

Organizational Culture: A Bibliometric Review of Knowledge Clusters and Thematic Evolution

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ABSTRACT

This study aims to map the intellectual structure, knowledge clusters, and thematic evolution of organizational culture research through a bibliometric approach. Data were collected from the Scopus database within a defined publication period and analyzed using VOSviewer to identify co-occurrence patterns, research clusters, and temporal trends. The findings reveal that organizational culture serves as a central construct connecting multiple research domains, particularly leadership, employee well-being, job satisfaction, and organizational performance. Cluster analysis indicates that the literature is dominated by themes related to organizational behavior, psychological dimensions, and healthcare applications, highlighting the importance of culture in shaping both employee outcomes and operational effectiveness. Thematic evolution analysis further demonstrates a shift from traditional topics such as values and organizational behavior toward emerging themes including digital transformation, artificial intelligence, and sustainability. Density visualization confirms that while core themes remain highly developed, newer areas are gaining increasing scholarly attention. This study contributes to the literature by providing a comprehensive and systematic overview of the development of organizational culture research, offering insights into its current state and identifying potential directions for future studies in a rapidly changing organizational landscape.

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1. INTRODUCTION

Organizational culture has long been recognized as a fundamental component influencing how organizations operate, adapt, and achieve their strategic objectives. It represents the shared values, beliefs, norms, and behavioral patterns that guide employees

in their interactions and decision-making processes within an organization. Scholars in management and organizational behavior emphasize that culture acts as a social glue that binds organizational members together and shapes how individuals perceive problems, opportunities, and organizational goals [1]. As

organizations increasingly face complex environments characterized by rapid technological change, globalization, and heightened competition, understanding organizational culture becomes essential for sustaining performance and promoting innovation. Contemporary research highlights that culture is not only an internal characteristic but also an adaptive mechanism through which organizations respond to environmental pressures and evolving stakeholder expectations [2], [3].

Over the past several decades, research on organizational culture has expanded across multiple academic disciplines, including management, sociology, psychology, and organizational behavior. Early studies primarily focused on conceptualizing organizational culture and examining its impact on organizational effectiveness and employee behavior [4], [5]. However, more recent investigations have explored broader themes such as leadership influence, knowledge management, organizational learning, innovation, and sustainability. The diversification of research topics indicates that organizational culture is a multidimensional concept that interacts with numerous organizational variables. Studies have shown that leadership traits, organizational structures, and environmental conditions play a significant role in shaping cultural values and practices within organizations. Consequently, scholars have increasingly sought to examine the relationships between culture and other organizational outcomes such as job satisfaction, knowledge sharing, and organizational performance [6], [7].

The growing body of literature on organizational culture has also encouraged researchers to adopt new analytical approaches for understanding the structure and development of the field. Among these approaches, bibliometric analysis has gained prominence as a method for systematically mapping scientific knowledge. Bibliometric techniques allow researchers to analyze

publication trends, influential authors, collaboration networks, and the relationships between research themes within a specific discipline. Through tools such as keyword co-occurrence analysis and citation mapping, bibliometric studies can reveal how knowledge evolves over time and identify dominant research clusters that shape scholarly discourse. These methods provide a quantitative and visual representation of the intellectual structure of a research field, enabling scholars to better understand its development and emerging trends.

Recent bibliometric studies in management research demonstrate that organizational culture remains an important topic with diverse thematic connections. Research clusters often include themes such as leadership, communication, teamwork, knowledge management, innovation, and organizational performance. For instance, keyword mapping in several studies has identified clusters linking culture with leadership and collaboration, while others connect it with knowledge sharing and organizational learning. These clusters reflect the interdisciplinary nature of organizational culture research and show how the concept functions as a central node connecting various managerial and behavioral topics. Moreover, bibliometric visualizations have revealed that certain keywords—such as communication, leadership, and quality improvement—serve as bridges between different clusters, indicating strong conceptual relationships among research themes.

Despite the increasing number of studies, the rapid growth and diversification of research on organizational culture have created challenges for scholars attempting to gain a comprehensive understanding of the field. The expansion of topics, theoretical perspectives, and research contexts has resulted in a fragmented body of knowledge where connections among themes are not always clearly understood. Furthermore, emerging issues such as digital transformation,

sustainability, and cross-cultural collaboration continue to reshape the research agenda. As a result, there is a growing need for systematic reviews that can map the intellectual structure of organizational culture research and trace its thematic evolution over time. Bibliometric analysis offers a valuable approach to address this need by identifying knowledge clusters and highlighting how research themes have developed across different periods. Such insights can help scholars recognize influential research streams and discover potential directions for future investigations.

