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Impact Factor (Cosmos: 6.262& I2OR: 3.585)

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# Culture, Knowledge, and Innovation: A Global Bibliometric Mapping of Organizational Trends

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*Citation:* Nasir, S. & Sarikwal, L. (2026). Culture, Knowledge, and Innovation: A Global Bibliometric Mapping of Organizational Trends. *Exploresearch*, 03(01), 191–205. <https://doi.org/10.62823/ExRe/2026/03/01.189>

### Article History:

**Received:**28 February 2026

**Revised:**17 March 2026

**Accepted:**25 March 2026

**Published:**31 March 2026

### Keywords:

Organizational Culture, Knowledge Management, Innovation, Bibliometric Analysis, Co-Citation Analysis, Bibliographic Coupling.

**Abstract:** This study analyzed 210 papers from the Scopus database to understand the impact of organizational culture and knowledge management on innovation. The research used bibliometric analysis, thematic clustering, and performance analysis to analyze publication trends, authors, institutions, countries, and top journals over the last 15 years. The study found that 2023 was the most productive year, with 23 publications. The Department of Business Administration at the University of Castilla-La Mancha in Spain is the most impactful institution, while the United States is the most influential country. The "Journal of Knowledge Management" is the most influential and productive journal. The most cited article is "Organizational factors to support knowledge management and innovation." The study identified six thematic clusters of organizational culture, knowledge management, and innovation. The study offers valuable insights to researchers, outlining the current understanding of Organizational Culture (OC), Knowledge Management (KM), and innovation and provides future research directions in this domain.

### Introduction

The concept of 'organizational culture' emerged after 41 years of research and a revolution in management concepts. According to (Pascale & Athos, 1982), Japan's economy presented a challenge to the US and Western nations, despite the US being a global leader in management theories. Japanese companies focused on flexible spiritual factors and long-term collective value, while American companies followed the rigid management methods and institutions of the American style. They established organizational cultures that facilitate innovation and integrate value and psychological factors, demonstrating superior performance and competitive advantage (Cui et al., 2018; Pascale & Athos, 1982). This trend calls for re-examining corporate soft factors and their influence on corporate development. So, organizational culture is now considered a key factor for business success (Scaliza et al., 2022) and promoting organizational innovation (Azeem et al., 2021; Cui et al., 2018; Hogan & Coote, 2014), identity (Alvarado, 2022), and organizational effectiveness and performance of organizations (Gregory et al., 2009).

In the knowledge-driven economy, organizations increasingly rely on knowledge and information to remain competitive. Organizational culture is a critical factor in fostering innovation and enabling effective knowledge management (KM) implementation (Abdi et al., 2018; Taleghani & Talebian, 2013). As a systematic and integrated process, KM enhances decision-making, efficiency, and employee commitment by balancing technology, human relations, and strategy (Yepes & López, 2021). It enhances processes, drives cultural, economic, and technological developments, and improves internal efficiency. It allows managers to make accurate decisions, respond to threats and opportunities, and encourage employee commitment.

Innovation is crucial for businesses to meet customer demands, stay ahead, and capitalize on opportunities (Shehzad et al., 2023). It involves continuous learning, searching, and exploration. These activities lead to the development of new products, techniques, organizations, and markets (Stiller et al., 2022). However, the fast-paced changes and evolving nature of the business environment require a new approach to innovation.

Organizational culture, knowledge management, and innovation offer various benefits in the business context when studied together. They can all contribute to a company's success (Azeem et al., 2021). A company's culture, rooted in values, should be integrated into all aspects of the business. A strong culture that values collaboration, communication, and learning fosters knowledge sharing and innovation. Knowledge management systems can enhance this capability, while an open innovation culture fosters efficient practices (Chung & Espinoza, 2023).

This study adopts a quantitative bibliometric approach using VOSviewer to analyze the evolution of research in organizational culture (OC), knowledge management (KM), and innovation. Bibliometric techniques help identify publication trends, key concepts, and paradigm shifts within a research domain (Koblianska et al., 2023). The approach offers advantages such as clear visualization through tables and figures, comprehensive analysis, and broader insights beyond single-aspect statistical methods, aiding both researchers and practitioners. This study aims to answer a series of research questions (RQs) with the help of bibliometric analysis:

- RQ1:** What is the current trend of research in the areas of OC, KM, and innovation?
- RQ2:** Who are the most prominent and impactful sources and contributions to the existing research?
- RQ3:** What are the most significant research papers in this research area?
- RQ4:** What are the significant thematic clusters that endure in this domain?
- RQ5:** What is the future research direction for the researcher?

The paper is structured into seven sections: background, methodology, findings and discussion, future research directions, conclusion, and implications.

