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THE SYNERGY BETWEEN CULTURE AND COMPETITIVENESS: A BIBLIOMETRIC ANALYSIS

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Abstract:

In today's globalized world understanding the relationship between "culture and competitiveness" has become a significant area of research. The aim of this paper is to illustrate the synergistic interplay between „culture and competitiveness" through a bibliometric study that systematically examines the literature review. The data is collected from Web of Science (Clarivate Analytics) during 1989-2022 and it is analyzed using VOSviewer software. The study results highlight the most important aspects of the "culture and competitiveness" literature, such as the leading countries, journals, authors, and keywords. Overall, this bibliometric analysis provides a comprehensive study of the research view pertaining to the relationship between "culture and competitiveness". Moreover, this quantitative research outlines gaps and potential prospective study directions for future investigation. Our research outcomes provide valuable contributions to both academic and managerial domains, offering important implications for theory and practice approaches.

Key words: *culture, competitiveness, Web of Science, bibliometric analysis, VOSviewer.*

1. Introduction

The link between culture and competitiveness continues to be a subject of interest and discussion in literature being studies for decades. However, the findings in this area are ambiguous, requiring a more comprehensive examination of the existing literature to elucidate the underlying relations (Chen, S., & Lin, N., 2021). In this paper, we examine and evidence studies about "culture and competitiveness" to establish research gap and future directions of research.

From the perspective of culture, the interest in culture and its measurement has been addressed by several researchers and specialists in this field such as: Tai Sung An (1972), Kotter et.al. (1995), Hofstede et.al. (2001), House et.al. (2004) Inglehart et.al. (2005), Trompenaars et.al. (2011), Zubrzycki (2018). The Dutch researcher and social psychologist,

Geert Hofstede (2001) defined culture as: "the collective programming of the mind, which differentiates the members of one human group from another". The research of the same author indicates that "cultural differences are manifested in many ways, only that among the many terms used to describe the manifestations of culture, we find symbols, heroes, rituals and values" (Hofstede, 2001), these being considered the most appropriate for the definition of this concept.

Over the years competitiveness has become an objective for nations in their endeavor for obtaining performance. In the current global economy, the concept of "competitiveness" has evolved as a critical engine of economic growth, innovation, and development for nations and businesses. From the earlier works of Porter (1990) and Krugman (1994) to more contemporary perspectives highlighted by Gehlar et al. (2006) and Aiginger et al. (2013), the concept of competitiveness has continued to have an important role, particularly in the face of global competition. According to Herciu et.al (2014) „competitiveness is not only about economic performance of a nation, but also about the environmental and social performance". However, Herciu (2016) outlines that „at any level, competitiveness is an inexhaustible scientific approach because the complexity of the global environment in which it manifests, in fact exogenous influences are able to provide volatility, on the one hand, and the variety of endogenous factors and indicators, that are more and more sophisticated, are able to provide competitive advantage for business". The World Economic Forum (2016), an organization that has been assessing countries' competitiveness since 1979, describes it "as the combination of institutions, policies, and elements that influence a country's level of productivity." The European Competitiveness Report (2022) competitiveness refers "to the overall economic performance of a nation measured in terms of its ability to provide growing living standards for its citizens".

Considering all the above mentioned, we can assert that culture represents a significant driver in the social performance of nations, and scholars have dedicated their efforts to understand the interrelation between culture and competitiveness (Chen, et.al. 2021). Cross-cultural management researchers such as Franke et al. (1991) also recommended that "national culture can indicate differences in economic performance". The economist Douglass North (Nobel Prize-winning, 1990) established a connection between economic performance and culture, ideology, and institutions. He contended that "institutions, encompassing both formal and informal elements such as routines, customs, traditions, and culture, play a pivotal role in shaping a nation's competitiveness".

The aim of this study is to evaluate a systematic review of the scientific literature on the topic: "culture and competitiveness". This quantitative research undertakes a comprehensive analysis to gather and analyze diverse publications, and academic works. The objective of this investigation is to identify the current state of knowledge that is yet to be fully explored within this evolving subject of "culture and competitiveness."

To start further research in this area, we concentrate on the following research inquiries:

- How has research on the relationship between culture and competitiveness evolved over time?
- What are the keywords configuring the research topic "culture and competitiveness"?

- What trends are evident among publications and prominent researchers in the research field?

This research paper can provide a new perspective that can shape future research directions in the field of culture and competitiveness. By examination into various aspects of the interplay between culture and competitiveness, it may reveal new insights, identify underexplored areas, and propose innovative frameworks for understanding and studying this complex relationship.