Although organizational culture has been widely studied, the rapid growth and diversification of the literature have resulted in fragmented knowledge structures and unclear relationships between major research themes. Previous studies have explored various aspects of organizational culture, such as leadership, knowledge management, teamwork, and employee performance; however, many of these studies focus on specific variables or contexts rather than examining the overall intellectual landscape of the field. Consequently, there remains limited understanding of how different research topics are interconnected, which knowledge clusters dominate the literature, and how thematic trends have evolved over time. Without a comprehensive bibliometric mapping of the field, it becomes difficult for researchers to identify emerging research directions, theoretical gaps, and opportunities for future studies.

The objective of this study is to conduct a bibliometric review of organizational culture research in order to map the intellectual structure and thematic development of the field.

2. METHODS

This study employed a bibliometric analysis approach to systematically examine the development of research on organizational culture. Bibliometric analysis is a quantitative method used to evaluate scientific literature by analyzing patterns in publications, citations, authorship, and keywords within a particular research field. This approach allows researchers to identify influential studies, major contributors, and the intellectual structure of a discipline. In the context of this study, bibliometric analysis was applied to map the knowledge clusters and thematic evolution within organizational culture research. By utilizing this method, the study provides an objective and structured overview of how the topic has developed over time, highlighting key research themes and emerging trends in the literature.

The data for this study were collected from a reputable academic database to ensure the quality and credibility of the publications included in the analysis. The search process used the keyword “organizational culture” and related terms to capture relevant scholarly articles. Only peer-reviewed journal articles published in English were considered to maintain consistency and academic reliability. After retrieving the initial dataset, a screening process was conducted to remove duplicate records and irrelevant publications that did not focus directly on organizational culture. The final dataset consisted of publications that met the predetermined inclusion criteria, including relevance to the research topic, publication type, and accessibility of bibliographic information such as authors, titles, abstracts, keywords, and citations.

Figure 2 illustrates the temporal evolution of research themes in organizational culture by using a color gradient from blue (earlier studies) to yellow (more recent studies). The central position of organizational culture remains consistent across time, indicating its enduring relevance as a foundational concept. Earlier research (blue–purple areas) is strongly associated with topics such as psychology, nursing staff, health personnel, and cross-sectional studies, suggesting that initial investigations were largely grounded in behavioral science and heavily concentrated in healthcare contexts.

As the field evolved (green spectrum), the focus expanded toward organizational management, leadership, qualitative research, and workplace dynamics. This phase reflects a transition from purely psychological and sector-specific inquiries to broader organizational perspectives. Researchers began to explore how culture influences leadership practices, decision-making processes, and

organizational effectiveness. The emergence of methodological terms such as qualitative research and interviews also indicates a growing emphasis on in-depth, context-rich analyses to better understand cultural dynamics within organizations.

In more recent years (yellow spectrum), the research frontier has clearly shifted toward digital transformation, artificial intelligence, sustainability, and strategic decision-making. These emerging themes highlight how organizational culture is increasingly examined in relation to technological advancement and global sustainability challenges. The presence of terms such as digital transformation and sustainable development suggests that culture is now viewed as a critical enabler of innovation and long-term organizational resilience. This progression underscores a significant shift from traditional, internally focused studies to more future-oriented and externally driven research agendas.