### **Background of the Study**

OC is defined as an organization's shared values, attitudes, and behaviors that impact how employees understand "how things work" and influence their actions (Chang et al., 2017; Wallach, 1983). Cameron & Quinn, (1999) defined OC as "the values, beliefs, and hidden assumptions that organizational members have in common". Each organization has distinct cultural characteristics such as beliefs, technology, and personnel resources—that differentiate from others. This diverse culture encourages knowledge sharing and innovation among employees and connects them to high-level business operations, hence facilitating the acquisition of advanced competencies (Azeem et al., 2021). Knowledge is defined as a justified individual belief that enhances a person's capacity to conduct effective action (Alavi & Leidner, 1999). Knowledge management is a strategic process that enhances a firm's performance by acquiring, developing, sharing, applying, and protecting knowledge at various intervention levels (Donate & Guadamillas, 2011). Innovation is vital for strategic sustainable management because it enables firms to use knowledge management, which improves organizational sustainability (Lopes et al., 2017). Innovation enhances company performance by boosting workplace knowledgeability, fostering contentment, and enhancing flexibility, all of which drive organizational transformation towards advancement. Because innovation has the ability to create value, persuade management to allow for innovative methods that improve business efficiency and competitiveness. According to (Chatzoglou & Chatzoudes, 2017), innovation is responsible for product, process, and technology changes, which are advantageous in introducing new and improved marketing tactics for future organizational performance studies. Therefore, for sustained long-term success, innovation is crucial in not only ensuring competitiveness but also in gaining a significant competitive advantage.

- **Bibliometric Research Method**

Bibliometric analysis is a commonly employed and rigorous method for exploring and interpreting large volumes of scientific data (Donthu et al., 2021). We utilize a bibliometric methodology that employs quantitative tools to analyze bibliometric and bibliographic data (Pritchard, 1969). Unlike classic systematic literature reviews, a bibliometric review can offer insights across domains with extensive bibliometric and bibliographic information. Specifically, we adhere to the four-step procedure outlined by (Goodell et al., 2021) for bibliometric reviews: (1) defining the aims and scope of review; (2) selecting the techniques for analysis; (3) gathering data for analysis; and (4) performing analysis and reporting the findings. This analysis will provide valuable insights into the main contributors and trends influencing the field, helping us identify potential areas for further research and collaboration.

- **Choosing the Techniques for Analysis**

Bibliometric analysis is a quantitative method used to extract new information from literature reviews, supplementing research (Amiri et al., 2023; Groff et al., 2020). It involves identifying patterns within research areas and evaluating research works. Researchers use bibliometric analysis methodologies like authorship, top author, institution and country, references, journals, trends, citation, bibliographic coupling, co-citation, and co-word analysis to analyze biographic data in a specific field (Cui et al., 2018).

- **Data Collection**

Data were collected from Scopus due to its extensive coverage of high-quality, peer-reviewed publications. (Groff et al., 2020). A systematic approach resulted in a final sample of 210 English-language articles in Table 1 using defined keyword combinations related to organizational culture, knowledge management, and innovation. The keywords “culture” OR “company culture” OR “organizational culture” AND “knowledge management” OR “knowledge management process” AND “innovation” OR “creativ\*” OR “product innovation” OR “process innovation” were used to include articles. However, data extracted from Scopus is prone to inaccuracies due to incorrect bibliographical and bibliometric information. In order to prevent this, the researchers carried out a number of procedures to clean and store the data, and interpreting the results in accordance with (Zupic & Cater, 2015) and (Donthu et al., 2021).

To address potential inaccuracies in bibliometric data, rigorous data cleaning procedures were applied following established guidelines. Using VOSviewer, a thesaurus file was developed to standardize terms by merging similar concepts and expanding abbreviations (e.g., KM to knowledge management). These steps ensured consistency and improved the reliability of thematic analysis.

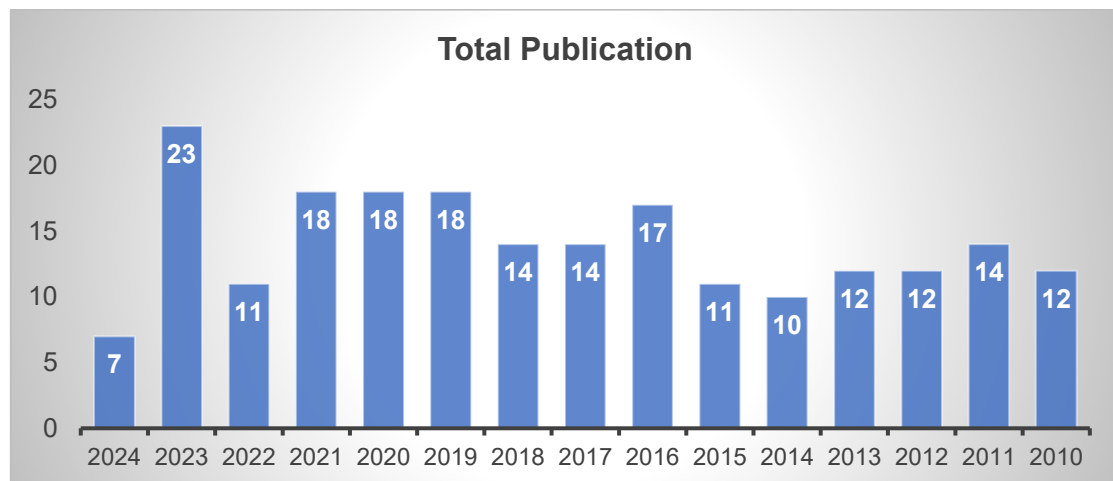
**Table 1: Filtering Criteria/ Search Term and Inclusion and Exclusion of document**