2. Methodology & Data analysis

Bibliometric analysis has garnered significant recognition in recent years, particularly in literature and business research fields such as "management and accounting," "economy, econometrics, and finance," "social sciences," and more. (Donthu, Kumar, & Pattnaik, 2020; Donthu, Kumar, Pattnaik, & Lim, 2021; Khan et al., 2021). Scholars practice bibliometric analysis as a reliable quantitative tool for various purposes. These include understanding global research trends within a specific field based on academic publication outputs, examining collaboration patterns and research contributors, and exploring the intellectual structure of a particular domain within the existing literature. (Donthu, Kumar, Pandey, & Lim, 2021; Verma & Gustafsson, 2020; Donthu et al., 2020).

Through bibliometric analysis, we proposed to contribute useful information on scientific research publications about "culture and competitiveness". Bibliometric study according to Merigo, et.al. (2017) “is a quantitative analysis that can provide a comprehensive overview of a research area”. The bibliographic analysis performed follows the workflow (Figure 1) described by Guiling et.al. (2022).

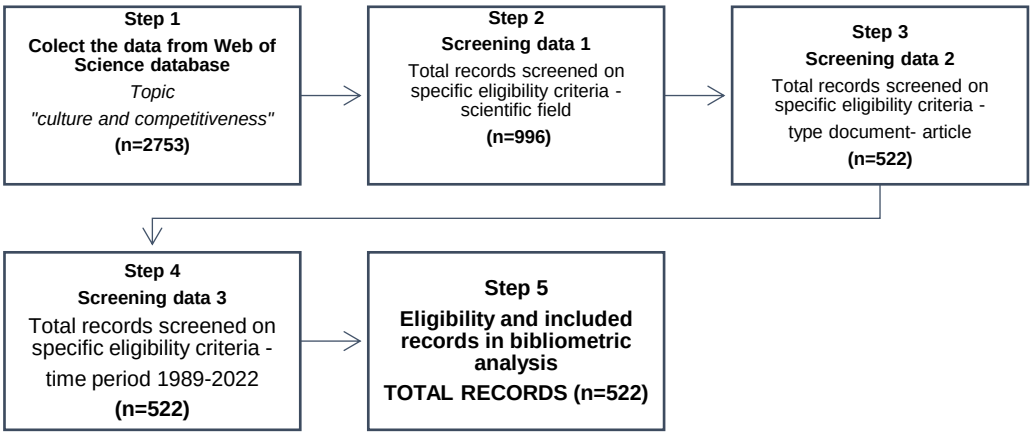


Figure 1. The bibliometric analysis workflow procedure

Source: own elaboration

The bibliometric study was carried out using electronic data from the Web of Science (WoS) - Clarivate Analytics database. This platform has been extensively practiced in academic research (Mascarenhas et.al., 2017; Merigo et.al., 2017, Caputo, et.al., 2018; Castillo-Vergara et.al., 2018; Caya et.al., 2018; Wang et.al., 2018, Orastean, et.al., 2019, Barbu et.al., 2022, Simina, P., 2022). The Web of Science Core Collection database, known as the oldest citation database, offers robust bibliographic data dating back to 1900 (Boyle & Sherman, 2006). It includes several Citation Indexes, namely: Science Citation Index Expanded (SCI-EXPANDED), Social Sciences Citation Index (SSCI), Arts & Humanities Citation Index (A & HCI), Book Citation Index-Science (BKCIS), Book Citation Index- Social Sciences & Humanities (BKCI-SSH), and Emerging Sources Citation Index (ESCI).

For the analysis of the data, we used VOSviewer (vosviewer.com) version 1.6.19, updated on January 23, 2023. The decision to use this software is driven by functionality and support for the Web of Science (WoS) database and its ability to visualize bibliometric networks. These networks illustrate connections among publications, authors, research organizations, countries, or keywords based on bibliometric details present in the publications. This software facilitates the visualization of various types of links, such as co-authorship links (e.g., when two authors have collaborated on the same publication), link co-occurrences (e.g., when two keywords appear together in the same publication), citation links (e.g., when one author cites another author), bibliographic coupling links (e.g., when multiple articles cite the same publication), or co-citation links (e.g., when two authors are cited in the same article). This functionality enables a user-friendly exploration of bibliometric data (Van Eck and Waltman, 2010).

The query applied in Web of Science found 2753 scientific publications by the topic "culture and competitiveness". For a relevant bibliometric analysis (Ogrean C., Herciu M., 2021), 3 filters were added, namely: (1) scientific field - the fields in which the identified works fall are varied and are not limited to the research field. Thus, the preliminary results were refined, by selecting eligible papers that were published in journals that are not in the field of economics or business and management. From this point of view, the following publications are attributed to the fields of interest: Management, Business, Economics and Business Finance. After this stage, the database contains 996 documents. The second filter (2) type of document – article - this reasoning is based on several arguments, namely, the structure, relevance, and quality of this type of document – article – is much more pertinent for such analysis (González-Albo, B., & Bordons, M., 2011). Following this filter, the database selection reached a total of 522 articles. (3) the period – the entire selected period from 1989 to 2022, highlights the approaches and interest of researchers on the subject over time. Finally, 522 articles were considered eligible for the research.