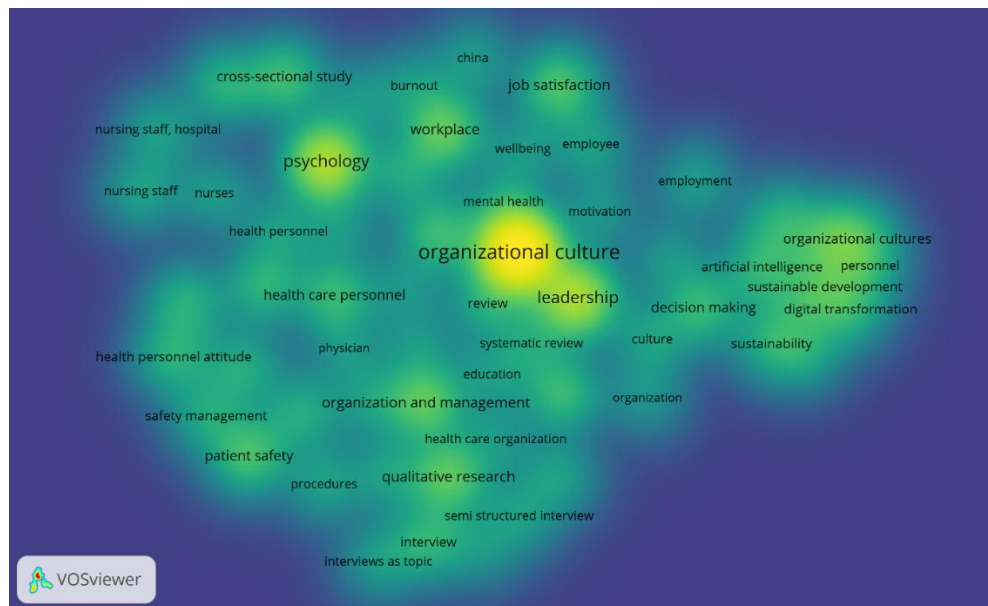


Figure 3. Density Visualization

Source: Data Analysis

Figure 3 highlights the most intensively studied and frequently occurring themes in organizational culture research. Areas shown in

bright yellow—particularly around organizational culture and leadership—indicate the highest concentration of scholarly attention,

confirming that these constructs form the core of the literature. Closely surrounding these central nodes are topics such as mental health, job satisfaction, workplace, and psychology, suggesting that a significant portion of research emphasizes the relationship between organizational culture and employee behavior, well-being, and performance. The strong density in these areas reflects a mature and well-developed research stream that integrates organizational theory with human resource and behavioral perspectives.

In contrast, areas with lower density (green to blue regions) represent less explored or emerging themes, including digital transformation, artificial intelligence, sustainability, and decision making. Although these topics appear on the map, their relatively lower intensity indicates that they are still developing compared to traditional themes. At the same time, the presence of healthcare-related topics such as nursing staff, patient safety, and health personnel suggests that this sector remains a significant application domain for organizational culture studies.

Discussion

The findings of this bibliometric analysis reveal that organizational culture remains a central and enduring construct in management research, functioning as a foundational element that connects various domains such as leadership, employee behavior, and organizational performance. The prominence of organizational culture and leadership within the network and density visualizations confirms that scholars consistently position culture as a key mechanism through which organizational values, norms, and practices are translated into managerial actions and employee outcomes. This reinforces classical theoretical perspectives, particularly those of Edgar H. Schein, who conceptualized culture as a system of shared assumptions shaping behavior, and suggests that these foundational ideas continue to guide contemporary empirical research.

Furthermore, the clustering structure highlights the strong integration between organizational culture and psychological dimensions, including job satisfaction, mental health, and workplace well-being. This indicates that the field has evolved beyond purely structural or strategic perspectives to incorporate human-centered approaches. The increasing attention to employee well-being reflects broader organizational shifts toward sustainable human resource management and the recognition that culture significantly influences employee engagement, motivation, and resilience. In this context, organizational culture is not only viewed as a performance driver but also as a critical determinant of employee experience, particularly in high-pressure sectors such as healthcare.

Another important insight from this study is the dominance of healthcare-related research within the organizational culture literature. Keywords such as nursing staff, patient safety, and health personnel suggest that healthcare organizations serve as a primary empirical context for examining cultural dynamics. This can be attributed to the high-stakes nature of healthcare environments, where organizational culture directly impacts safety, service quality, and decision-making processes. As a result, the healthcare sector has become a fertile ground for testing and refining theories of organizational culture, particularly in relation to safety management and professional behavior.

The temporal evolution analysis further demonstrates a clear shift in research focus toward emerging and future-oriented themes, such as digital transformation, artificial intelligence, and sustainability. These findings indicate that organizational culture is increasingly being studied as a dynamic capability that enables organizations to adapt to technological disruption and global challenges. The integration of digital and sustainability-related concepts reflects a growing recognition that culture plays a critical role in shaping organizational readiness for innovation and

long-term value creation. This transition also signals a movement from traditional, internally focused studies toward more externally driven and strategically oriented research agendas.

4. CONCLUSION

This bibliometric study demonstrates that organizational culture remains a central and evolving construct within management research, serving as a critical link between leadership, employee behavior, and organizational performance. The analysis reveals a well-established knowledge base grounded in psychological and healthcare-oriented studies, while also highlighting a clear

shift toward emerging themes such as digital transformation, artificial intelligence, and sustainability. These findings indicate that organizational culture is increasingly viewed not only as a foundational element of organizational functioning but also as a strategic capability that enables adaptation in dynamic environments. The study provides a comprehensive mapping of the intellectual structure and thematic evolution of organizational culture research, while identifying promising directions for future inquiry in response to technological and global challenges.

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