Criteria	Exclude	Include
Search Date= 04/04/2024		1086
Database: SCOPUS		
Search Term: “Culture” OR “company culture” OR “organizational culture” AND “knowledge management” OR “knowledge management process” AND “innovation” OR “creativ*” OR “product innovation” OR “Process innovation”		
Year: 2010-2024	236	850
Subject Area: Business, Management and Accounting	484	366
Document types- Articles	136	230
Source type- Journal	0	230
PUBLICATION Status- Final	10	220
LANGUAGE SCREENING- ENGLISH	9	211
Erroneous records refinement	1	210

### Findings

- **Performance Analysis**

From 2010 to 2015, research publications remained stable (10–14 per year), with a slight rise to 17 in 2016. A clear increase began in 2018, with consistent output (18 publications) until 2021. After a brief dip in 2022 (11 publications), the trend rebounded sharply, reaching 23 in 2023. Overall, the pattern indicates growing research activity and continued future interest in areas like organizational culture, knowledge management, and innovation.



**Figure 1: Publication Trends in OC, KM and innovation**

**Table 2: Top Author, Institution and Country**

TC	Author	TP	TC	Institution	TP	TC	Country	TP
359	Guadamillas, Fatima	2	267	department of business administration, university of castilla-la mancha, ronda de toledo, spain	1	122 2	United states	22
312	Delgado-Verde, Miriam	2	267	faculty of law and social sciences, university of castilla-la mancha, toledo, spain	1	120 2	Spain	21
312	Martín-de Castro, Gregorio	2	253	college of business administration, northeastern university, united states	1	117 7	Taiwan	14
267	Donate, Mario Javier	1	253	National Chengchi university, Taiwan	1	644	Brazil	13
253	Lin, carol yeh-yun	1	253	National sun yat-sen university, taiwan	1	497	Pakistan	8
253	Lin, hsing-er	1	253	National taiwan normal university, taipei, taiwan	1	458	China	16
253	Lin, shu-jou	1	216	Universidade do vale do rio dos sinos, são leopoldo, brazil	1	446	United Kingdom	20
253	Mcdonough iii, Edward f.	1	216	graduate program in production engineering and systems, unisinos – universidade do vale do rio dos sinos, são leopoldo, brazil	1	423	Australia	8
216	Hofmeister, Luiz Fernando	1	216	Federal university of the state of rio de janeiro, rio de janeiro, brazil	1	414	Canada	10
216	Lopes, Catia Milena	1	216	University of santa cruz do sul, santa cruz do sul, brazil	1	338	India	19

216	Scavarda, Annibal	1	216	Pontifical catholic university of rio de janeiro, rio de janeiro, brazil	1	296	Portugal	6
216	Thome, Antonio Marcio Tavares	1	212	Complutense university of madrid, Spain	1	271	Finland	5
216	Vaccaro, Guilherme Luis Roehe	1	212	Business administration department, Complutense university of Madrid, Spain	1	228	Turkey	3
212	Cruz-Gonzalez, Jorge	1	205	National Pingtung university, Kaohsiung, Taiwan	1	227	Germany	4
212	Navas-López, José e.	1	205	National sun yat-sen university, Taiwan	1	218	Malaysia	9
205	Chang, Christina ling-Hsing	1	193	I-shou university, Dashu township, Taiwan	1	217	Saudi Arabia	7
205	Lin, tung-ching	1	182	National Changhua university of education, Taiwan	1	209	South Korea	2
193	Tseng, Shu-Mei	1	182	Sam m. walton college of business, university of arkansas, united states	1	195	Singapore	3

Note(s): TC = total citations, TP = total number of article(s) publications

- **Top Authors, Institutions, and Countries on OC, KM, and Innovation**

Table 2 highlights the leading contributors in organizational culture, knowledge management, and innovation. Fátima Guadamillas is the most influential author with 359 citations, followed by Miriam Delgado-Verde and Gregorio Martín-de Castro with 312 citations. The department of business administration, "University of Castilla-La Mancha, Ronda de Toledo," and the "faculty of law and social sciences, University of Castilla-La Mancha, Toledo," Spain, are the most influential institutions, with 267 each. The United States leads overall with 1222 citations, and 22 publications, followed by Spain with 1202 citations, and 21 publications.

- **Top Journals in OC, KM, and Innovation**

Table 3 shows that research on organizational culture, knowledge management, and innovation is increasingly published in management and business journals. Key outlets include Journal of Knowledge Management, Journal of Product Innovation Management, and Knowledge Management Research and Practice. The Journal of Knowledge Management is the most influential with 1850 citations and most productive with 25 publications, ranking 'A' in ABDC journal list, followed by Technological Forecasting and Social Change with 749 citations. Overall, the trend reflects growing scholarly interest and future research focus in these areas. Publishing in premier journals attracts the interest of scholars (Baker et al., 2021; Goodell et al., 2021), indicating a growing emphasis on these topics in future research.

