

Innovation Culture Overview: Bibliometric Analysis over Three Decades

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Abstract. *Innovation culture represents a point of interest in today's rapidly evolving environment which has been defined by numerous researchers as a culture in which the values, norms, behaviours, beliefs foster activities that promote innovation. Despite the increasing focus on this topic, there remains a need for a deeper understanding of the scientific context, activity and influence of the current subject in the scientific field. The study aims to fill this gap by identifying current theme trends, directions and offer recommendations for future research by conducting quantitative analysis using bibliometric analysis to systematically review and synthesize existing literature on innovation culture and correlated topics. Applying the bibliometric methodology, the research examines 208 papers from Scopus database that address the subject. These scientific documents consist of the data that is examined through utilization of VOSviewer software that signifies the main mean of creating the outcomes. The evolution of literature, the distribution of the key themes within the field, mapping the authors, journals, articles, co-occurrence and co-citations are tackled. The examined data reveal a significant increase in academic interest, more exactly in the last decades, indicating an expanding field of study. The methodological framework has four stages related to collection of data, examination of data, representation of data and interpretation of data. The findings recognize the complexity of the topic by offering a comprehensive overview of the scientific structure, providing valuable insights for interested parties, highlighting future research orientations that are essential to be further investigated.*

Keywords: innovation culture, organisational culture, innovation, bibliometric analysis, VOSviewer.

Introduction

Innovation is a term used more and more nowadays, organisations focusing on developing new products, services, tools for keeping up with these challenging times. For implementing innovation, the concept of innovation culture has emerged as a cornerstone in organisational body, reflecting dynamics that foster an innovative environment. In an era defined by rapid technological advancements and global competitiveness, cultivating an innovation culture is increasingly recognized as essential for sustained organisational success for business future-proofing. The relevance of the innovation culture is highlighted by the growth of the scientific articles which tackle the topic by correlation innovation culture with information from various domains. This aspect is supported by the appearance of numerous amounts of scientific documents available on international databases such as: Scopus and Web of Science related to the topic which comprise a number of more than 3,800 documents. Despite the huge amount of data, after a short screening of the most relevant scientific papers, it was concluded that there are very few articles that actually conducted a bibliometric analysis for firstly analysing the scientific literature, idea also highlighted by (Hael et al., 2024) and (Gohoungodji, 2024). Based on the above presented information, there is showed a gap in understanding which should be the starting point of a research that tackles innovation culture by taking into account several things such as: overview of the trend, the topics, the scientific journals, publications and authors that referred to it.

Choosing to research a theme like this one for this article related to innovation culture have positive implications for all of the stakeholders involved and especially researchers. Such analysis will help future researchers in identifying the necessary first steps in conducting their investigations by creating a foundation for them. Developing a bibliometric analysis related to innovation culture provides a comprehensive understanding of the research trends, influential works, and key contributors in the field, enabling scholars and practitioners to identify knowledge gaps, guide and foster future research. Culture of innovation represents one of the key elements for the nowadays environment which should be developed by organisation in order to secure their future. It serves as the backbone for continuous growth, adaptability, and resilience in organisations and societies alike and at the same time it brings value to the organisations by giving multiple benefits.

In the first part of the article, the theoretical backgrounds are addressed by bringing into discussion relevant articles, authors and their concepts and ideas of innovation culture together with an explanation of the main used keywords. In the second part, the methodology used for assessing the overview of the innovation culture is done. As the type of analysis, quantitative analysis is applied by exploring a bibliometric analysis of the relevant scientific documents after choosing the sample based on some criteria. In the end results, discussions and main conclusions are issued.

This scientific article focused on an overview of the topic of innovation culture over three decades will help the readers to understand the complexity of the subject, its evolution over the years, by concentrating on the creating core stones for future opportunities of research.

Therefore, the study spins around three main research questions:

1. Who are the main participants in terms of authors and articles which helped in the development of the topic of innovation culture?
2. What are the most important associated keywords resulted from the analysis related to innovation culture and its associated areas?
3. What are the main methodological research methods used for tackling the subject?

Theoretical framework

The concept of innovation culture remains a significant focus of contemporary research, with numerous scholars examining its implications across various related fields. The theoretical background connected to this matter is a complex one, exploring many factors and elements associated to this extensive domain. Various scientific authors refer to culture of innovation and organisational culture by giving various definitions to these, most of them being interconnected.

