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A REVIEW OF ORGANIZATIONAL CULTURE APPROACHES: SYSTEMATIC LITERATURE REVIEW AND BIBLIOMETRIC ANALYSIS

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Abstract
In the era of technological advancement, organizational culture (OC) plays a significant role in facilitating or hindering industrial transformation like industrial revolution 5.0 (IR5.0). Prior OC literature has unexplored several lines of inquiries, especially from IR perspective. To fill this void, this study systematically reviews the literature on organizational culture from 2014 to 2024. To extract the data, the Web of Science (WOS) database is used. To achieve the study objectives, a two-step systematic literature network analysis (SLNA) approach is adopted. It consists of systematic literature review and bibliometric analysis. A corpus of 2398 documents has been examined to present the performance analysis and map the intellectual structure. The findings of the performance analysis indicate that OC has gained attention after 2020, driven by increased interest in resilience and environmental management. The intellectual structure highlights that human factors (leadership & employees) and technical factors are gaining attention. This indicates that a sociotechnical perspective is more relevant in OC, especially in IR5.0. In terms of contributions, this study offers nuanced theoretical and practical contributions.
KEY WORDS: organizational culture, industrial revolution 5.0, systematic literature review, bibliometric analysis
JEL classification: M14, M54, L20

Introduction

In the age of digital transformation, the notion of organizational/corporate/firm culture has gained considerable attention (Truong et al. 2025). Contextually, this shift emphasizes the adoption of cutting-edge technologies but also necessitates a vital change in firm culture to facilitate successful digital transformation (Blomkvist et al. 2025). Organizational culture (OC) refers to a set of unique characteristics that differentiate a firm from any other and serve as a social glue holding the organization together (Foss et al. 2013; Blomkvist et al. 2025). OC serves as a foundation stone of beliefs shaped by the members of a firm through internal integration or external adaptation (Bogale and Debela 2024). Moreover, OC involves values, stories, symbols, and myths that are shared among existing employees and learned by new organizational members (Hofstede 1991). From a digital perspective, OC is a firm guided behaviour that can either hinder or facilitate the digital transformation (Romero et al. 2025). In the same vein, Leso et al. (2023) argued that a supportive OC helps to promote new technology adoption, whereas a resistant-to-change OC can impede the digital transformation (Isensee et al. 2023).

As the industrial world entered the fifth industrial revolution (IR 5.0), the concept of OC has gained more importance. The concept of IR5.0 was introduced by the European Commission (EC) in 2021. Fundamentally, IR5.0 is a holistic framework that consists of human-centric values, resilience, and sustainability (Ali and Johl, 2024). To implement these core aspects of IR5.0, organizations require to reassess their cultural frameworks. For instance, Saksena and Jha (2024) argued that to implement industry 5.0, there will be profound changes in OC. Moreover, Olsson et al. (2025) claimed that modification in OC requires new collaborative frameworks that integrate technology with human input. According to Reichental (2024), more than 87% of business leaders consider digital transformation as a leading factor of competitive advantage. However, more than 70% of businesses failed to adopt digital transformation. This is a serious disconnect between intentions and outcomes. The major reason for this failure is the positive data-driven OC (Reichental 2024). In the same vein, Doucette & Parsons (2020) claimed that culture (33%) is the most significant self-reported barrier to digital effectiveness.

To address the research gaps, this study aims to review the literature of OC performance (publications, authors, countries) and to examine the network structure of the OC from 2014 to 2024.

The research methodologies like a systematic literature review (SLR) and bibliometric analysis were used. Where the first one includes identification of the study scope and relevant database with selection & evaluation criteria and the second one quantitative techniques to evaluate the scholarly calibre of authors or journals by looking at citation rates to assess the performance and relationships of organizational culture research. (Ahamer et al. 2015).
This article consists of the following sections: Introduction, Research Methodology (SLR, Bibliometric Analysis, Results of this Research), Discussion and Conclusion.