- **Top Influential Articles**

Table 4 highlights the most cited studies linking organizational culture, knowledge management, and innovation. The top article, "Organizational factors to support knowledge management and innovation" by José A. Donate and Fátima Guadamillas (2011), has 267 citations and shows that culture, leadership, and HR practices enhance knowledge processes and innovation. The second, "Managing the exploitation/exploration paradox" by Hsiu-Fen Lin et al. (2013), has 253 citations and emphasizes learning capability and combined practices in driving innovation ambidexterity and firm performance.

- **Top Reference Articles for OC, KM, and Innovation**

Table 5 identifies key references in OC, KM, and innovation based on local and global citations. The study by (Donate & Guadamillas, 2011) titled "Organizational factors to support knowledge management and innovation" is a top reference paper with 13 local citations and 267 global citations. The ratio of local citations to global citations is 4.87. The study emphasizing the role of culture, leadership, and HR practices in knowledge and innovation.

The Lee et al., (2012) , "An integrated view of knowledge management for performance," holds the second highest number of references, with 6 local citations and 176 global citations, resulting in a ratio of 3.41 between local and global citations. Their study highlighting that collaboration, learning culture, management support, and IT infrastructure drive knowledge processes and organizational performance.

**Table 3: Top Journal in OC, KM and Innovation**

Journal	TC	TP	HRM	ABDC	2010-2012	2013-2015	2016-2018	2019-2021	2022-2024
Journal of knowledge management	1850	25	*	A	5	5	4	7	4
Technological forecasting and social change	749	6		A	1	1	2	1	1
Journal of cleaner production	344	3		A	0	1	1	1	0
Journal of product innovation management	320	2	*	A*	1	1	0	0	0
Journal of intellectual capital	244	4		B	1	0	1	1	1
Knowledge management research and practice	226	6	*	A	1	1	2	2	0
Journal of business research	193	3		A	0	0	1	1	1
Decision sciences	182	1		A*	1	0	0	0	0
European business review	159	1		B	1	0	0	0	0
Technology in society	149	2		C	0	0	1	1	0
Industrial management and data systems	139	3		NA	1	1	1	0	0
International journal of project management	137	1		A	0	0	1	0	0
European journal of innovation management	129	4	*	C	0	1	1	0	2
The learning organization	125	4	*	C	1	0	1	0	2
business process management journal	120	4		B	2	0	0	2	0
Baltic journal of management	119	2		C	0	1	1	0	0
international journal of production economics	116	2		A	1	0	1	0	0
Technovation	105	1		A	1	0	0	0	0

Note(s): TC= total citations, TP= total number of article(s) publications, HRM=X if a journal is classified as 'human resource management' by the 2018 Academic Journal Guide

**Table 4: Top Influential Articles**

Author(s)	Title	TC
(Donate & Guadamillas, 2011)	"Organizational factors to support knowledge management and innovation"	267
(Lin et al., 2013)	"Managing the exploitation/exploration paradox: The role of a learning capability and innovation ambidexterity"	253
(Lopes et al., 2017)	"An analysis of the interplay between organizational sustainability, knowledge management, and open innovation"	216
(Martín-de Castro et al., 2013)	"The moderating role of innovation culture in the relationship between knowledge assets and product innovation"	212
(Chang & Lin, 2015)	"The role of organizational culture in the knowledge management process"	205
(Tseng, 2010)	"The correlation between organizational culture and knowledge conversion on corporate performance"	193
(Hsu & Sabherwal, 2012)	"Relationship between Intellectual Capital and Knowledge Management: An Empirical Investigation"	182
(Lee et al., 2012)	"An integrated view of knowledge management for performance"	176

(Naqshbandi & Tabche, 2018)	"The interplay of leadership, absorptive capacity, and organizational learning culture in open innovation: Testing a moderated mediation model"	172
(Sepasgozar et al., 2019)	"Implementing citizen centric technology in developing smart cities: A model for predicting the acceptance of urban technologies"	167
(Kamaşak & Bulutlar, 2010)	"The influence of knowledge sharing on innovation"	159
(Vaccaro et al., 2010)	"Knowledge Management Tools, Inter-Organizational Relationships, Innovation and Firm Performance"	159
(Wee & Chua, 2013)	"The peculiarities of knowledge management processes in SMEs: The case of Singapore"	139
(Gemünden et al., 2018)	"The project-oriented organization and its contribution to innovation"	137
(Azeem et al., 2021)	"Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation"	132
(Chatzoglou & Chatzoudes, 2017)	"The role of innovation in building competitive advantages: an empirical investigation"	108
(J. Wang et al., 2020)	"Green learning orientation, green knowledge acquisition and ambidextrous green innovation"	106
(Standing & Kiniti, 2011)	"How can organizations use wikis for innovation?"	105
(Chang et al., 2017)	"Relationships among organizational culture, knowledge sharing, and innovation capability: A case of the automobile industry in Taiwan"	105
(Delgado-Verde et al., 2011)	"Organizational knowledge assets and innovation capability: Evidence from Spanish manufacturing firms"	100