Intrinsically, organisational culture represents a set of values that an organisation has created and communicated through protocols, norms and other behavioural patterns (Naisa et al., 2023). There are many types of organisational culture which based on the evolution of the rapidly changing environment, generated the appearance of a new organisational culture, namely, the innovation culture. At the beginning of the information age, a new type of culture emerged under the name of “innovative culture” which emphasizes on a behavioural pattern within which members of the organisation focus on collaboration and creation of positive factors to innovate (Xie et al., 2016). As such, the innovative organisational culture is defined by the Harmancioglu et al. (2020) as the “values, norms, standards and behavioural pattern of an organisation that promotes activities of pursuing new ideas for products and services that are aimed at providing higher value to consumers and performance”. Moreover, researchers Naisa et al. (2023), consider that an innovative culture refers to an organisation framework that fosters cooperation and knowledge

exchange as well as the creation of new ideas. The company's values, beliefs, and practices through which it is promoted innovation is described as an innovation culture by Jegerson et al. (2024).

Nowadays, due to the complexity of the challenges that appear, authors Hanifah et al. (2019) and Kuhn & Bhatiasevi (2024) state that organisations "need to innovate continuously". Innovation culture is considered to help the organisation to experiment more, to take advantage of new opportunities as well as to challenge existing norms and make the necessary changes in order to remain competitive on the market (Jiao et al., 2024). The culture of innovation drives business performance intensifies creativity by keeping at the same time a commitment to foster organisational learning (Kusnandar et al., 2023). A very important aspect of an innovation culture is "the presence of organisational structures, systems, resources, and time for innovation-related projects" (Villaluz & Hechanova, 2019). In addition, a strong culture of innovation is associated with positive innovation outcomes, driving the firm's ability to create and implement new ideas effectively (Jin et al., 2019). Due to the fact that the current environment is very dynamic, the organisations' centre of attention should be the future sustainability of the long-term survival of their activity and innovation plays an essential role in it. Innovation culture is viewed as the key element for securing the business' future in the next decades (Crews et al., 2022). Through implementing a culture of innovation which is seen as "a seed that needs planting" by Hanifah et al. (2019), organisations can secure their business-future proofing. Indeed, by developing such a culture, multiple actions, values, beliefs, behaviours and other crucial measures are promoted. Among these, knowledge sharing and organisational learning are considered to lead in the development of new product ideas by increasing market competitiveness (Kusnandar et al., 2023). One of the most important targets of each and every organisation is achieving profitability and researchers Paredes & Olander Roesse (2024) state that and innovation culture incorporated in daily work helps in accomplishing that. Moreover, authors Dobni (2008) concludes that an innovation culture is positively correlated with organizational performance and competitive advantage. This culture is initiated through cultivating a climate in which personal action of the individuals and change are oriented towards innovation (Crews et al., 2022). However, even if the subject represents a major discussion point, in order to have a meaningful impact, it must be explained and presented in an understandable manner to each and every stakeholder interested and impacted by it.

Nevertheless, with the aim of creating an innovation culture, there is a need to have a base, a foundation, a system, a design of the tools and means through which the intern and extern stakeholders can draft, conceptualize, and start to innovate. Therefore, the contents of the organisational culture are indispensable (Bendak et al., 2020). It is considered by Hanifah et al. (2019) that the strategy and the execution in an organisation are meaningful tools for creating an environment where culture of innovation can flourish. In addition, the authors argue that the main elements of such a culture are the intention, the implementation, the influence and the infrastructure which are promoted within it. Moreover, the autonomy, risk-taking mindset together with supporting new ideas of the team and the superiors are crucial (Gad David et al., 2023). Along with these, values such as: creativity, outside the box mindset, teamwork, autonomy and flexibility must be part of the culture (Aboramadan et al., 2019). Based on, Seiler et al. (2022) creativity is considered to be the key element for having an innovative culture, which influence the idea generation process together with various factors such as: strategy, capabilities, culture, market environment. It is required to have a balance of supportive leadership, a defined management performance evaluation system and a tolerant environment to nurture this culture (Park et al., 2021). The employees are one of the main parties that influence such a culture, and they need to hold specific characteristics and skills that include being alert, creative, innovative, open-minded

and risk-taking persons. In addition to this, researchers Jegerson et al. (2024) find that human capital is indeed very important and essential for nurturing an innovation culture in which emotionally intelligent leaders have the ability to foster innovation, create an inclusive work environment, and inspire creativity. Leaders together with an adequate leadership strengthen the development of an innovation culture. Toleration of failure, increasing experimentation and giving freedom to innovate from leaders stimulate individuals to engage in innovative processes (Park et al., 2021). By communicating a clear vision of innovation along with encouraging employee engagement, organisations highlight the importance of this culture to them (Villaluz & Hechanova, 2019).