3. Results & Findings

The 522 articles were examined according to criteria such as: year of publication, Web of Science category, language of publication and countries (origin of authors). Culture and competitiveness are fields of interest with an important increase in the number of publications identified particularly over the last five years (2018-2022). This increase in publications underscores the current relevance and significance of the topic. Figure 2

illustrates the progression of the number of articles published during the analyzed period from 1989 to 2022.

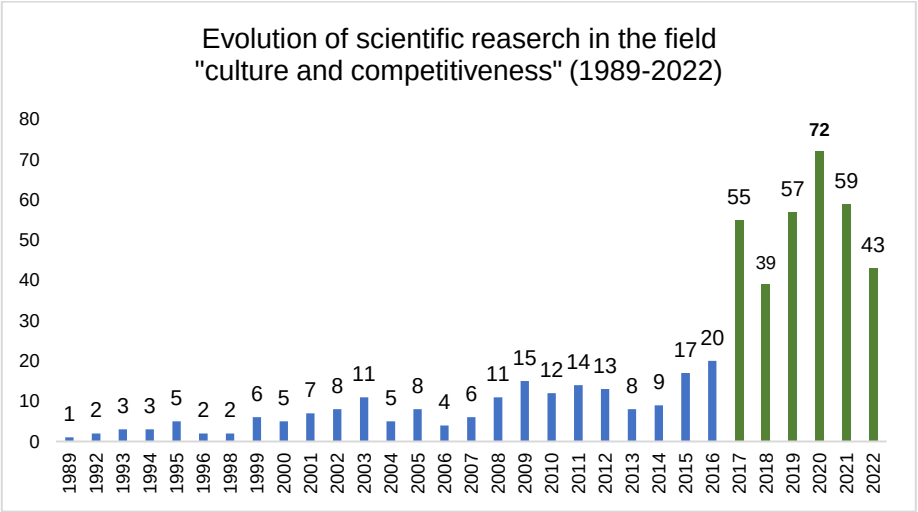


Figure 2. Evolution of scientific research in the field culture and competitiveness published by year (1989-2022)

Source: Web of Science (WoS, 2023)

As we can see (Figure 2), the most published papers were in 2020, counting 72 papers, on “culture and competitiveness”.

During our analysis, we noticed that Web of Science categorizes papers into various research areas (Figure 3). However, we observed that papers related to the topic of “culture and competitiveness” predominantly fall within three main fields: management, business, and economics.

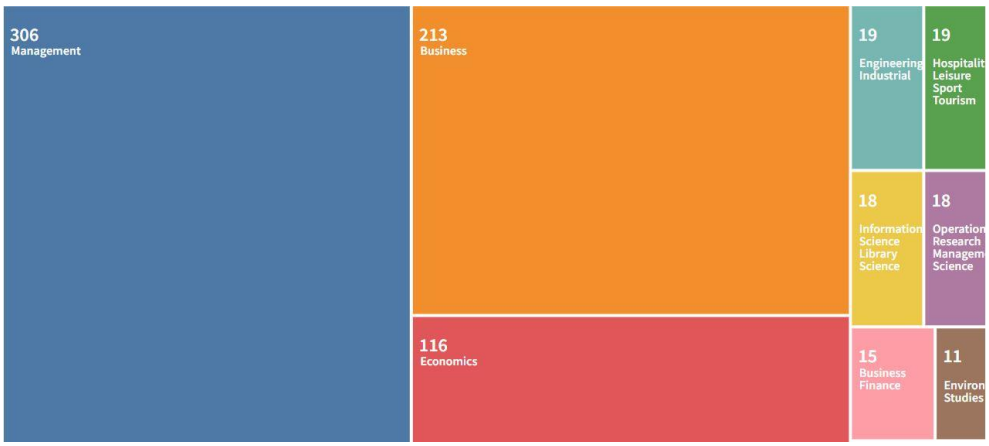


Figure 3. Web of Science category

Source: Web of Science (WoS, 2023)

Regarding the international context of the approach to this topic "culture and competitiveness" from 522 articles, a significant majority, 93.87% (490 papers), were written in English, as indicated in Table 1. The remaining papers were composed in other prominent languages such as Spanish (10 articles), Portuguese (8 articles), and Russian & Ukrainian (4 articles).

Table 1. The linguistic structure of the papers

Language	*Nr. Article*	*(% of 522)*
English	490	93.87
Spanish	10	1.92
Portuguese	8	1.53
Russian	4	0.77
Ukrainian	4	0.77
Slovak	2	0.38
Serbo-Croatian	1	0.19
Czech	1	0.19
French	1	0.19
Turkish	1	0.19
Total	**522**	**100**

Source: Web of Science (WoS, 2023)

According to the Web of Science (2023) analysis, the authors of the 522 selected articles come from more than 70 countries. USA is the country whose authors have published significant number of papers (15.9%), followed by Great Britain (9%), and China (7.28%). The increased interest stems from the accelerated innovative progress of these countries, which prompts researchers to analyze the trends and determinants of the growth of social welfare. The ranking regarding the representativeness of the countries and the number of authors can be observed in Figure 4.

