Mapping the research on Organizational Climate: A bibliometric Analysis

Dr Amee Agrawal

Abstract

This study employs bibliometric analysis to examine studies on Organisational Climate. Our findings indicate a significant increase in research publications. The majority of the publications have originated from the United States, China, Australia, and Europe. The key subjects in the field encompass Job Satisfaction, Ethics, Commitment, Knowledge Management, Performance, Diversity Inclusion, Employee attitudes, and employee engagement. This paper examines the potential future paths and consequences of the research.

Key words: Organizational Climate, Bibliometric analysis, citations, Quantitative, clusters

Introduction:

Recently, researchers have focused extensively on analysing the connection between human resources practices and the performance of companies. Research findings suggest that the HR system has a vital function in improving organisational effectiveness and achieving a competitive advantage. To gain a competitive edge, it is crucial to ensure that the practices and climate within a company are in harmony. Employees thrive in the workplace when the organisational practices are supportive, innovative, and imbue their work profile with meaning.

When individuals are encouraged to participate in tasks that utilise their abilities, they are more likely to feel capable and efficient in handling job requirements. This fosters personal growth and advancement by providing individuals with opportunities to enhance their strongest talents and abilities (Peterson and Seligman, 2004).

Management must cultivate a conducive organisational atmosphere focused on recognising, nurturing, and harnessing employees' strengths. Organisation climate include employees' subjective evaluations of the organization's rules, practices, procedures, routines, and rewards. It pertains to observable and quantifiable aspects of the workplace.

These views possess psychological significance as guiding frameworks for socially suitable and adaptable organisational behaviours (Schneider, 1975). Organisational Climate encompasses various characteristics, necessitating a thorough understanding of it. HR practitioners have recognised the significance of Organisational Climate, prompting scholars to do deeper investigations on the matter. Given the increasing body of literature on the topic, it is necessary to synthesise the existing literature. Previous researchers have attempted to consolidate the existing literature on Organisational Climate using various methods, such as doing a systematic review (Pomirleanu et al., 2022) and the methodology taken by Kuenzi & Schminke (2009). These studies provide a thorough and extensive summary of the field, however, the body of knowledge in the field is expanding. As the publication expansion continues, these descriptive reviewing techniques become less important. This research paper utilises bibliometric analysis to review the published research on the issue. Bibliometrics has become a widely studied area with applications in other disciplines. The text presents a graphical representation of the collective scientific progress made in the field of study, as documented by Donthu, Kumar, Mukherjee, Pandey, and Lim (2021) and Ellegaard and Wallin (2015). Bibliometric analysis is highly valuable in cases when there is a significant amount of literature that needs to be studied to determine the conceptual framework and emerging themes.(Baker, Kumar, & Pandey, 2021; Baker, Pandey, Kumar, & Haldar, 2020; Donthu, Kumar, & Pattnaik, 2020).

Methodology

Bibliometric analysis is a well-established scientific method used in various study domains, including management (Ellegaard and Wallin, 2015; Zupic and Cater, 2015). The term "bibliometric analysis" refers to a set of methods for analysing bibliographic data quantitatively (Pritchard, 1969) to derive quantitative and objective findings from the data. The strategy is crucial for comprehending patterns and themes, as well as exploring new research opportunities, especially when dealing with extensive and challenging-to-analyze bibliographic data. To accomplish this goal, we

pursue the following objectives. Initially, we employ performance analysis to examine the progression of publications in the field of Organisational Climate. Furthermore, we employ the technique of analysing the co-occurrence of terms to determine the prominent thematic clusters within the area. This allows us to understand the intellectual structure of the field. Furthermore, we propose some prospective avenues for future research to indicate potential paths for further investigation in the topic. To achieve the aforementioned objectives, we employ the bibliometric technique, which is capable of managing substantial quantities of bibliographic data and is thus well-suited for our study (Ramos-Rodrígue & Ruíz-Navarro, 2004).