Being a very dynamic topic, innovation culture covers many areas, fields, ideas and it is impacted by many factors, parties and aspects. An analysis is needed with the intention to make this subject a more available one, to create a structure, a starting point for future research. As such, an overview targeting most relevant articles, scientific journals, authors and other characteristics is required. Filtering scientific publications, a limited number of scientific papers addressed this kind of analysis, thus, the necessity is shown. An overview with the aim of creating a foundation for future research would be very useful. One of the few articles that used such an analysis, is Hael et al. (2024) which targeted, through utilization of bibliometric analysis, to create a launching point for future research on innovation and organisational learning. Gohoungodji (2024) is another example of research which used this analysis to create a base for follow-up research on the topic of innovation culture in creative industries.

Methodology

The primary aim of the study is to conduct a detailed analysis of scientific publications related to innovation culture, with the goal of establishing a foundational repository that will serve as a comprehensive reference point and a robust basis for guiding and shaping future research efforts in the field. In order to do that, bibliometric analysis is conducted in order to better understand the topic of innovation culture and its implications in the organisations' long-term survival by focusing on the existing journals, main contributors and affiliated subjects. According to Öztürk et al. (2024) and Donthu et al. (2021), bibliometric analysis is seen as a tool for revealing outcomes of different scientific elements such as: papers, keywords, authors, journals that can be used in various domains to analyse the way the specific topic evolved over time. It is defined as a process of gathering different scientific outputs which results from studying scientific publications from certain domains with the help of “numerical analyses and statistics on some bibliometric indicators” (Öztürk et al., 2024). Bibliometric analysis represents a quantitative method (Passas, 2024) which based on its applicability, this type of analysis is used in this research in order to create an overview on the subject of innovation culture and its evolution over the years.

Based on the information collected, the current study uses the (Donthu et al., 2021) four-steps bibliometric analysis framework, more exactly starting with defining the aims and scope of the study, followed by choosing the most suitable techniques for the analysis, then, collecting the data from a specific database and finally, running the bibliometric analysis and its findings. The database used for gathering the specific data is Scopus due to the fact that, based on other researches carryout out, including (Baas et al., 2020), (Tikhonova & Raitskaya, 2020), Scopus is considered to be the largest database of research literature in the world, covering more than 20,000 peer-reviewed journals (Hael et al., 2024), as such increasing the number of publications available.

The selection of the scientific documents from Scopus required a succession of steps which need to be taken for choosing the right information which was made in November 2024. In the first

place, the search was made within the “article title” area based on the following words: innovation culture, culture of innovation and innovative culture which resulted in a dataset of 1759 documents. The next step involved in filtering the documents by excluding the ones not relevant to the study. As such, the Scopus categories selected were “Business, Management and Accounting”, “Social Sciences” and “Economics, Econometrics and Finance” resulting in 1293 documents. Moreover, referring to the type of the documents, only articles and reviews were retained limiting the study to 966 documents. The language selected is English which ended up in a dataset of 891 documents. After this selection due to the number of the documents, there have been selected specific keywords more exactly: innovation culture, organisational innovation, product innovation, innovation performance, innovation capability, innovative culture, innovation management, innovation leadership, corporate innovation, firm innovation, culture of innovation, process innovation, innovation strategy and innovative culture with the purpose of eliminating the papers unrelated to the subject. The eventual sample consists of 208 documents, with the oldest publication in 1994 and the most recent ones in 2024. The bibliometric data was extracted from each one of the 208 documents by exporting information about citation information, bibliographical information and abstract and keywords information. These details create a very important part in the process of analysing various bibliometric maps for designing a comprehensive and in-depth analysis over the topic of innovation culture. For a summary of the dataset process, Figure 1. Scopus search process shows an explanation of the steps taken for the extraction of the documents from Scopus database to ending up in a metadata of 208 documents. The scientific papers were extracted under the format of CSV files.

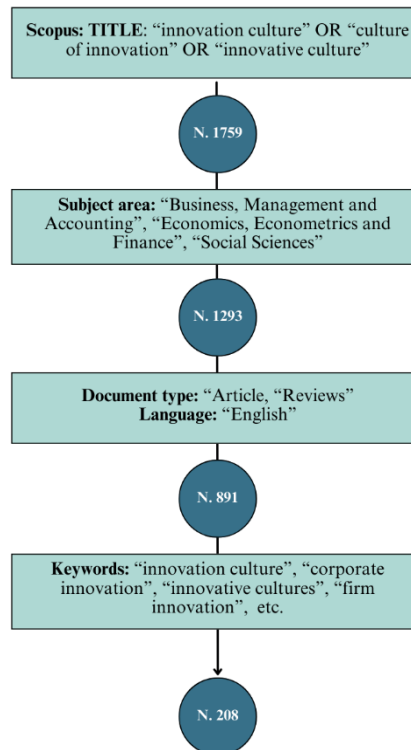


Figure 1. Search process of selecting the literature data

Source: Author’s own research.