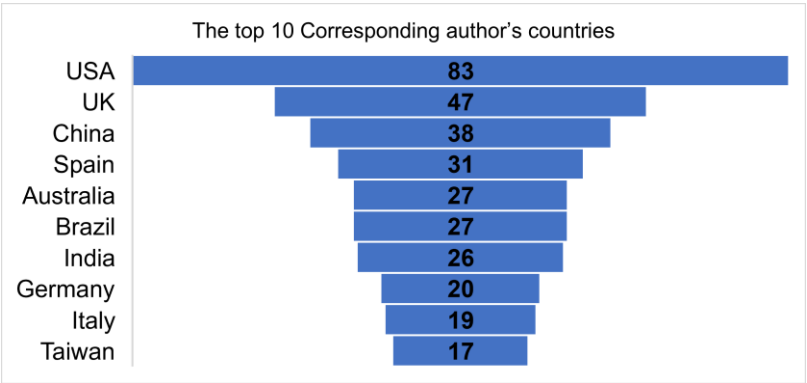


Figure 4. Corresponding author's countries of topic research "Culture and competitiveness"

Source: Web of Science (WoS, 2023)

Concerning the cited papers, based on Clarivate Analytics data from 2023, the top 10 most cited publications are listed in Table 2.

Table 2. The most cited articles by topic "culture and competitiveness"

Article	Authors	Source	Number citations
Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadrad analysis.	Deshpandé, R., Farley, J. U., & Webster Jr, F. E. (1993)	JOURNAL OF MARKETING	2.034
'Mode 3' and 'Quadruple Helix': toward a 21st century fractal innovation ecosystem	Carayannis, Elias G.; Campbell, David F. J. (2009)	INTERNATIONAL JOURNAL OF TECHNOLOGY MANAGEMENT	662
Firm networks: external relationships as sources for the growth and competitiveness of entrepreneurial firms	Lechner, C; Dowling, M (2003)	ENTREPRENEURSHIP AND REGIONAL DEVELOPMENT	462
Toward a relational economic geography	Bathelt, H; Gluckler, J (2003)	JOURNAL OF ECONOMIC GEOGRAPHY	397
Culture, entrepreneurial orientation, and global competitiveness	Lee, SM; Peterson, SJ (2000)	JOURNAL OF WORLD BUSINESS	395
Strategic supply chain management: Improving performance through a culture of competitiveness and knowledge development	Hult, G. Tomas M.; Ketchen, David J., Jr.; Arrfelt, Mathias (2007)	STRATEGIC MANAGEMENT JOURNAL	363
SMEs and CSR: An approach to CSR in their own words	Murillo, David; Lozano, Josep M. (2006)	JOURNAL OF BUSINESS ETHICS	329
Levels of organizational trust in individualist versus collectivist societies: A seven-nation study	Huff, L; Kelley, L (2003)	ORGANIZATION SCIENCE	328
Information sharing and supply chain performance: the role of connectivity and willingness	Fawcett, Stanley E.; Osterhaus, Paul; Magnan, Gregory M.; Brau, James C.; McCarter, Matthew W. (2007)	SUPPLY CHAIN MANAGEMENT-AN INTERNATIONAL JOURNAL	257
Manufacturer governance of foreign distributor relationships: do relational norms enhance competitiveness in the export market?	Zhang, C; Cavusgil, ST; Roath, AS (2003)	JOURNAL OF INTERNATIONAL BUSINESS STUDIES	246

Source: Web of Science (WoS, 2023)

To visually present the analyzed data, comprising 522 results, we have chosen VOSviewer software to generate diverse maps in the form of a network of articles. Two types of map visualizations were generated and displayed in the study to maximize the impact of results: network visualization and density visualization (Ogrean, et.al., 2020). In these visualizations, the size of each circle corresponds to the importance of the respective article, while network connections highlight the proximity of relationships between items. The circles' locations and colors are utilized to group related elements, as outlined by Ramona. O. et al. (2019). To view the analyzed data, first, 3 directions of examination were set, namely:

A. Co-occurrence of keywords (overall/ author)
B. Co-authors – countries
C. Citations-sources/article

A. Co-occurrence of keywords

From the perspective of co-occurrence-all keywords, a number of 2426 terms were extracted, with a minimum of 5 occurrences (or in other words, a minimum of 5 documents in which the keyword appears). It resulted in a no. of occurrences of 2082 and a number of 119, of the most relevant terms. On the map below, we can see the 7 clusters generated following this analysis (Figure 5).

