) in 2023. A total of 34 articles that have been retrieved will be stored in RIS format for analysis at a later stage using the VOSviewer application.

Use of VOSviewer analysis

In the next stage, as many as 34 data formed in RIS format will be analyzed using VOSviewer software. The VOSviewer application makes publication plans, journal charts, author charts, and keyword charts of articles that are used as data sources (Hamidah et al., 2020). Collecting large amounts of data by providing visual images, investigations, and analysis is an advantage of the VOSviewer application (van Eck & Waltman, 2010). VOSviewer software assists researchers in analyzing main topics and their relationship with other research topics from 2017 - 2023. Bibliometrics analyzes *co-citations*, *co-occurrence*, and *co-authorship* (Nyakurukwa & Seetharam, 2023).

Results

At this stage, the researcher will analyze the articles used as references in this study with the keyword "*organizational culture*." Science Direct and Mendeley are databases used by researchers in finding reference data with a publication period of 2017 to 2023 (7 years). The aspects to be analyzed by the researcher are *citation*, *co-authorship*, and *co-occurrence* using the VOSviewer software. In metadata citation, co-authorship, and co-occurrence the researcher sets a limit for the occurrence of only once. The metadata description by VOSviewer can be described as follows:

Co-Authorship

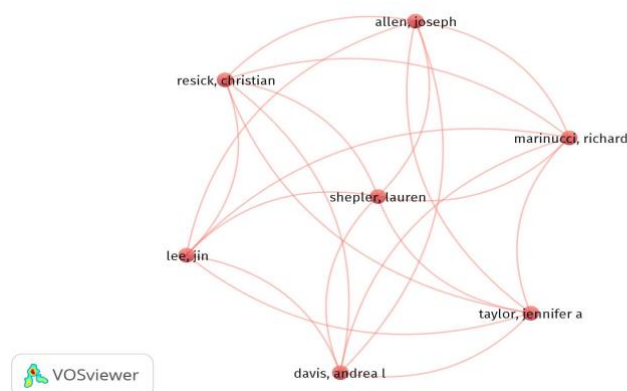


Figure 3. Co-authorship linkages

Based on Figure 3 above, it can be concluded that there is a relationship between one writer and another who discusses the same theme, namely organizational culture. The presence of connected red networks indicates the linkage in the Co-authorship metadata above. Based on the picture above, seven groups of writers have research links in the field of organizational culture.

Co-Occurrence

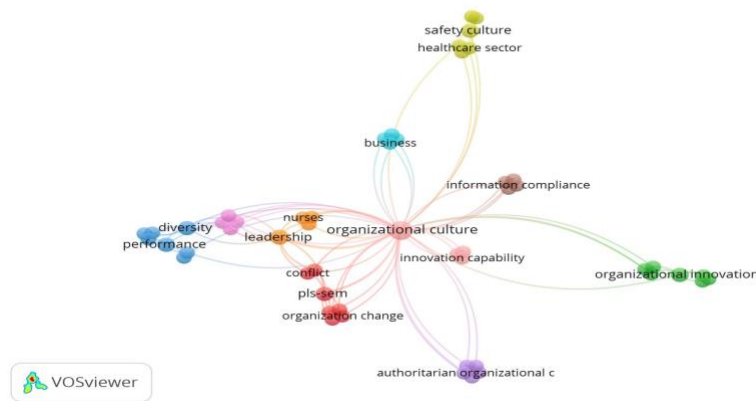


Figure 4. Visualization of co-occurrence (keywords)

Figure 4 above shows the results of the co-occurrence metadata network (keywords) on the theme of organizational culture. Based on Figure 4 above, it can be concluded that research on organizational culture in the last seven years relates to other topics, including employee performance, organizational change, conflict management, safety culture, organizational innovation, business, and organizational leadership style. This study can become a reference for future researchers to link organizational culture variables with other variables.

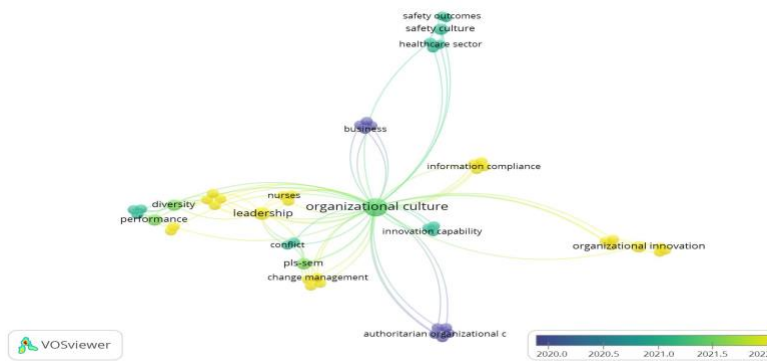


Figure 5. Visualization of co-occurrence (overlay)

Co-occurrence visualization (overlay) explains research patterns and trends according to the research theme. If the results show a lot of purple groups, the research time will be longer. On the other hand, if the results show that there are many green and even yellow groups, then the time for the study is likely to be new. Figure 5 shows that research with the theme of organizational culture is still a topic that is widely researched. This is indicated by the inclusion of organizational culture in the green group. The following table shows the ten open-access articles with the most citations.