For analysing the data, version 1.6.20 of the VOSviewer software is utilized in order to conduct a bibliometric analysis. This tool is considered to be by many researchers including (Gohoungodji, 2024), one of the best methods for generating a bibliometric analysis which has been used in different kinds of research from various topics. The study focuses on performing as analytical frameworks, two types of techniques: co-occurrence analysis and co-citation analysis. The co-occurrence analysis focuses on identifying frequently occurring terms within a text and showing the relationship between them through map of linkages of terms connected between each other (Klarin, 2024). Finding a pair of scientific articles that are cited together is source articles are recognized as co-citation analysis (Karanam et al., 2024).

Results and discussions

With the purpose of answering of the research questions of this paper, the following analysis have been conducted: for tackling the first research question a bibliometric co-citation map of cited source together with a bibliometric citation map of most cited documents and a summarise of top 10-most cited articles were created for finding main participants in terms of authors and articles that focused on the current topic. A network visualization of the co-occurrence of keywords was employed for answering to the second research question and more exactly to find most important associated keywords associated in scientific documents that are in relation to innovation culture and its correlated areas. The last research question focuses on methodological research methods used in the selected scientific papers that was answered by creating a table with top methods and tools used.

As such, based on the data of 208 data selected, the following information are showed. The publication trend over the years from, Figure 2 shows the number of publications from each year, starting from year 1994 when the first publication appeared, to 2024 when the newest publication was published.

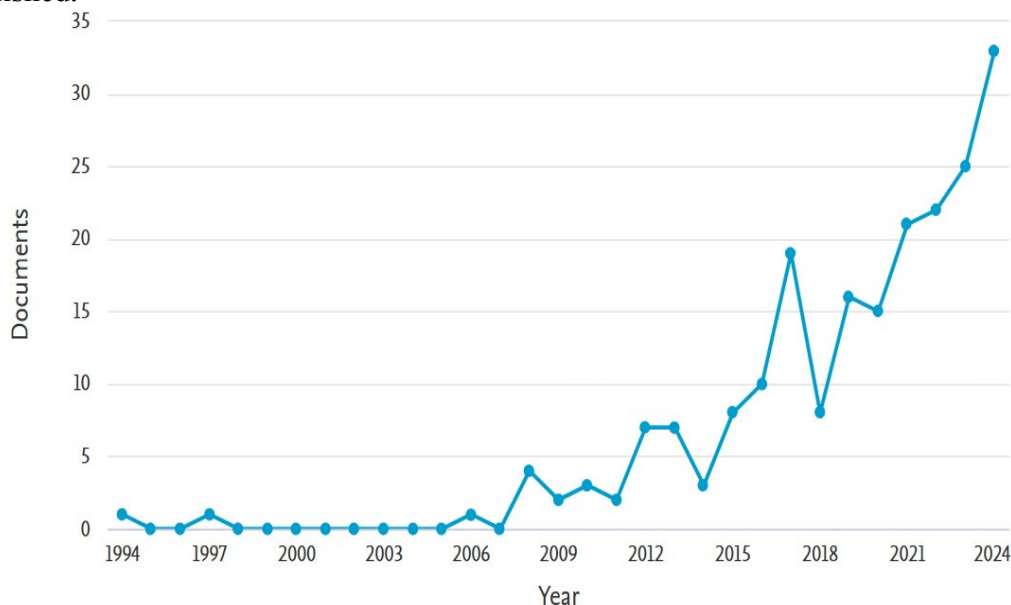


Figure 2. Evolution of Publications Over the Years

Source: Author's own research based on Scopus database.

The figure illustrates an increasing trajectory in research of the current topic with a significant elevation that starts in 2021 up to today. The scientific publications from these particular 4 years from 2021 to 2024 represents 48.55% from the total number of scientific documents published in these three decades, highlighting the positive evolution and relevance of the innovation, specifically innovation culture in the recent years.