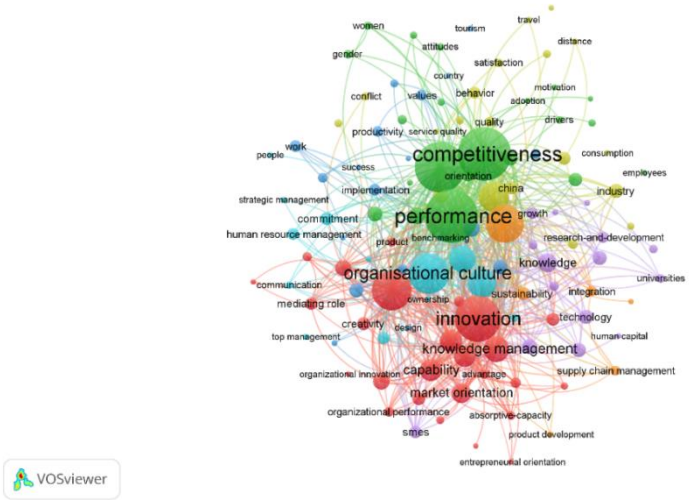


Figure 5. Keyword co-occurrence map (overall)
Source: VOSviewer

- Cluster 1 (red) – consists of 26 keywords: absorptive-capacity, advantage, antecedents, business performance, capability, competitive advantage, corporate entrepreneurs, creativity, decision-making, entrepreneurial orientation, environment, financial performance, impact, information technology, innovation, knowledge management, leadership, market-orientation, mediating role, organizational innovation, organizational performance, product, resource-based view, structural education model, transformational leaders. The highest frequency of occurrence is the keyword – innovation (94) and with a strong link of 494.
- Cluster 2 (green) – stands out for the existence of 21 keywords, among which are listed: adaptation, attitudes, business, competition, competitiveness, corporate social responsibility, culture, determinants, drivers, economy, emerging economy, employees, evolution, gender, identity, motivation, organization, orientation, performance, sustainable development, women. Competitiveness is the keyword with the strongest connection (530) in cluster 2, with several 117 occurrences.

- Cluster 3 (blue) – consists of 19 specific keywords, among which: benchmarking, challenges, continuous improvement, country, critical success factors, customer satisfaction, design, education, framework, implementation, personality, perspective, productivity, success, TQM, tourism, value, view, work.
- Cluster 4 (yellow) – is distinguished by 19 keywords: behavior, china, conflict, consequences, consumption, context, demand, dimensions, distance, industry, model, national culture, perceptions, policy, quality, satisfaction, service quality, travel, trust.
- Cluster 5 (purple) – with 15 keywords: collaboration, dynamics, entrepreneurship, governance, growth, human capital, knowledge, market, networks, research-and-development, resources, SME, systems, technology, universities.
- Cluster 6 (blue) – through the 13 keywords you can find: commitment, communication, companies, cooperation, corporate culture, fit, human resource management, organizational culture, ownership, people, strategic management, strategy.
- Cluster 7 (orange) – several 6 keywords are noted: integration, management, product development, supply chain, supply chain management, sustainability.

Regarding the author keyword map analysis, it aims to provide a comprehensive understanding of the subject and investigate the conceptual structure of the research field. VOSviewer computed the strength of the link between each of the 1639 resulting keywords, considering their co-occurrence (with a minimum keyword occurrence limit set at 5).

Figure 6 presents keywords by authors with the most frequent occurrences in the "culture and competitiveness" articles. We noted that competitiveness is the most frequently used keyword and that it strongly connects with the rest of the keywords, especially organizational culture, and innovation. From this point of view, (Figure 6) with 422 occurrences and 213 close links, the author's keywords with the strongest link connection are: competitiveness (61), organizational culture (41), innovation (51), culture (29) and knowledge-based management (22). We note that eight clusters (36 keywords) resulted.

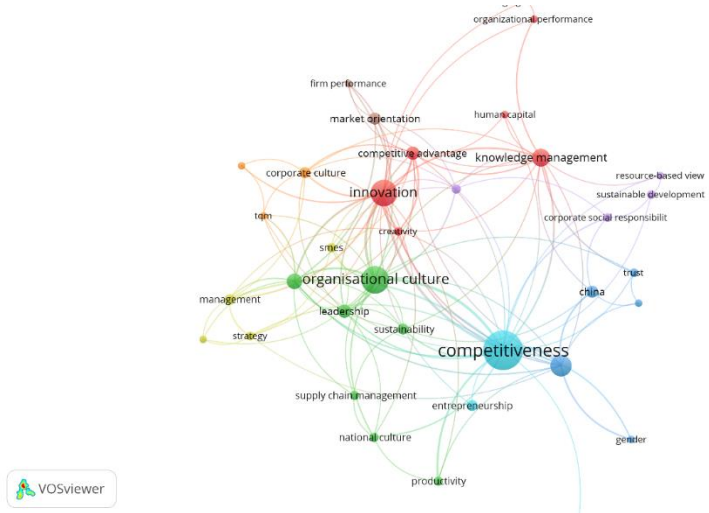


Figure 6. Keyword co-occurrence map (author)