Note(s): TC = total citations

**Table 5: Top References Articles for OC, KM and Innovation**

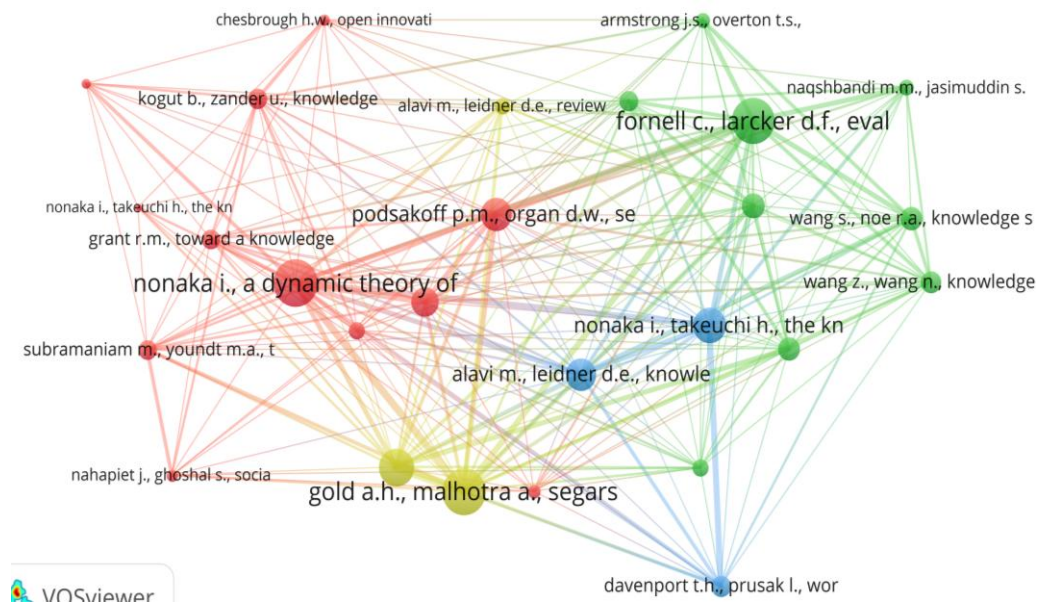
LC	Document	Title	GC	LC/GC Ratio (%)	Normalized	
					Normalized Local Citations	Normalized Global Citations
13	DONATE MJ, 2011, J KNOWL MANAGE	"Organizational factors to support knowledge management and innovation"	267	4.87	10.11	4.61
6	LEE S, 2012, J KNOWL MANAG	"An integrated view of knowledge management for performance"	176	3.41	10.29	3.42
6	DONATE MJ, 2010, KNOWL PROCESS MANAGE	"The effect of organizational culture on knowledge management practices and innovation"	92	6.52	8.25	1.48
4	CORFIELD A, 2016, J KNOWL MANAG	"Investigating knowledge management: can KM really change organisational culture?"	44	9.09	8.5	1.36
3	CHANG CL, 2015, J KNOWL MANAG	"The role of organizational culture in the knowledge management process"	205	1.46	6.6	5.72
3	LOPES CM, 2017, J CLEAN PROD	"An analysis of the interplay between organizational sustainability, knowledge management, and open innovation"	216	1.39	7	4.9
2	NAQSHBANDI MM, 2018, TECHNOL FORECAST SOC CHANGE	"The interplay of leadership, absorptive capacity, and organizational learning culture in open innovation: Testing a moderated mediation model"	172	1.16	7	2.63
2	TAGHIZADEH SK, 2020, MANAGE DECIS	"Knowledge management capability, environmental dynamism and innovation strategy in Malaysian firms"	31	6.45	9	1.09
2	DELGADO-VERDE M, 2011, J INTELLECT CAP	"Organizational knowledge assets and innovation capability: Evidence from Spanish manufacturing firms"	100	2	1.56	1.73

2	OPARAOCHA GO, 2016, J KNOWL MANAG	"Towards building internal social network architecture that drives innovation: a social exchange theory perspective"	66	3.03	4.25	2.04
2	CHANG W-J, 2017, KNOWL MANAGE RES PRACT	"Relationships among organizational culture, knowledge sharing, and innovation capability: A case of the automobile industry in Taiwan"	105	1.9	4.67	2.38
1	YAO J, 2020, J KNOWL MANAG	"Knowledge sharing and technological innovation capabilities of Chinese software SMEs"	76	1.32	4.5	2.67
1	AURELI S, 2019, BUS PROCESS MANAGE J	"Key factors that improve knowledge-intensive business processes which lead to competitive advantage"	44	2.27	18	1.51
1	ALASSAF D, 2020, J KNOWL MANAG	"The impact of open-border organization culture and employees' knowledge, attitudes, and rewards with regards to open innovation: an empirical study"	51	1.96	4.5	1.79
1	TSOU H-T, 2022, J COMPET	"An Examination of the Effect of Knowledge Utilization on Service Innovation: The Moderating Roles of Performance-Oriented Culture and Competitiveness Culture"	4	25	11	0.27
1	IQBAL A, 2021, J KNOWL MANAG	"Innovation speed and quality in higher education institutions: the role of knowledge management enablers and knowledge sharing process"	31	3.23	18	1.24
1	GARCIA-MORALES VJ, 2018, BALTIC J MANAGE	"Influence of social media technologies on organizational performance through knowledge and innovation"	84	1.19	3.5	1.29
1	BENITO-BILBAO J, 2015, J TECHNOL MANAGE INNOV	"Mapping the connection between knowledge transfer and firm competitiveness: An Empirical Research in the Basque country"	6	16.67	2.2	0.17
1	GONZALEZ RVD, 2017, MANAGE DECIS	"Linkage between dynamics capability and knowledge management factors: A structural equation model"	25	4	2.33	0.57