Moreover, Table 1 exemplify the source titles that have the highest number of publications in relation to innovation culture between 1994 and 2024. From this, it can be clearly observed that International Journal of Innovation Management together with Sustainability Switzerland lead the ranking with a number of publications of 7 each followed by International Journal of Entrepreneurship and Innovation Management, Journal of Business and Industrial Marketing and Technology in Society with 4 each. These 16 scientific journals account for 28, 36% of the analysed papers.

Table 1. Ranking Of Top Journals Based on No. Of Publications

Source Title	Number of Documents
International Journal of Innovation Management	7
Sustainability Switzerland	7
International Journal of Entrepreneurship and Innovation Management	4
Journal Of Business and Industrial Marketing	4
Technology In Society	4
Asian Journal of Technology Innovation	3
Cogent Business and Management	3
European Journal of Innovation Management	3
International Journal of Organizational Analysis	3
International Journal of Technology Management	3
Journal Of Business Research	3
Journal Of Open Innovation Technology Market and Complexity	3
Journal Of Small Business and Enterprise Development	3
Journal Of the Knowledge Economy	3
Research Technology Management	3
Strategic Direction	3
Technological Forecasting and Social Change	3

Source: Author's own research.

For sustaining the information provided above in Table 1, Figure 3 was created using VOSviewer software in order to provide a co-citation analysis of the most important thirty journals cited together. The lines represent the network between one another and the nodes represent the academic journals. The colours indicate the clusters of journals that are frequently cited together. The node size indicates the impact and the frequency of citations for a specific journal. It is observed that larger nodes, more specifically, Academy of Management Journal, Journal of Business Research, Journal of Knowledge Management, Strategic Management Journal and Journal of Product Innovation are the top five journals cited for the topic of innovation culture.

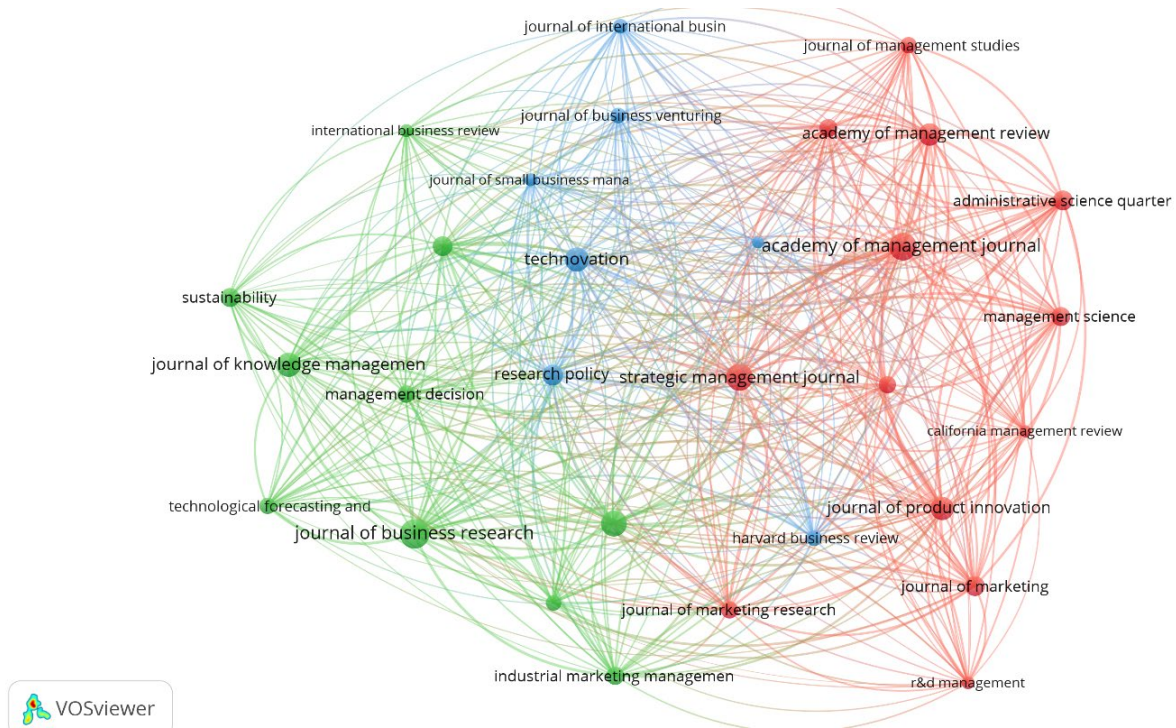


Figure 3. VOSviewer Network of The Co-Citation Map of Cited Source

Source: Author's own research using VOSviewer.

For exploring the most cited documents, a bibliometric citation map was created, as illustrated in Figure 4. It was revealed 37 documents that are interconnected, having a minimum of 5 citations each, leading to the creation of 9 clusters.