Source: VOSviewer

- Cluster 1 (red – 7 keywords): competitive advantage, creativity, emerging economies, human capital, innovation, knowledge management, organizational performance. Innovation denotes a clear link with competitiveness, as expected given the current context of technological progress.
- Cluster 2 (green – 7 keywords): leadership, national culture, organizational culture, performance, productivity, supply chain management, sustainability.
- Cluster 3 (blue – 5 keywords): china, culture, gender, knowledge sharing, trust.
- Cluster 4 (yellow – 4 keywords): human resource management, management, SME, strategy.
- Cluster 5 (purple – 4 keywords): business performance, corporate social responsibility, resource-based view, sustainability view.
- Cluster 6 (light blue – 3 keywords): competition, competitiveness, entrepreneurship.
- Cluster 7 (orange – 3 keywords): continuous improvement, corporate culture, TQM.
- Cluster 8 (brown – 2 keywords): firm performance, market orientation.

B. Co-authors – countries

Figure 7 and Table 3 examine the links between authors and their country distribution. To carry out this analysis, representative countries were selected as the unit of analysis. For each of the 73 countries, VOSviewer calculated the strength of the link between 2 countries, and at a minimum occurrence limit set – 5, 43 countries – 9 clusters resulted.

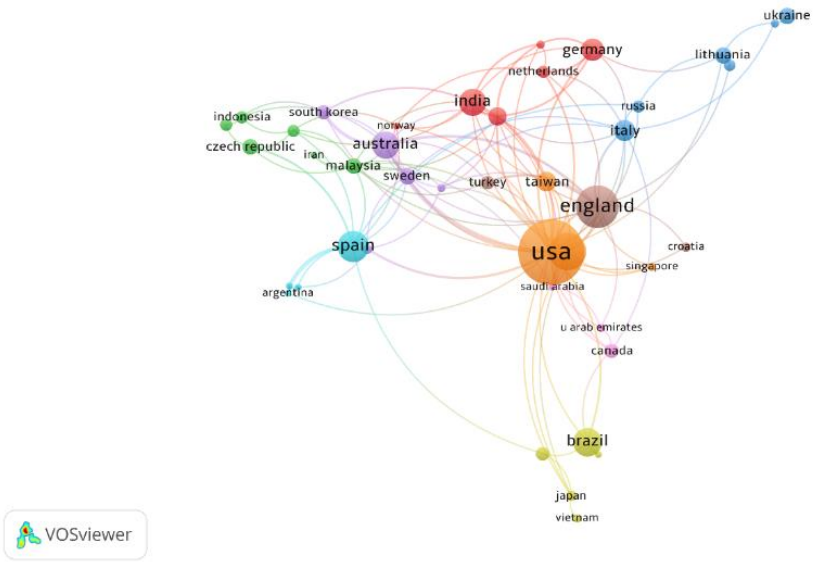


Figure 7. Map of coresponding author's countries

Source: VOSviewer

The largest cluster includes 6 countries, as can be seen in the table below (Table 3).

Table 3. Number of articles by clusters and countries

Cluster	Country/article	Cluster	Country/article
Cluster 1 (red) – 6 countries (83 articles)	Denmark (6 article) France (16 article) Germany (20 articles India (26 articles) Netherlands (10 articles) Norway (5 articles)	**Cluster 5 (purple) 5 countries (65 articles)**	Australia (26 articles) Austria (7 articles) Finland (6 articles) South Korea (12 articles) Sweden (14 articles)
Cluster 2 (green) – 6 countries (61 articles)	Czech Republic (13 articles) Indonesia (10 articles) Iran (5 articles) Malaysia (13 articles) Slovakia (10 articles) South Africa(10 articles)	**Cluster 6 (Light blue) – 4 countries (46 articles)**	Argentina (5 articles) Ecuador (5 articles) Mexico (5 articles) Spain (31 articles)
Cluster 3 (blue) – 6 countries (100 articles)	Greece (9 articles) Italy (19 articles) Lithuania (14 articles) Poland (6 articles) Russia (10 articles) Ukraine (14 articles)	**Cluster 7 (orange) – 4 countries (137 articles)**	China (38 articles) Singapore (6 articles) Taiwan (17 articles) USA (76 articles)
Cluster 4 (yellow) 5 countries (57 articles)	Brazilia (27 articles) Columbia (5 articles) Japan (8 articles) Portugal (11 articles) Vietnam (5 articles)	**Cluster 8 (brown) –3 countries (63 articles)**	Croatia (7 articles) United Kingdom (45 articles) Turkey (11 articles)
Cluster 9 (pink) – 3 countries		Canada (12 articles) Saudi Arabia (5 articles) United Arab Emirates (6 articles) (283 articles)	

Source: VOSviewer

C. Citations-sources/articles

The analysis of citations according to the source can be done from the perspective of publication journals. Only sources that have published a minimum of three works and that have at least three citations in the analyzed period were considered. Thus, from the 296 sources, 58 will result. The VOSviewer determined the cumulative strength of citations-sources/articles links and identified the journals with the most significant link strength. Following the analysis, 6 clusters were identified.