Review of Organizational Culture Studies

Organizational culture review studies the concept of OC that gained significant attention from practitioners and academicians. For instance, the review study of Palumbo & Douglas (2024) examines the relationship between OC and quality management, spanning between 1993 and 2022 (see Table 1) by focusing on the joint optimization of OC and quality management. Likewise, Bogale & Debela

(2024) review the measurements, perspectives, and orientations of OC from 52 documents spanning between 2014 and 2022. In the same vein, Oliveira et al. (2023) review the OC with strategic management in public and educational sectors, covering 348 documents from 2011 to 2020. In spite of a considerable amount of review studies performed on OC, as indicated in (Table 1), there are still many lines of inquiries and research gaps that need to be addressed. For instance, past review studies on OC have predominantly focused on documents published up to 2022, leaving a significant gap in understanding the evolving dynamic of OC in the wake of IR5.0. Moreover, analyzed studies have relied on limited or no database, which may compromise the quality of input and output, like Bogale & Debela (2024), Baek et al. (2019), and Mueller (2012).

Table 1. Review of studies on organizational culture

Authors	Purpose/aim	Timeframe	Technique	Number of articles	Sources
Palumbo & Douglas (2024)	To review the effect of organisational culture on quality management	1993-2022	Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR)	76	International Journal of Quality & Reliability Management
Bogale & Debela (2024)	To systematically analyse the measurements, perspectives and orientations of OC.	2014-2022	Systematic review	52	Cogent Business & Management
de Oliveira et al. (2023)	To systematically review the OC and strategic management in public sector and school management.	2011-2020	Bibliometric analysis	348	School Leadership & Management
Reader et al. (2020)	To systematically review the unobtrusive indicator of culture for the organisation.	2017	Systematic review	35	European Journal of Work and Organizational Psychology
Baek et al. (2019)	To review the fundamental premises (perspective) embodied in the literature on OC.	2000-2017	Integrative review	411	Journal of Organizational Change Management
Maitland and Rhind (2015)	To review the study of OC in sport	1995-2013	Systematic review	33	Sport management review

Research methodology

According to Tranfield et al. (2003), an SLR is a type of study that deals with previously published works and uses a methodical approach to synthesize data that has already been published. An SLR, according to Kraus (2020), is a review of an existing body of literature that employs an open and repeatable technique for finding, evaluating, and synthesizing it with a high degree of objectivity. SLRs have several drawbacks even if they are an effective method for analysing a lot of data. For example, a lot of SLRs ignore other viewpoints in favour of concentrating on only one kind of analysis. Furthermore, their search algorithms are not often clearly stated, and they frequently rely on a small database, which results in biased article selection (Dahabreh et al. 2012). To overcome these constraints, this study uses a brand-new methodology called Systematic Literature Network Analysis (SLNA). According to Inamdar et al. (2021), SLNA is a two-step process that combines a bibliometric analysis to examine the transmission and development of knowledge with a systematic literature review (SLR) to find pertinent publications. According to Colicchia and Strozzi (2012), this method should be broken down into two stages: SLR and bibliometric analysis.

Systematic literature review

A systematic literature review was carried out using a two-step process, which involved defining the study scope and selecting the relevant database with selection & evaluation criteria.

The scope of the study is set in the initial step of SLR following research objectives and questions. According to Denyer and Tranfield (2009), the scope should follow the CIMO logic, which includes context, intervention, mechanism, and outcomes. Thus, for this study, the scope is focused on “organizational culture”, “corporate culture”, “firm culture” and similar terms from 2014 to 2024, both years included.

The second step of the SLR involved selecting the appropriate search string and database. Based on prior literature, a combination of keywords with Boolean operators was used to identify the relevant documents. Keywords such as “"organi?ational culture" OR "corporate culture" OR "workplace culture" OR "company culture" OR "organi?ation culture" or "firm* culture" were used to identify relevant studies. For this study, the Web of Science (WoS) database was chosen to gather articles for analysis. The WoS is a reputable source for identifying high-quality journals worldwide (Elaish et al. 2023). Furthermore, the articles in this database are well-organised in terms of research quality (Elaish et al. 2023). The search was conducted at the end of Jan-2025, resulting in more than sixteen thousand documents. By limiting the search to journal articles and early access, approximately 2398 articles were deemed relevant for further selection, as shown in (Fig. 1).