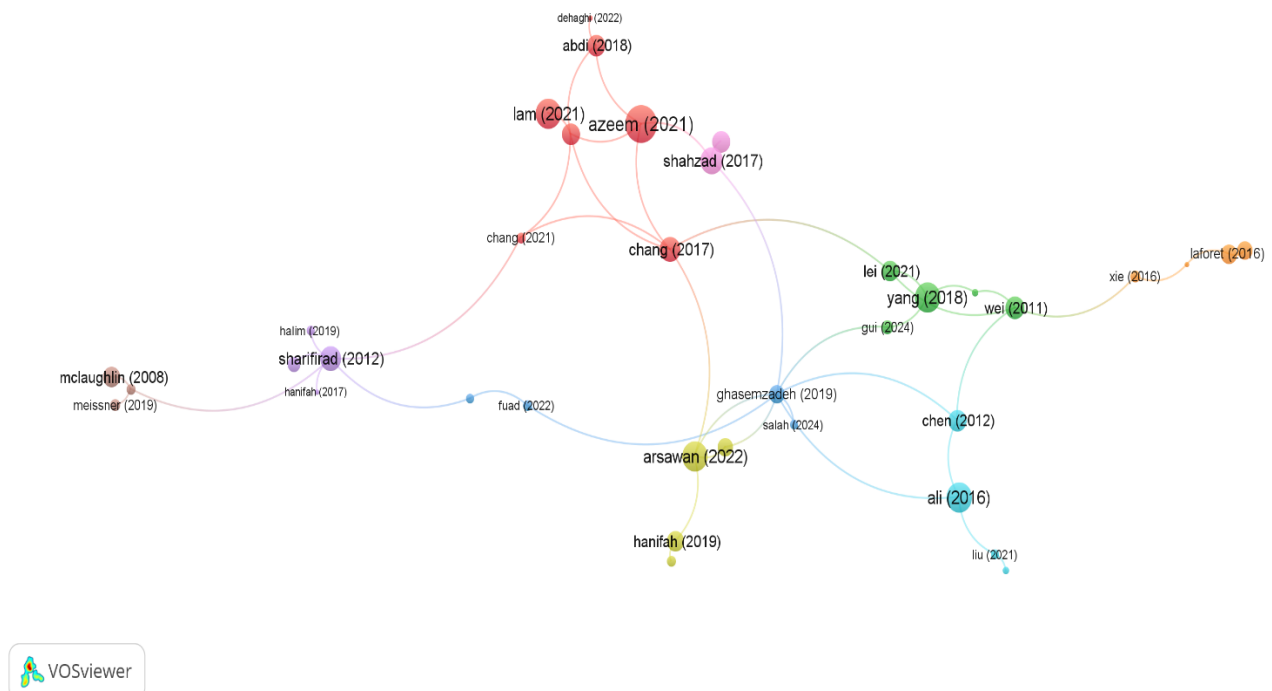


Figure 4. VOSviewer network of the citation map, most cited documents

Source: Author's own research using VOSviewer.

In addition, based on the citation network from Figure 4, Table 2 was developed for representing a simple version of the most cited ten scientific paper. These papers are considered to be the most important and relevant in this field of activity in comparison to other documents which were cited less frequently. The most cited paper is (Büschgens et al., 2013) in which it is discussed the relationship between organisational culture and innovation as well as a framework for classifying cultural values. On the second place, is (Azeem et al., 2021) which investigates organisational culture's impact on competitive advantage and on the third place is (Arsawan et al., 2022) which emphasizes the role of innovation culture in SMEs and investigates key factors influencing innovation performance.

Table 2. Top 10-Most Cited articles

Authors	Title of article	Title of journal	Year of publication	No. citations	Methodology
Büschgens Thorsten, Bausch Andreas, Balkin David B	Organizational culture and innovation: A meta-analytic review	Journal of Product Innovation Management	2013	410	Meta-analysis of 43 studies with 6341 organisations Correlation & Regression analysis
Muhammad Azeem, Munir Ahmed, Sajid Haider, Muhammad Sajjad	Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation	Technology in Society	2021	255	Partial Least Squares Structural Equation Modeling (PLS-SEM)
I Wayan Edi Arsawan, Viktor Koval, Ismi Rajiani, Ni Wayan Rustiarini, Wayan Gede Supartha, Ni Putu Santi Suryantini	Leveraging knowledge sharing and innovation culture into SMEs sustainable competitive advantage	International Journal of Productivity and Performance Management	2022	171	Quantitative study through questionnaire and analysed using SmartPLS software
Zhi Yang, Van Thithuy Nguyen, Phong Ba Le	Knowledge sharing serves as a mediator between collaborative culture and innovation capability: an empirical research	Journal of Business & Industrial Marketing	2018	166	Structural equation modelling, data collected from 77 Chinese firms
Murad Ali, Kichan Park	The mediating role of an innovative culture in the relationship between absorptive capacity and technical and non-technical innovation	Journal of Business Research	2016	164	Partial Least Squares Structural Equation Modeling (PLS-SEM), SmartPLS package version 2.0.M3