Note(s): LC = local citations, GC = global citations

- **Knowledge foundations of organizational culture, knowledge management, and innovation through co-citation analysis**

Co-citation analysis reveals the semantic correlations of co-cited references, illustrating the foundational knowledge of a field (Donthu et al., 2021), identifies four core clusters in OC, KM, and innovation: Organizational Knowledge, Innovation, and Intellectual Capital (represented by red nodes); knowledge Management, Innovation, and Firm Performance (represented by bottle green nodes); knowledge management and organizational knowledge creation (represented by blue nodes); and Knowledge Management Capabilities and Organizational Performance (represented by lemon green nodes). Nonaka, Podsakoff, Kogut, Subramaniam, and Grant in red nodes, similarly, Fornell, Wang, Du Plessis, Naqshbandi, and Armstrong in bottle green nodes, Nonaka, Alavi, and Davenport in blue nodes, while Gold, Lee, and Alavi in lemon green nodes have been highly cited, reflecting their strong influence across these research areas.



**Figure 2: Co-citation Analysis with Cited References**

Notes(s): Each node demonstrates a cited reference and a semantic cluster of references based on thematic similarity. The magnitude of local citations is indicated by the size of nodes, with bigger nodes denoting a greater intensity of local citations. Co-citations are indicated by the connections between nodes. The degree of co-citation is denoted by the thickness of the connections between nodes, with broader links signifying greater co-citation intensity.

- **Thematic and Influence Structure Analysis through Bibliographic Coupling**

Bibliographic coupling is a method that analyzes the connections between cited publications to reveal existing knowledge (Kessler, 1963). The bibliographic coupling analysis of organizational culture (OC), knowledge management (KM), and innovation identified six thematic clusters shaping the knowledge structure in Table 6.

Cluster 1 comprises 35 articles, and 2,623 citations focuses on organizational innovation and knowledge dynamics. The top-three cited articles in this cluster are Lin et al., (2013), Chang & Lin, (2015), and Naqshbandi & Tabche, (2018), with 253, 205, and 172 citations, respectively. Key studies highlight the role of learning capability, organizational culture, and leadership in enhancing innovation and KM performance. Cluster 2 consists of 20 articles on knowledge management, organizational culture, and innovation that have been cited 1354 times, according to Scopus. The top-three cited articles in this cluster are Donate & Guadamillas, (2011), Lee et al., (2012), and Gemünden et al., (2018), with 267, 167, and 137 citations, respectively. Research emphasizes the impact of cultural values, leadership, HR practices, and KM infrastructure on innovation and organizational performance. Cluster 3 consists of 20 articles on knowledge management, innovation, and organizational sustainability that have been cited 1250 times. The top-three cited articles in this cluster are Lopes et al., (2017), Hsu & Sabherwal, (2012), and Wee & Chua, (2013), with 216, 182, and 139 citations, respectively. Cluster 4 consists of 16 articles on organizational culture and knowledge management that have been cited 1078 times. The top-three cited articles in this cluster are Martín-de Castro et al., (2013), Tseng, (2010), and Standing & Kiniti, (2011), with 212, 193, and 105 citations, respectively. These Studies highlight the role of intellectual capital, adhocracy culture, and digital tools (e.g., wikis) in enhancing performance and innovation.

Clusters 5 and 6 are minor clusters comprising six and five articles, respectively, on green knowledge management, sustainable innovation, and organizational culture, and knowledge management, organizational learning, and innovation, that have been cited 339 and 217 times in Scopus, respectively. The top-cited articles from these clusters are Awan et al., (2021), Wang et al., (2022), Garcia-Morales et al., (2018), and (v. Alberti-Alhtaybat et al., 2019). They highlighted on green KM and sustainable innovation, emphasizing buyer-driven knowledge transfer and sustainability practices, the role of digital technologies and collaborative knowledge systems.

**Table 6: Thematic clusters of organizational culture, knowledge management and innovation through bibliographic coupling**