- Cluster 1 (red) – includes 5 journals: Cogent Business & Management (5 papers), Industrial Marketing Management (5 papers), Journal of Asian Finance Economics and Business (6 papers), Journal of Competitiveness (7 papers) and Journal of Entrepreneurship in Emerging Economies (4 papers).
- Cluster 2 (green) – contains 4 journals: Asia Pacific Business Review (3 papers), Benchmarking-an International Journal (3 papers), Cross Cultural & Strategic Management (6 papers), International Journal of Contemporary Hospitality Management (5 papers).

- Cluster 3 (blue) – consists of 4 journals: Journal of Knowledge Management (8 papers), Journal of Manufacturing Technology Management (4 papers), Technovation (6 papers), Total Quality Management & Business excellence (13 papers).
- Cluster 4 (yellow) – contains 3 sources: European Journal of Innovation Management (3 papers), International Journal of Manpower (5 papers), International Journal of Technology Management (8 papers).
- Cluster 5 (purple) – consists of 3 journals: Competitiveness Review (5 papers), Journal of Business Research (3 papers), Quality Access to Success (3 papers).
- Cluster 6 (light blue) – contains 3 journals, among which: Asia Pacific Journal of Management (3 papers), International Entrepreneurship and Management Journal (4 papers) and Journal of World Business (3 papers).

Figure 7 shows the graphic analysis of the citations of bibliographic sources.

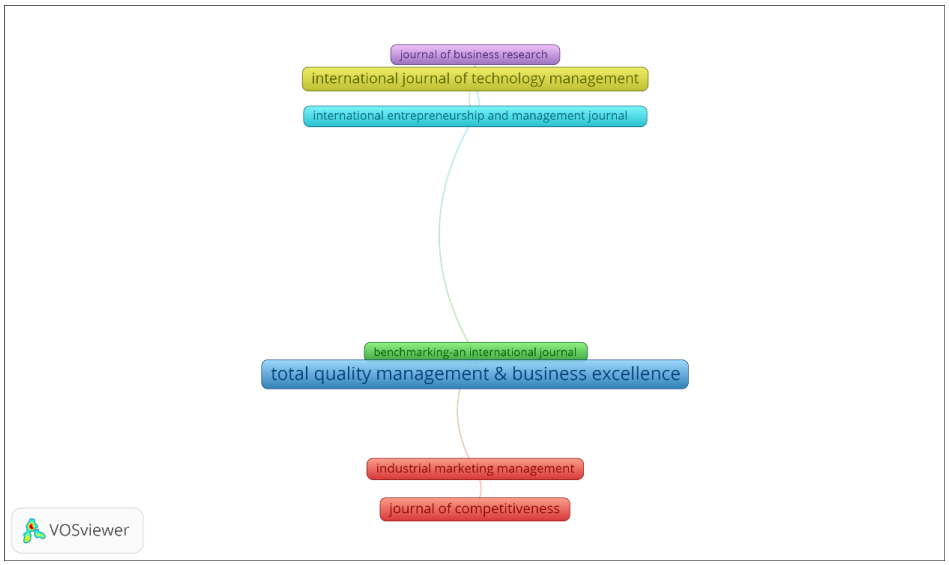


Figure 7. Map of journals related to "culture and competitiveness".

Source: VoSviewer

The analysis of citations according to the articles/document represents the correlation with the authors of the published works that have been cited. From the total number of documents (522), a minimum limit of 2 citations per document was set, resulting in a total of 385 occurrences. The software computed the cumulative strength of co-authorship links with other authors and identified the authors with the highest total link strength.

At the same time, the analysis shows 3 clusters (25 authors) (Figure 8).