The inclusion criteria were defined to select the primary documents. Studies that focused on the

application of organizational culture were selected. Additionally, studies that investigate factors related to the above-mentioned context were also selected. The studies needed to be written in English and published between 2014 and 2024; both years were inclusive. Fig. 1 shows the PRISMA diagram in detail.

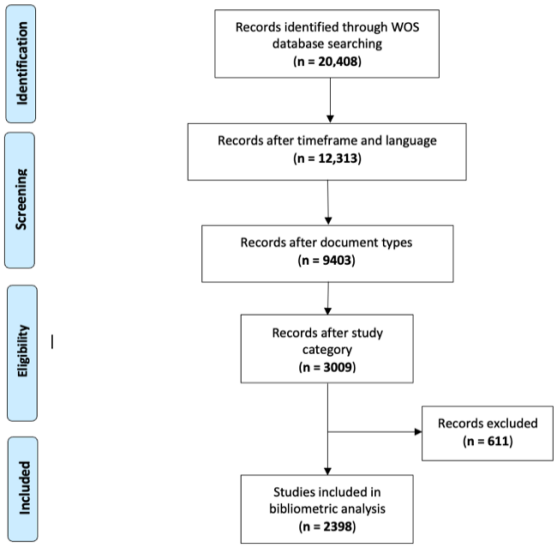

Fig. 1. PRISMA flow diagram

Bibliometric analysis

Bibliometric analysis, the second stage of the SLNA approach, uses quantitative techniques to evaluate the scholarly calibre of authors or journals by looking at citation rates (Ahamer et al. 2015). To prevent misinterpreting the term "quality," it is crucial to properly define the quality criteria for article selection before performing bibliometric analysis. According to Fonseca and Borges-Tiago (2021), bibliometric analysis examines co-authorship, references, citations, and publication contents using both quantitative and qualitative statistical techniques. Researchers can investigate citation patterns, author networks, knowledge bases, trends, reader usage, and the subject's importance and influence using this kind of analysis (Inamdar et al. 2021).

This study used bibliometric analysis to assess the performance and relationships of organizational culture research. The findings are organized into two categories: performance analysis and network analysis. Donthu et al. (2021) employed performance analysis approaches to determine the impact of research on a given field. Typically, this sort of study includes descriptive indicators such as the number of publications and citations per year, as well as contributions from authors, nations, organizations, and journals. These indicators are utilized because publication is a proxy for production, whereas citations indicate the research's influence and impact (Donthu et al. 2021).

Network analysis strategies focus on the structural linkages and intellectual exchanges between research elements. This sort of study employs a variety of methodologies, including citation and co-citation, co-word, co-authorship, and bibliographic coupling. These methodologies enable researchers to study the links and linkages within the area, resulting in a more comprehensive understanding of organizational culture research. Overall, bibliometric analysis is an effective method for assessing performance and relationships within a particular study topic (Donthu et al. 2021).

Results of this research

Performance analysis and publication trends as per the recommendations of Donthu et al. (2021), the 1st step in bibliometric analysis is to examine the overall progress in the research field through performance analysis (Kumar et al. 2022). It includes the most influential journals, authors, countries, and publication trends. From the WOS database, a corpus of 2398 documents from more than four hundred journals have been extracted, spanning a time frame of 2014-2024. In the corpus of 2398, more than 95% or 2268 documents are articles, and only 5% or 130 are early access articles.

In the performance analysis, firstly, it is necessary to highlight the publication trends between 2014 and 2024 because the corpus of 2398 indicated a gradual rise in firm culture research between these years. From 2014-2018, the number of publications was around a hundred with slight variations. This highlights that there was a consistent focus in firm/organizational culture research. In 2019, the number of publications slightly rose. From 2020 onward, there was a notable spike in the publication. In these years (2020-2024), the publications were more than double in comparison with preceding years. This surge highlighted the importance of corporate culture in remote work, resilience, and crisis management, especially after the COVID-19 pandemic. In the years 2021-2023, the publication trends remain stable, while in 2024, a significant rise was observed. This indicates that firm/corporate/organization culture has been gaining interest in the academic and practical world.