Authors	Title of article	Title of journal	Year of publication	No. citations	Methodology
Long Lam, Phuong Nguyen, Nga Le, Khoa Tran	The Relation among Organizational Culture, Knowledge Management, and Innovation Capability: Its Implication for Open Innovation	Journal of Open Innovation: Technology, Market, and Complexity	2021	161	SmartPLS3 software to conduct Confirmatory Factor Analysis and Structural Equation Model (SEM) analysis
Herzog, Philipp	Open and closed innovation - Different innovation cultures for different strategies	International Journal of Technology Management	2010	159	Grounded theory
Kratzer Jan, Meissner Dirk, Roud Vitaly	Open innovation and company culture: Internal openness makes the difference	Technological Forecasting and Social Change	2017	154	Community Innovation Surveys Factor analysis ANOVA test
Fakhar Shahzad, GuoYi Xiu, Muhammad Shahbaz	Organizational culture and innovation performance in Pakistan's software industry	Technology in Society	2017	136	Survey+Correlation and linear regression models
Mohammad Sadegh Sharifirad, Vahid Ataei	Organizational culture and innovation culture: exploring the relationships between constructs	Leadership & Organization Development Journal	2012	117	Survey+ exploratory factor analysis+ path analysis technique

Source: Author's own research based on VOSviewer results.

Furthermore, for analysing the relationships between frequently occurring keywords in research related to “innovation culture” there have been used co-occurrence of keywords analysis visualised in Figure 5. The keywords were clustered using Vosviewer by selecting from a pool of 833 keywords, 20 main items which have the minimum frequency of five occurrences. Based on this, the most prominent terms are “innovation culture”, “innovation”, “organizational culture”, “organizational innovation” and “innovation performance” indicating their critical importance to the research domain. Based on the shades of the colours, it can be seen the evolution of the keywords from 2018 to 2022. The topic has been gradually evolved, moving from the usage of word “innovation” in relation with “organisational culture” in 2018 to usage of “innovation culture” in combination with “competition”, “knowledge sharing” and “process innovation” in 2022. This shift highlights the increased focused on the benefits associated with the subject.