Analysis of performance

Figure 1 illustrates the year-wise publication trend in the field of Organisational Climate, indicating a constant increase in publications on this topic over the years. As an illustration, the mean number of publications each year from 1989 to 1999, which represents the initial 10-year period in our dataset, was 0.8. The impact of this may be observed in the average annual publication count between 2013 and 2023, which amounts to 40 publications per year throughout the course of the last decade in our sample.
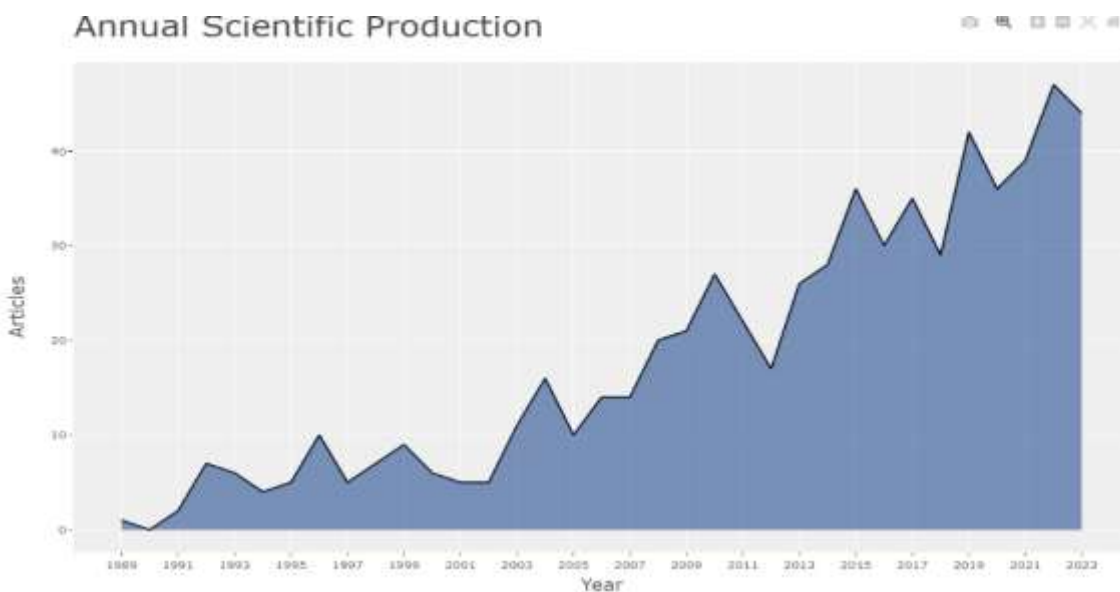

Figure 1

Figure 2 displays the writers who have made the most significant contributions to the area of Organisational Climate. Burke MJ is the most productive author in the discipline, having produced 10 works on the issue and receiving 116 citations (mentioned in Figure 3). Bues JM has 9 publications and 428 citations, whereas De Clercq D and Luria G each have 7 articles and have gotten 115 and 154 citations, respectively. They all follow her.
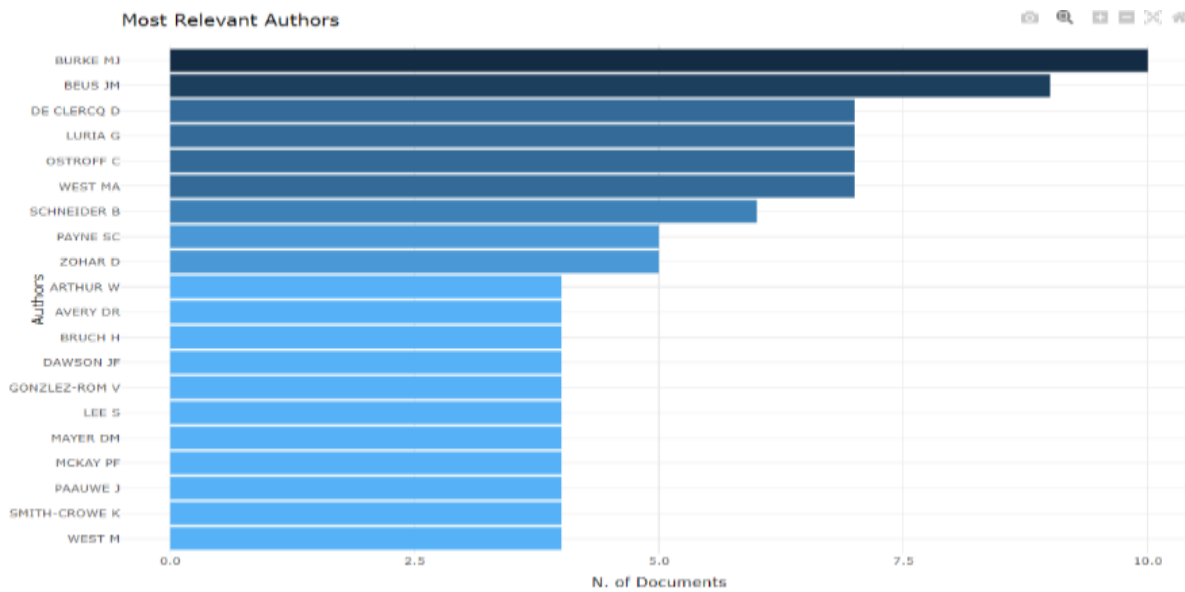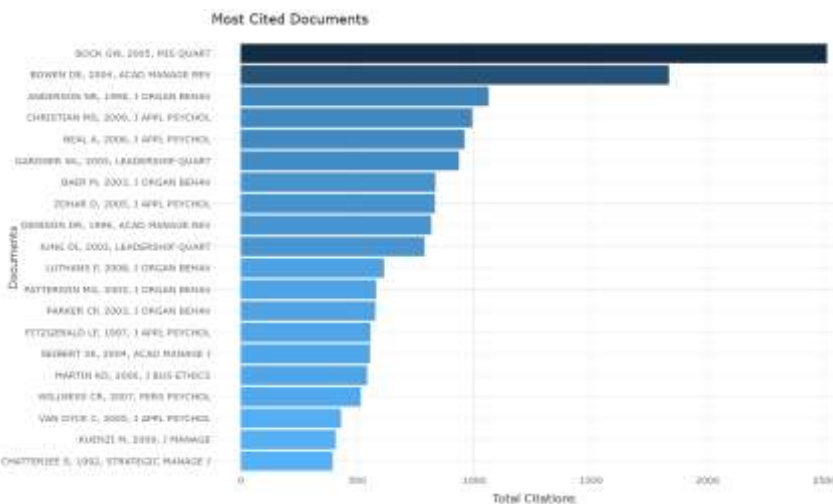
Figure 2