Most impactful journals and influential authors

From the corpus of 2398, table 2 highlights the 20 most impactful journals. From the table and figure, "*Journal of Business Research*" published 66 articles on firm culture (2.75%) followed by "*Cogent Business Management*" with 64 (2.67%) documents. From the corpus of the dataset, "*Journal of Organizational Change Management*" stands as the 3rd most impactful journal with 52 (2.17%) documents. Apart from the above three influential journals, "*Journal of Business Ethics*" (50, 2.09%) also plays a significant role in corporate culture research. In the firm culture research domain, other notable contributions are the "*International Journal of Organizational Analysis*" (42, 1.75%), "*Journal of Asian Finance Economics and Business*" (42, 1.75%), and "*Management Decision*" (37, 1.54%). Conclusively, these top 20 journals highlight the interdisciplinary nature of firm/organizational culture research, covering diverse domains like sustainability, ethics, organizational change, and performance management.

Table 2. Top 20 most impactful journals

Journal Name	Documents	% of 2398
Journal of Business Research	66	2.75%
Cogent Business Management	64	2.67%
Journal of Organizational Change Management	52	2.17%
Journal of Business Ethics	50	2.09%
International Journal of Organizational Analysis	42	1.75%
Journal of Asian Finance Economics and Business	42	1.75%
Management Decision	37	1.54%
International Journal Of Contemporary Hospitality Management	35	1.46%
Business Strategy and The Environment	34	1.42%
Business Horizons	33	1.38%
Business Process Management Journal	33	1.38%
Benchmarking an International Journal	32	1.33%
Employee Relations	32	1.33%
International Journal of Productivity and Performance Management	32	1.33%
Corporate Social Responsibility and Environmental Management	31	1.29%
Total Quality Management Business Excellence	31	1.29%
Administrative Sciences	30	1.25%
Industrial Marketing Management	30	1.25%
Journal of Business Industrial Marketing	28	1.17%
International Journal of Human Resource Management	26	1.08%

Apart from the impact journals, the performance analysis also highlights the most influential authors, as shown. From the corpus of 2398, the top 20 influential authors based on published documents were highlighted. In the organizational culture domain, the top 2 leading authors are Antony J. (9, 0.38%), and Kim S. (9, 0.38%). After that, three authors, Ali, Hitak and Le each published 7 (0.29%) documents. This highlights the researcher's interest in organizational culture research. Around 7 authors have published 6 documents (0.25%). Finally, around 8 authors have published 5 documents (0.21%). From the corpus of 2398, Fig. 2 highlights the top 20 most influential countries in organizational culture research from 2014 to 2024. Fig. 2 shows that most of the research in the firm culture domain has been conducted in developed countries like the USA, UK, Australia, Spain, and Germany. This highlights a significant research gap in terms of geography. Furthermore, the United States (US) is the leading country with 421 documents, which indicates its dominant role in the research domain. After that, England was the second most influential nation with 231 documents. According to Fig. 2, China, with 201 publications, ranked third in the most influential country, reflecting its growing influence in the research domain. As indicated above, most of the research in organizational culture was performed in developed countries, few developing/emerging countries like India (178), Indonesia (94), Vietnam (64), and Pakistan (62) were able to publish.

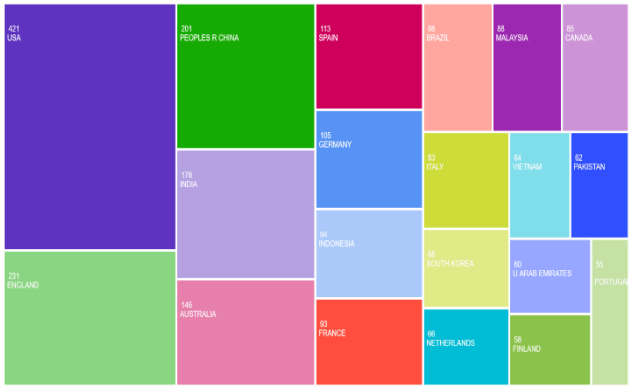

Fig. 2. Top countries in current research domain

Science mapping and Network analysis

As suggested by Donthu et al. (2021), the network analysis helps to understand the bibliographic linkages among published documents in terms of references, journals, and keywords. As recommended by Donthu et al. (2021), the network analysis consists of co-occurrence, co-citation, co-authorship, and bibliographic coupling, as explained below.