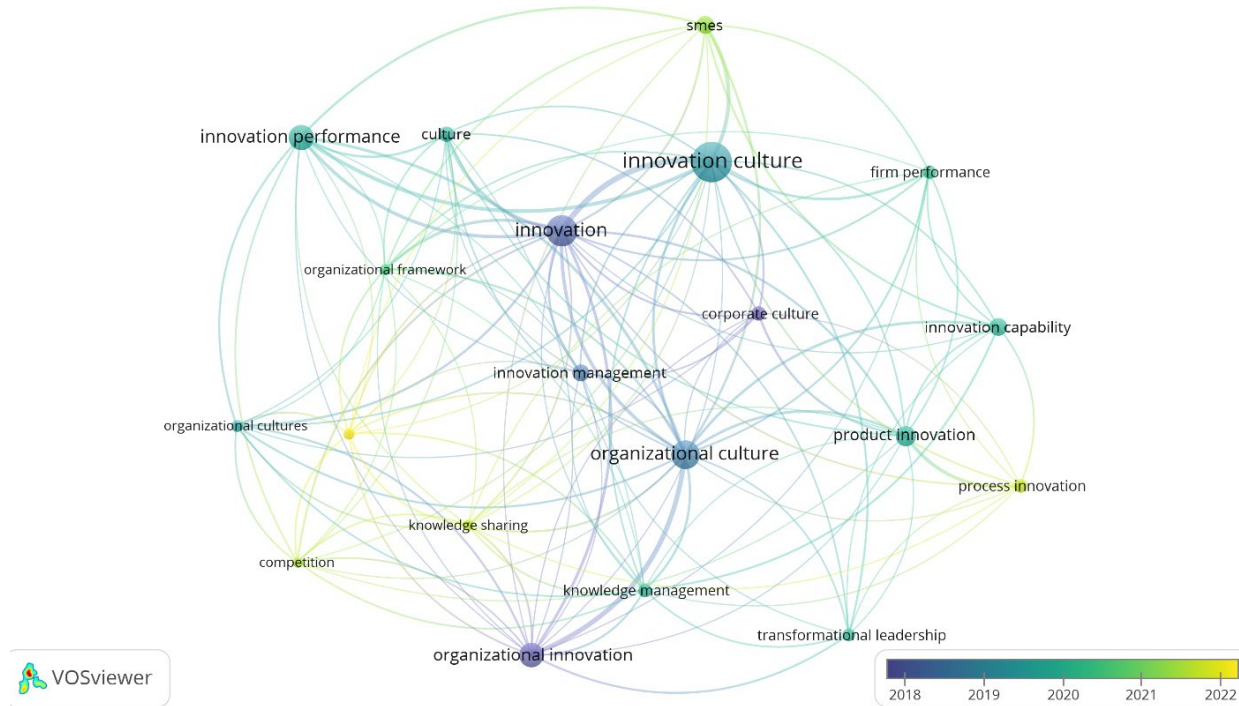


Figure 5. VOSviewer Network Visualization of the Co-Occurrence of Keywords

Source: Author's own research using VOSviewer.

Tackling the methodological research methods used in the 208 selected scientific documents of the composed sample, the following insights are summarised as represented in Table 3. In most of the papers, qualitative analysis was used (71 documents) for which as research strategy, surveys and questionnaires represent the main strategy used, followed by case study and experiment. Moreover, referring to the software used, SAS lead the top, as the most used tool thereafter SPSS and EViews.

Table 3. Methodological research methods and tools used

Type of Analysis	
Qualitative analysis	71
Quantitative analysis	58
Regression analysis	51
Correlation analysis	16
Bibliometric analysis	6
Research strategy	
Survey + Questionnaire	170 + 66
Case study	122
Experiment	33
Interview	17
Grounded theory	11
Focus group	7
Action research	7
Ethnography	2

Software used	
SAS	58
SPSS	21
EViews	33
STATA	3

Source: Author's own research.

Conclusion

Innovation culture research spans multiple fields, aspect sustained by the variety of the keywords associated to this. Starting from “innovation” in correlation with “organisational culture” to usage of “innovation culture” in combination with “competition”, “knowledge sharing” and “process innovation”, the core keywords of the network suggest a future focus on the benefits of implementing such a culture, as showed in Figure 5. As visualised in Figure 2, an increase of the subject starts in 2021 and continues up to today, comprising a percentage of 48.55% from the total number of scientific written in that period. This indicates that innovation culture is situated on an ascending scale.

In terms of the journals that have the most number articles published regarding the topic, International Journal of Innovation Management and Sustainability Switzerland are on the first place with 7 scientific articles each. Authors (Büschgens et al., 2013) with their paper is the most cited document, on the second place, is (Azeem et al., 2021) and on the third place is (Arsawan et al., 2022). These represent the most cited articles in this domain. From the sample pool of 208 documents, the methodological research analysis and tool used are the following: qualitative analysis was mostly used by 71 papers, as research strategy both surveys and questionnaires were the main used and as the tool of the software used for analysing the data gathered, SAS is on the first place.

Insights from the networks created in the bibliometric analysis can guide organisations to understand the overview of the evolution of the subject of the culture of innovation as well as to take a glimpse on understanding how to align their culture and management strategies to enhance innovation capabilities, competitive advantage, and adaptability in this challenging times.

Under the right circumstances, the innovation culture can develop and grow, helping the organisation to stay on the right track. For the next years, innovation will not only need to be strongly encouraged, but it also needs to be continuously updated in order to adapt to the constantly shifting external and internal environment. The limitations of the research are mainly on the selected key research elements, more precisely on the selected English language of the papers, the selected area of Business, Management and Accounting”, “Social Sciences” and “Economics, Econometrics and Finance” as well as on the selected keywords linked to the topic. Moreover, a limitation is represented by the choice of the Scopus database as the only database selected for conducting the bibliometric analysis. The topic of innovation culture creates a very hot topic for the nowadays environment and for the future development of the organisations which must be further investigated. The future focus of research, based on the current researched investigated in this scientific paper, should be on researching the benefits of implementing such a culture, the positive aspects related to it, the innovation strategies and capabilities and on other relevant elements that create an innovation culture. All of these could be created by analysing the most relevant scientific articles, authors, journals and by choosing the right methods and tools, through the help provided by the current conducted bibliometric analysis and research of the presented article.

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