Figure 3

Figure 4

Figure 4 illustrates the most frequently referenced documents in the field of Organisational Climate literature. Over 20 authors have accumulated more than 100 citations. This suggests that not only has the quantity of publications increased over the years, but also the influence or significance of those publications has increased. Based on the graph, Bock et al., 2005 paper has had the greatest number of citations in the field. It has been cited a total of 2511 times since it was published, with an average of 132.15 citations per year. The paper aims to cultivate a comprehensive comprehension of the elements that either facilitate or impede individuals' intentions to share knowledge, as well as the influence of Organisational Climate in this context. The article is accompanied by Bowen and Ostroff's 2004 publication, which has received 1834 citations. This article examines the concept of "strength of the HRM system" and outlines the key characteristics of an HRM system that contribute to a robust organisational climate. This climate is comparable to Mischel's notion of a "strong situation," where individuals have a shared understanding of expected and rewarded behaviours.
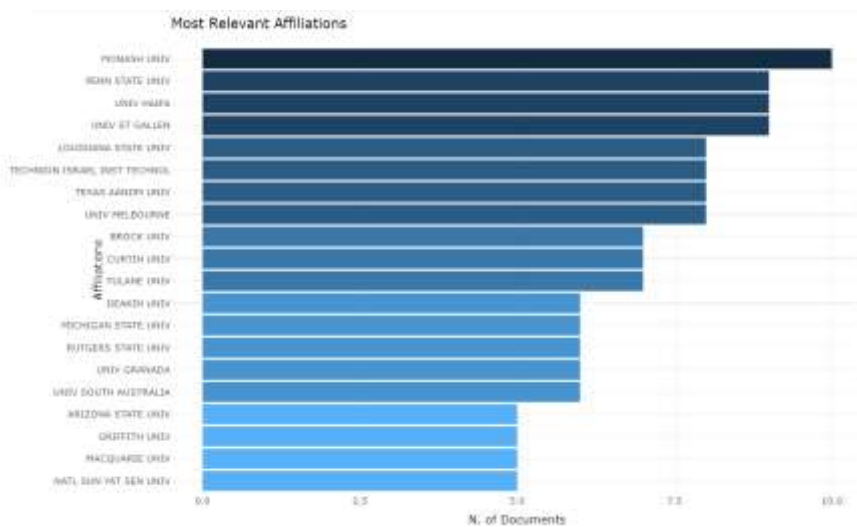
Figure 5

Figure 5 displays the institutions that have made the most significant contributions to the area of Organisational Climate. The authors from Monash University Australia have made the greatest contribution with 10 publications, while Pennsylvania State University, University of Haifa Israel, and University of St. Gallen Switzerland have each provided 9 articles. The majority of the institutions within the top 20 rankings are from Australia, China, and America, highlighting the significant contributions made by writers and institutions from these regions.