The analysis of co-occurrence in bibliometrics helps to understand the occurrence of certain keywords, terms, and phrases in the literature. It also helps to understand the intellectual structure, research trends and gaps of any research field (Donthu et al. 2021).

From the corpus of 2398 documents, the co-occurrence analysis was performed through VOS viewers. Fig. 3 and 4 show the co-occurrence analysis based on authors' keywords and all keywords, respectively. In both cases, the word "occur" was selected at least five times. Consequently, 386 items were extracted, as shown in Fig. 3, with a total of 15 clusters. The largest cluster is represented in red colour, having 44 items with prominent keywords being "*organizational culture*", "*innovation*", "*leadership*" and "*psychology*". The second cluster is presented as green colour having 41 words with prominent words being "*corporate social responsibility*", "green management", and "*business ethics*". The third cluster has 40 words, the 4th has 33, the 5th has 30, the 6th has 29 words, and the 15th cluster has 2 words.

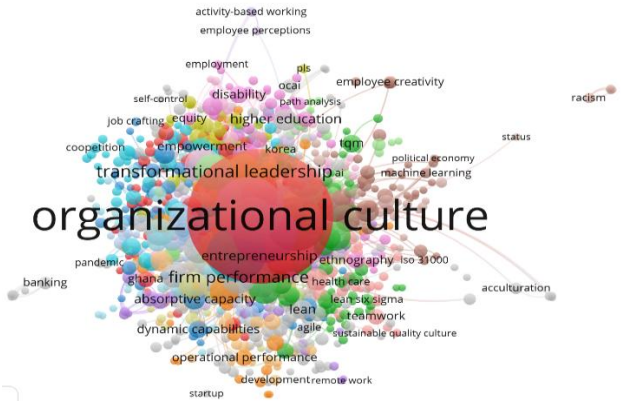

Fig. 3. Co-occurrence analysis based on authors' keywords

Similar to the above, Fig. 4 also highlights the co-occurrence analysis based on all keywords. The VOS viewer was used to complete the analysis. Again, a word with a minimum occurrence of five was selected for analysis. Consequently, a total of 896 words were extracted that formulate 9 clusters. From the analysis, the largest cluster is represented as green colour, consisting of 193 items. The most prominent keywords are "*organizational culture*", "*cultural change*", and "*leadership*". The second cluster is represented as red colour consisting 183 words, the third cluster has 137 words, and the fourth cluster has 102 keywords.

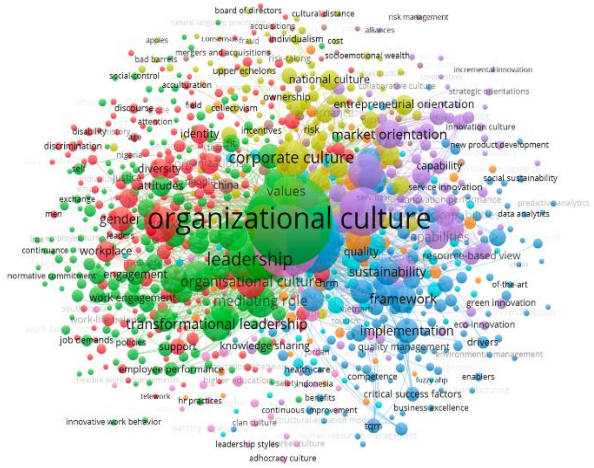

Fig. 4. Co-occurrence analysis based on all keywords

According to Donthu et al. (2021), co-citation analysis helps to understand the association among cited publications to develop the foundational themes in a specific research domain. In the current research, co-citation analysis is shown in Fig. 5. It highlights the co-citation analysis based on cited references. Through VOS Viewer software, references cited at least 15 times were selected for further analysis. From this threshold, 584 items with 7 clusters were formulated. The 1st cluster is represented in red, having 162 items. The prominent authors in this cluster are Schein (1985), and Oreilly (1991). The second cluster is represented in green colour having 116 items. The prominent authors are Fornell (1981), Podsakoff (2003), and Hair (2017). This cluster highlights the methodological references. This 3rd cluster is represented in blue colour having 88 items, yellow colour represents the 4th cluster having 75 items.