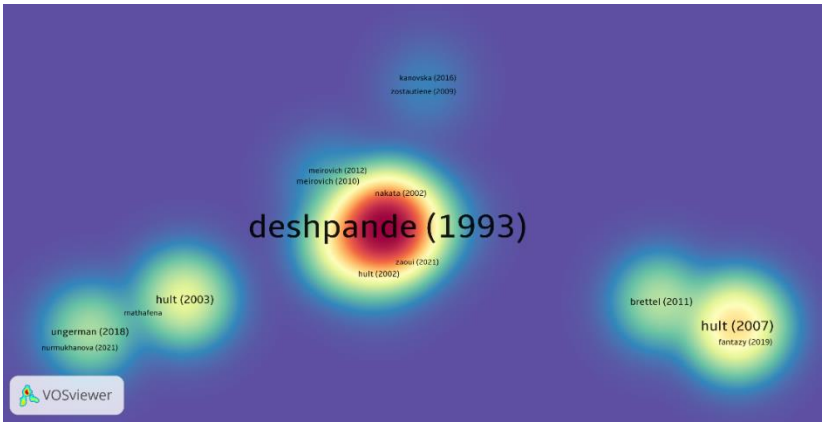


Figure 8. Density vizualization of authors

Source: VoSviewer

- Cluster 1 – the intensity of this cluster represents the strength of the link, namely that it includes the number of the most cited documents. Here you can find authors such as: Deshpandé (1993), Gupta (2019), Huff (2003), Hult (2002), Kanovska (2016), Meirovich (2010), (2012), Nakata (2002), Zaoui (2021), Zostautiene (2021).
- Cluster 2 – Bretell (2011), Fantazy (2019), Hult (2007), YU (2020), Zain (2017).
- Cluster 3 – Hult (2003), Mathafena, Nurmukhanova (2021), Ungerman (2018), Vaculcikova (2020).

The VOSviewer algorithm highlights the first author of the paper, which we also see in Figure 10. The most citations (2034) according to Web of Science, but also the most links identified according to cluster 1, are recorded by Deshpandé, R., et.al. (1993) with the paper "Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadrad analysis". The list is followed in cluster 2 by Hult, et.al. (2007) with 363 citations "Strategic supply chain management: Improving performance through a culture of competitiveness and knowledge development". Cluster 3 is followed by the same author Hult, et.al. (2003) with over 180 citations in the work "The role of entrepreneurship in building cultural competitiveness in different organizational types".

4. Discussions and future directions

The bibliometric analysis carried out highlights the specific literature of „culture and competitiveness” examined collectively and based on the scientific structures and networks. The selection of the Web of Science database can be justified not only by the considerable number of articles identified on the chosen topic but also by the platform's reputation and reliability (Cristian, et.al, 2022).This analysis marks an initial step in exploring this phenomenon within the research domain. We systematized the scientific literature published in the period 1989-2022 and analyzed the perspectives of academic research in this field regarding: field of interest, authors, journals/magazines and specific citations. The study provides a map regarding the knowledge of this addressed topic, which determines the conceptual structure of the term, the connections between authors and their coresponding

countries, the structure and links of the most cited works/authors. Following this study, we note the following aspects:

- The keywords "competitiveness," "organizational culture," "performance," and "innovation" exhibit strong connections with other keywords in the analysis. Given the current era of technological advancement and process digitization, the significance of the "culture and competitiveness" approach becomes evident, sparking interest and concern among researchers in the field.
- The United States has the highest representation in terms of the number of works (15.9%), followed by Great Britain (9%) and China (7.28%).
- Among the journals with a higher number of cited articles and significant impact factor are: Total Quality Management, Cross Cultural Strategic Management, International Journal of Technology Management, Journal of Competitiveness, and Journal of Knowledge Management.
- The article with the highest number of citations in the Web of Science, totaling 2,034 citations, is authored by Deshpandé, R., Farley, J. U., & Webster Jr, F. E. (1993) and titled "Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadratic analysis."

The research on "culture and competitiveness" covers a relevant set of keywords to create an overview and establish future research directions. Most of those concerned with the field oriented their research direction especially at the organizational level, a fact that results from the bibliometric analysis (Figure 5), also confirmed in the study conducted by Chen&Lin (2021). Research on organizational culture highlights the necessity for greater theoretical focus and integration to drive further advancements in the field. It is important to acknowledge that these findings are based on preliminary analyses of a limited number of articles (522) within specific fields of interest, namely management, economy, and business.

Despite this limitation, the findings offer valuable directions for future research on this topic. It is clear that culture has a direct link with competitiveness, but we find that there have been few studies from this perspective. Firstly, the research direction can be approached from a multilevel perspective as an opportunity to capture the complexities and nuances of the culture-competitiveness relationship in a more nuanced and comprehensive manner. It can reveal how cultural factors interact and influence competitiveness at different levels, offering a more complete understanding of this complex relationship. Secondly, researchers should obtain bibliographic information from additional databases such as the Scopus, Google Scholar in future investigations. The subject of study might be enriched by investigating possible subtopics related to the field from the literature review. Future research in this area can provide more robust insights, identify patterns, and address the inconsistencies found in previous studies. It can also discover the way for more targeted and effective interventions to enhance competitiveness in different contexts, considering the diverse cultural dimensions that come into play at each level of analysis.

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