Table 1. Top 10 Cited Articles

No	Author	Publication Year	Title	Journal	Cite	Publisher
1	Ferine K, Aditia R, Rahmadana M, Indri	2021	An Empirical Study of Leadership, organizational culture, conflict, and work ethic in Determining work Performance in Indonesia's education authority	Heliyon	86	Cell Press
2	Nazarian A, Atkinson P, Foroudi P	2017	Influence of national culture and balanced organizational culture on the hotel industry's Performance	International Journal of Hospitality	78	Elsevier
3	Lam L, Nguyen P, Le N, Tran K	2021	The Relation between Organizational Culture, Knowledge Management, and Innovation Capability: Its Implication for Open Innovation	Journal of Open Innovation: Technology, Market, and Complexity	41	MDPI

4	Naveed R, Alhaidan H, Halbasi H, Al-Swidi A	2022	Do organizations evolve? The critical link between organizational culture and organizational innovation toward organizational effectiveness: Pivotal role of organizational resistance	Journal of Innovation & Knowledge	24	Elsevier
5	Cherian J, Gaikar V, Paul R, Pech R	2021	Corporate Culture and Its Impact on Employees' Attitude, Performance, Productivity, and Behavior: An Investigative Analysis from Selected Organizations of the United Arab Emirates (UAE)	Journal of Open Innovation: Technology, Market, and Complexity	23	MDPI
6	Shin C, Park J	2019	Classifying Social Enterprises with Organizational Culture, Network, and Socioeconomic Performance: Latent Profile Analysis Approach	Journal of Open Innovation: Technology, Market, and Complexity	15	MDPI
7	Ibrahim R, Boerhannoeddin A, Kazeem Kayode	2017	Organizational culture and development: Testing the structural path of factors affecting employees' work performance in an organization	Asia Pacific Management Review	14	Elsevier
8	Farooqi S, Abid G, Ahmed A	2017	How bad it is to be good: Impact of organizational ethical culture on whistleblowing (the ethical partners)	Arab Economic and Business Journal	8	Elsevier
9	Thelen P, Formanchuk A	2022	Culture and internal communication in Chile: Linking ethical organizational culture, transparent communication, and employee advocacy	Public Relations Review	6	Elsevier
10	Kaur Bagga S, Gera S, Haque S	2022	The mediating role of organizational culture: Transformational leadership and change management in virtual teams	Asia Pacific Management Review	2	Elsevier

Table 1 above is the ten articles that are this study's discussion subject. The first article with the most citations is Research 2021 by (Ferine et al., 2021). This research examines the effect of conflict, leadership, organizational culture, and work ethic on employee performance. The study used a quantitative approach and Structural Partial Least Square (PLS-SEM) for data analysis. The results of the research state that leadership, organizational culture, and work ethic have a positive impact on employee performance. The second article with the most citations are research in 2017 by (Nazarian et al., 2017). This research aims to analyze the influence of national culture and organizational culture on organizational performance. This study uses organizational culture, arguing that operational organizations are more innovative and responsive to market changes. Data samples were collected from 96 hotels in London, England. The study results (Nazarian et al., 2017) state that employees' national culture can influence organizational culture, and organizational culture can affect commitment also employee performance in the hospitality industry. The third article with the most citations is research by (Lam et al., 2021). The research analyzes the relationship between organizational culture, innovation capabilities, and knowledge management. This research was conducted to provide advice, recommendations, and solutions for managerial practices in the technology industry. Primary data was obtained from representatives of 182 high-tech companies. A positive relationship between organizational culture and knowledge management is the result of this. A culture of innovation can increase the efficiency of knowledge management practices.

The fourth article with the most citations is research by (Naveed et al., 2022). Exploring the impact of organizational culture on organizational effectiveness through organizational innovation is the research aim. The data was taken from 280 pairs of managers and employees still in the banking industry. The results of research (Naveed et al., 2022) show that organizational culture mediated by organizational innovation has a positive effect on organizational effectiveness in achieving goals. The fifth article with the most citations is by (Cherian et al., 2021). The research focuses on four elements of organizational culture in the United Arab Emirates (UAE): attitudes, performance, behavior, and employee productivity. This research aims to study the behavior of heterogeneous groups of employees who are influenced by corporate culture. The study used a quantitative approach with data from 200

employees from 2 UAE foreign exchange companies. The results of the study (Cherian et al., 2021) state that organizational culture that does not look at employee backgrounds can affect the performance, attitudes, and work behavior of employees in the two selected companies. The sixth article is research (Shin & Park, 2019), which examines the relationship between organizational culture and increased social enterprise performance. The data in this study (Shin & Park, 2019) were taken from social enterprises registered on the Korean Social Enterprise Promotion Agency's website, with 100 questionnaires obtained. This type of research is quantitative. The results of the research (Shin & Park, 2019) state that organizational culture can encourage the performance of organizations engaged in the social field.