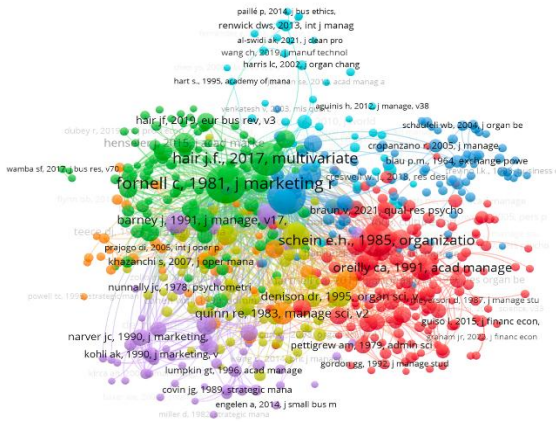

Fig. 5. Co-citation analysis based on cited references

According to Donthu et al. (2021), co-authorship analyses the association and interactions among authors and their affiliations that impacts the development of the research field. Fig. 6 highlights the co-authorship analysis based on organization. An organization having a minimum of five documents and at least five citations were selected for analysis. Through this threshold, 210 out of 2867 organizations meet the thresholds. Furthermore, a total of 15 clusters was formulated. The 1st cluster has 22 items like "*Khalifa*", "*Cardiff*", and *"Kent"* universities and is represented in red. The second cluster consists of 21 items and is represented in green. The third cluster consists of 20 items and is represented in blue.

On the other hand, co-authorship analysis was performed based on a country with a threshold of 5 documents with five citations. Through this threshold, 81 items formulate 10 clusters. The 1st cluster has 14 countries of Central Europe followed by 13 items of the 2nd cluster. The majority of countries in the 2nd cluster represent the Middle East and UK.

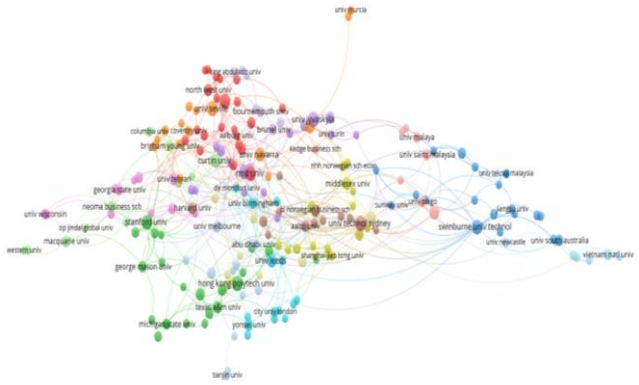

Fig. 6. Co-authorship based on organizations

Bibliographic coupling

In the bibliographic analysis, the bibliographic coupling highlights the association among cited publications to examine the present or periodical development in the research field (Donthu et al. 2021). Fig. 7 shows the bibliographic coupling based on documents. To perform this, a minimum threshold is a document that has a minimum of 15 citations. With this threshold, 761 documents meet the criteria with 8 clusters. The 1st cluster consists of 246 items and is represented in red colour, followed by the 2nd cluster having 123 items and represented in green colour. This 3rd cluster has 117 items and is represented in blue colour.

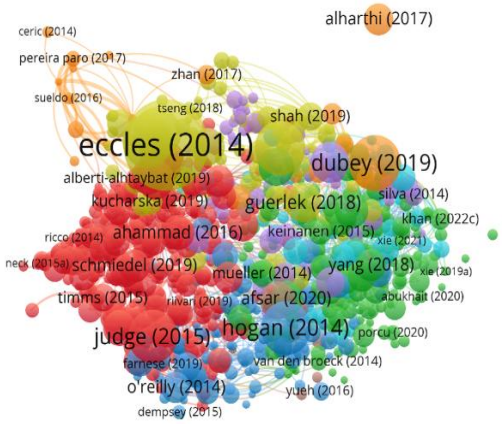

Fig. 7. Bibliographic coupling based on documents

Discussion

In the age of digital transformation, the notion of IR 5.0 has gained considerable research attention. Various factors help to implement IR5.0; the organizational culture is one of them. Past review studies systematically analyse the organizational culture; there are many lines of inquiries that need detailed analysis. To fill these voids, the purpose of this review study was to analyse the performance and network structure of organization culture from 2014 to 2024. To achieve the study objectives, the data was collected from WOS.