Theme	Author(s)	Titles	TC
Organizational Innovation and Knowledge Dynamics	(Lin et al., 2013)	"Managing the exploitation/exploration paradox: The role of a learning capability and innovation ambidexterity"	253
	(Chang & Lin, 2015)	"The role of organizational culture in the knowledge management process"	205
	(Naqshbandi & Tabche, 2018)	"The interplay of leadership, absorptive capacity, and organizational learning culture in open innovation: Testing a moderated mediation model"	172
Knowledge Management, Organizational Culture, and Innovation	(Donate & Guadamillas, 2011)	"Organizational factors to support knowledge management and innovation"	267
	(Lee et al., 2012)	"An integrated view of knowledge management for performance"	176
	(Gemünden et al., 2018)	"The project-oriented organization and its contribution to innovation"	137
Knowledge Management, Innovation, and Organizational Sustainability	(Lopes et al., 2017)	"An analysis of the interplay between organizational sustainability, knowledge management, and open innovation"	216
	(Hsu & Sabherwal, 2012)	"Relationship between Intellectual Capital and Knowledge Management: An Empirical Investigation"	182
	(Wee & Chua, 2013)	"The peculiarities of knowledge management processes in SMEs: The case of Singapore"	139
Organizational Culture and Knowledge Management	(Martín-de Castro et al., 2013)	"The moderating role of innovation culture in the relationship between knowledge assets and product innovation"	212
	(Tseng, 2010)	"The correlation between organizational culture and knowledge conversion on corporate performance"	193
	(Standing & Kiniti, 2011)	"How can organizations use wikis for innovation?"	105
Green Knowledge Management, Sustainable Innovation, and Organizational Culture	(Awan et al., 2021)	"Exploring the effect of buyer engagement on green product innovation: Empirical evidence from manufacturers"	95
	(Wang et al., 2022)	"Achieving green innovation and sustainable development goals through green knowledge management: Moderating role of organizational green culture"	80
Knowledge Management, Organizational Learning, and Innovation	(Garcia-Morales et al., 2018)	"Influence of social media technologies on organizational performance through knowledge and innovation"	84
	(v. Alberti-Alhtaybat et al., 2019)	"A knowledge management and sharing business model for dealing with disruption: The case of Aramex"	73

Note(s): TC = total citations

- **Thematic trends of OC, KM, and Innovation**

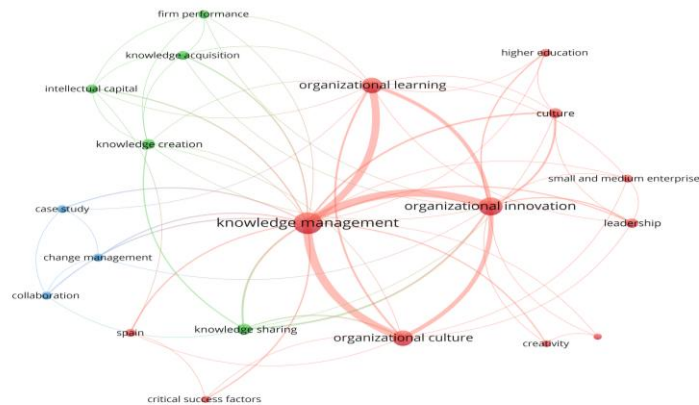
Co-occurrence analysis of authors' keywords was conducted to identify thematic trends in organizational culture (OC), knowledge management (KM), and innovation from 2010 to 2024 in Figures 3–5. The analysis, divided into three periods (2010–2014, 2015–2019, 2020–2024), shows that the core themes—organizational culture, knowledge management, and innovation—remain stable over time, indicating continued integrated research focus.

Between 2010 and 2014 (Fig. 3), a study focused on knowledge management, organizational culture, innovation, and organizational learning (red nodes) in OC, KM, and innovation. Key areas

included knowledge acquisition, creation, sharing, intellectual capital (bottle green nodes), collaboration, and change management (blue nodes). This grouping emphasizes leadership's role in fostering innovation, entrepreneurship, and creativity.

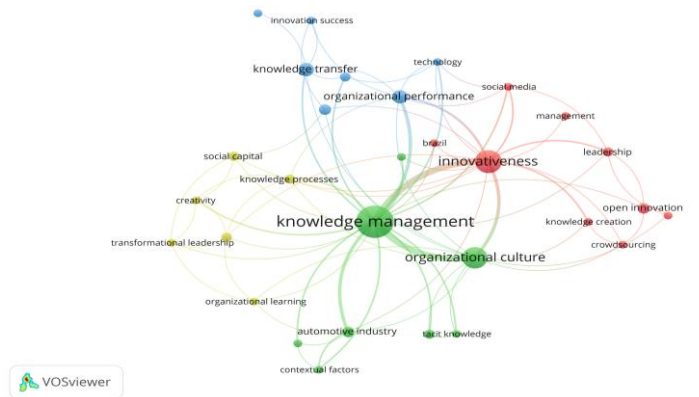
The study carried out between 2015 and 2019 (Fig. 4) emphasized innovativeness, open innovation, knowledge creation, and leadership (red nodes). Furthermore, the key themes are knowledge transfer, organizational performance (blue nodes), knowledge management, organizational culture, automotive industry (bottle green nodes), and transformational leadership, knowledge processes, and creativity (lemon green nodes). Key themes include knowledge transfer, organizational performance, transformational leadership, and the role of absorptive capacity and dynamic capabilities in driving innovation.

The study between 2020 and 2024 (Fig. 5) is mainly focused on themes such as organizational culture, knowledge management, organizational innovation, innovation capability, and leadership (red nodes). Similarly, employee creativity, organizational learning (bottle green nodes); innovation culture and innovation strategy (purple nodes); organizational learning culture, open innovation (blue nodes); and digital transformation, human resource management (lemon green nodes). The cluster highlights organizational innovation, innovation capability, and digital transformation. Emerging themes include employee creativity, innovation strategy, HRM, and technology-driven transformation, reinforcing the central role of OC, KM, and leadership in innovation.