The seventh article with 14 citations is research by (Ibrahim et al., 2017). This research focuses on developing employee soft skills as part of organizational culture efforts to achieve goals. This study aimed to examine the direct effect of training methods and test the effectiveness of training on soft skill mastery and its impact on employee performance. The results of research (Ibrahim et al., 2017) show that appropriate training methods can improve employee soft skills at work. Other findings mention that employee soft skills can improve employee performance. The 2017 study, with a total of 8 citations by (Farooqi et al., 2017), aims to identify how ethical culture is implemented within the organization and how the organization responds to problems reported by employees (whistleblowing). Research by (Farooqi et al., 2017) is cross-sectional, meaning this research is static. An ethical culture encourages employees to do the right thing, not because they have to. In a whistleblowing organization, they may be ostracized, but applying an ethical culture can protect employees (*whistleblowing*) from all forms of discrimination. The study's results (Farooqi et al., 2017) show a positive relationship between (*whistleblowing*) and the application of an ethical culture.

Subsequent studies (Thelen & Formanchuk, 2022) examine how ethical organizational culture relates to employee advocacy behavior mediated by transparent communication. Research (Thelen & Formanchuk, 2022) is a type of quantitative research using a survey as a data collection tool distributed to 350 employees who are actively working. Ethical organizational culture can encourage employees to maintain transparent communication and advocacy behavior is the result of (Thelen & Formanchuk, 2022) research. The study conducted by (Kaur Bagga et al., 2022) explores the relationship between organizational culture, transformational leadership, and change management in employees of IT organizations. Research by (Kaur Bagga et al., 2022) used a survey method collected from 118 IT sector employee respondents. Organizational culture and transformational leadership are positively and significantly related to change management is the result of this study. Organizational culture can also mediate the relationship between change management and transformational leadership.

Discussion

Applying organizational culture is one of the most important things in the organization. Organizational culture can be one of the determining factors for the success of an organization (Sharma & Aparicio, 2022). Organizational culture can be a solution to maintaining competitive advantage (Abraham & Zewdie, 2020). Based on the bibliometric analysis, in the last seven years, organizational culture research variables have often been associated with other research variables such as employee performance, organizational change, conflict management, safety culture, organizational innovation, and business and leadership style. Further results show that seven groups of writers have research links in the field of organizational culture.

Based on research results from 10 articles with the highest number of citations, it can be concluded that organizational culture is the values, beliefs, and norms owned by all individual organizations that can determine the actions, attitudes, and behavior of employees in carrying out their duties. Organizational culture can influence employee performance (Ferine et al., 2021). An ethical organizational culture can maintain open communication and can encourage employee advocacy behavior (Thelen & Formanchuk, 2022). Transformational leadership and organizational culture positively and significantly affect change management (Kaur Bagga et al., 2022). Organizational culture can function to strengthen organizational commitment, stability, and consistency and help manage the behavior of organizational members (Abraham & Zewdie, 2020).

In addition to influencing the ups and downs of performance, organizational culture can also affect employee work commitment (Nazarian et al., 2017). Organizational culture can influence organizational knowledge management and increase the efficiency of knowledge management practices (Lam et al., 2021). Organizational culture mediated by organizational innovation positively affects organizational effectiveness in achieving goals (Naveed et al., 2022). Organizational culture can affect employees' attitudes, performance, and behavior in carrying out their duties (Cherian et al., 2021). Organizational culture can improve employee performance in companies engaged in the social sector (Shin & Park, 2019). Developing employee soft skills as part of organizational culture efforts to achieve goals can improve employee performance (Ibrahim et al., 2017). Applying an ethical culture within the organization can encourage employees to make the right attitudes and decisions for the organization's good (Farooqi et al., 2017).

Conclusion

In maintaining a competitive advantage, companies must instill organizational values and culture by maximizing the potential of their human resources. The purpose of this study is to describe the discussion on organizational culture that was studied in 2017 - 2023 using bibliometric analysis to analyze *co-authorship*, *co-occurrence*, and *citations*. 34 articles were evaluated based on the sample cumulative 58,526. The results of the *co-authorship* analysis show that 7 groups of writers have research links in the field of organizational culture. The results of the *co-occurrence* analysis show that employee performance, organizational change, conflict management, safety culture, organizational innovation, business, and leadership style are research variables that are often related to organizational culture. The *co-occurrence* analysis (overlay) results show that the topic of organizational culture

research is still frequently used in recent years. Regarding *citations*, the researcher discussed ten articles with the highest number of citations. The research results are expected to be used as a reference by further researchers who raise the same topic.

Previous research by (Cui et al., 2018) from 2005 to 2016 the Journal of Business Ethics is the journal with the highest number of contributions. In this study, Heliyon is the journal with the highest number of citations. This shows that Heliyon is an influential journal on the topic of organizational culture research. Previous research by (Leyva-Duarte et al., 2019) states that from 1980 to 2018 the topic of organizational culture research is an interesting research subject. In this research, the topic of organizational culture research is also still frequently used. This implies that the topic of organizational culture research is still quite relevant and has a major impact on organizations. The limitations of this bibliometric research are the use of research data which tends to be small, namely 34 articles, and the year of publication which tends to be short, namely 7 years. Besides that, the researchers also took articles that were only open access in their respective databases.

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