The bibliometric analysis was performed in two steps: performance analysis and science mapping & network analysis. In the performance analysis, the results highlight that the publication trend in the firm culture domain has been rising. For instance, more than 72% of documents published from 2020 to 2024. This indicates an upward trend in the organizational culture domain. This outcome is supported by past studies (de Oliveira et al. 2023; Bogale & Debela, 2024). Furthermore, the analysis highlights that most documents are published in well-reputed journals. Table 2 indicates that more than 30% (760/2398) articles were published in top 20 journals. This outcome is supported by prior review work (Palumbo & Douglas 2023). Moreover, the performance analysis highlights the most impactful authors in the organizational culture domain. The most impactful authors published more than five documents, and the majority of authors are affiliated with developed countries like the US, UK, Australia, and Canada. In the same vein, most documents are published in developed countries. These outcomes are supported and in line with de Oliveira et al. (2023).

Apart from performance analysis, the bibliometric analysis presents the science mapping and network analysis. These analyses highlight the conceptual structures among cited references, documents, and countries. As per the direction of past studies, co-occurrence, co-citation, co-authorship, and bibliographic coupling analyses were performed. The co-occurrence analysis indicates that the most dominating keywords are “organizational culture”, “innovation”, and “change management”. In the IR5.0 perspective, these aspects gained central attention. Moreover, the co-citation analysis highlights the linkages among cited references. The outcomes depicted that the corpus of documents formulate various clusters like conceptual, methodological, and empirical clusters. Moreover, the co-authorship analysis reconfirms that most of the author’s affiliations are from developed countries like the US, UK, and Australia. The co-authorship analysis also indicates that few researchers belong to developing/emerging countries like Malaysia, India, and Pakistan. Finally, the bibliographic coupling analysis indicates the periodical development in the organizational culture domain. All these outcomes are supported by past studies (Bogale and Debela 2024; de Oliveira et al. 2023; Palumbo 2024).

This study contributes to understanding how OC adapts in the different industrial revolutions, especially Industry 4.0 and IR5.0. Unlike the I4.0, which focuses on automation and data-driven outcomes, IR5.0 focuses on the synergy between humans and machines or sociotechnical systems. Secondly, this review study contributes to OC by conceptualizing the IR5.0 principle. This provides a nuanced framework for organizations to enhance their IR5.0 readiness. This perspective broadens IR5.0 research by integrating cultural dimensions into existing operational and technological frameworks. From a practical perspective, the review findings offer action insights into how the firm can cultivate a culture that aligns with current industry trends. By highlighting the importance of social factors like leadership, workforce commitment, and training & learning, the research offers a holistic roadmap for organizations seeking to foster their

adaptability and resilience. Moreover, the practical aspects help firms to balance socio (human) and technical (technology) factors. This ensures that digital transformation is effectively integrated with strategic and cultural imperatives.

Conclusion

This research has endeavoured to provide a nuanced analysis of organizational culture (OC), spanning between 2014 and 2024 from the WOS database. Conclusively, the outcomes indicated that OC has gained considerable attention during and post COVID era. Specifically, an upward surge has been witnessed in year 2023 and 2024. In terms of intellectual structure, the corpus of 2398 articles indicated that most trending and prominent keywords are "organizational culture", "innovation", "environmental management" and "resilience". This highlights the future research avenues in the context of IR 5.0. Fundamentally, IR 5.0 consists of resilience, human-centric context and sustainability.

This systematic review has manifold limitations that pave the steps for future research. Firstly, the study relies on the WOS database. This limits the potential and relevant publications in other databases like Scopus. Thus, in the future, both databases can be used to ensure an in-depth literature synthesis. Secondly, the documents extracted and examined from a limited timeframe of 2014 - 2024, which may not fully capture the historical progress of OC or have a long-term effect on digital transformation. Thus, in future studies, a historical evolution of OC beyond 2014 can be conducted. Finally, the study employs bibliometric analysis through the SLNA technique. This technique is unable to provide in-depth insights into theoretical enhancements. Therefore, the future study will incorporate bibliometrics with other techniques like the TCCM framework or others.

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