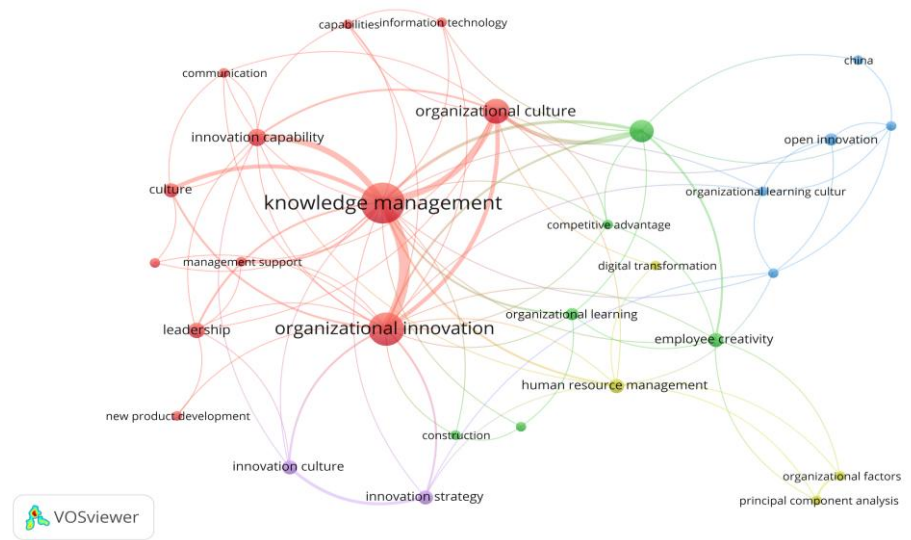
**Figure 3. Influential Topics in the “Period of 2010–2014”**

**Note(s):** Red nodes = knowledge management, organizational culture, organizational innovation, organizational learning, Bottle green nodes= knowledge sharing, knowledge creation, knowledge acquisition, blue nodes= collaboration, change management.



**Figure 4: Influential Topics in the “period of 2015-2019”**

**Note(s):** Red nodes = Innovativeness, open innovation, Bottle green nodes= knowledge management, organizational culture, blue nodes= knowledge transfer, organizational performance, Lemon green nodes=transformational leadership, knowledge processes, organizational learning.



**Figure 5: Influential Topics in the “Period of 2019-2024”**

Note(s): Red nodes = Knowledge management, organizational innovation and organizational culture, Bottle green nodes= knowledge sharing and employee creativity, blue nodes= open innovation and organizational learning culture, Lemon green nodes= Human resource management and digital transformation, purple nodes= Innovation culture and innovation strategy

### Future Research Directions

This study establishes a baseline for research on organizational culture (OC), knowledge management (KM), and innovation, highlighting their growing integration and relevance. This will allow future researchers to investigate the various keywords or dimensions associated with organizational culture, knowledge management, and innovation that would be considered together. A future study might look at how the different dimensions of organizational culture, knowledge management process, and different types of organizational innovation are adopted by organizations to perform better in the local and global markets. Across 2010–2024, these themes remain consistently dominant, indicating a stable and trending research focus. The studies from 2010–2014 emphasized on leadership, knowledge processes, culture’s role in innovation, and collaboration. The studies between 2015–2019 focused on absorptive capacity, dynamic capabilities, leadership styles, and knowledge transfer in building competitive advantage.

The year 2020–2024 highlighted on innovation capability, KM, leadership, and the role of technology and strategy in digital transformation and innovation. Future research should examine how dimensions of OC, KM processes, and types of innovation jointly enhance organizational performance in both local and global contexts.

Future research should investigate the direct impact of organizational culture (OC) and knowledge management (KM) on innovation. It should also explore mediating mechanisms such as knowledge acquisition, sharing, and application to better understand how KM links OC with innovation outcomes. Additionally, studies should examine cultural dimensions (Cameron and Quinn model, Denison model, etc.), leadership styles (e.g., transformational leadership), and various forms of innovation, including product innovation, new product development, and open innovation.

### Conclusion

Bibliometric analysis serves as a valuable tool to identify research trends, citation patterns, and thematic structures within organizational culture (OC), knowledge management (KM), and innovation. Using Scopus data, this study maps the evolution, key themes, and influential works in these domains, while also outlining emerging areas and future research directions relevant to scholars, policymakers, and practitioners. However, the study is limited to Scopus data. Future research should integrate multiple databases, such as Web of Science and Scopus, to ensure broader coverage and more comprehensive analysis.

### Implications of the Study

The study offers important implications for organizations, entrepreneurs, academicians, and researchers by providing a comprehensive understanding of existing literature in organizational culture, knowledge management, and innovation. It helps identify key contributors and influential works, enabling better access to relevant research and practical insights. Additionally, it highlights research gaps and future directions, supporting scholars in conducting high-quality studies and enhancing their potential for publication, credibility, and professional recognition.

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