Figure 6 displays the journals that have the highest number of published articles in the topic of Organisational Climate. The Journal of Applied Psychology is the most prestigious publication in this discipline, having published a total of 39 articles on this particular topic. The Journal of Business Ethics has made a contribution of 29 papers, followed by the International Journal of HRM with 25 articles. The Journal of Occupational and Organisational Psychology, as well as the Journal of Organisational Behaviour, have each provided 23 articles.
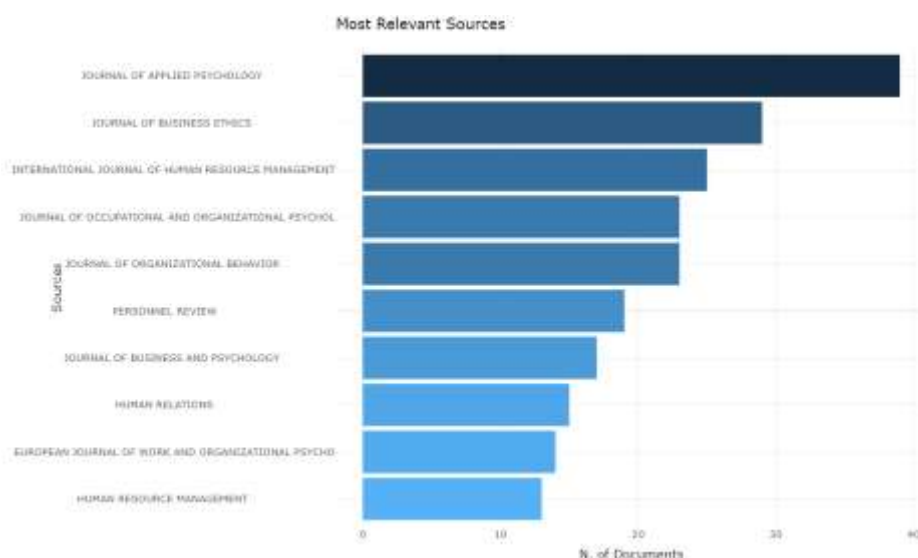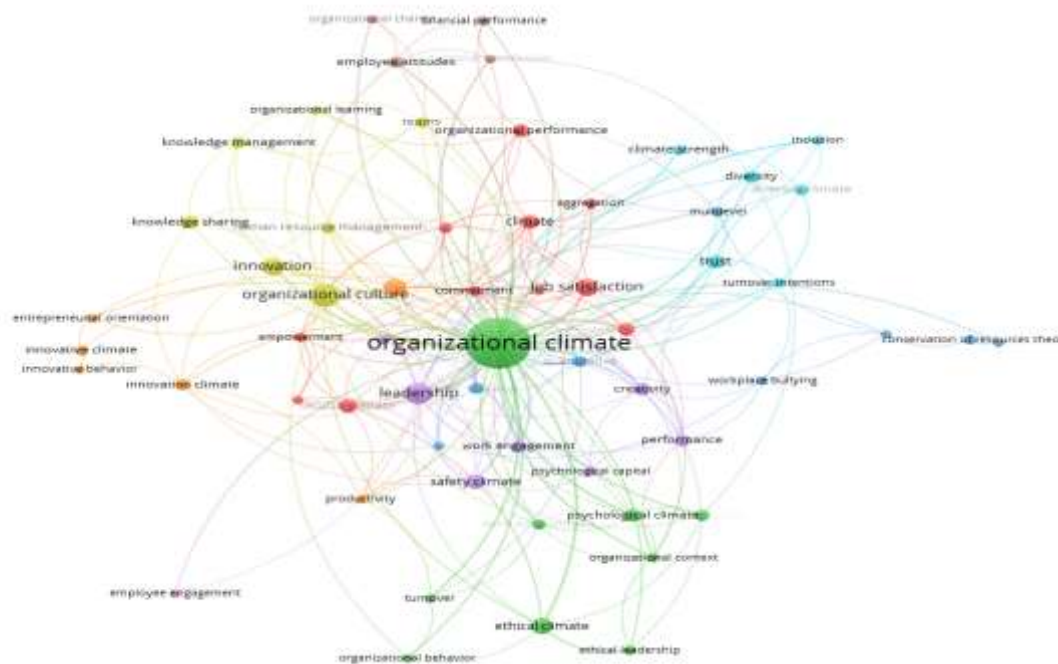

Figure 6

Figure 7

In terms of the quantity of articles published, the United States leads with 499 articles, followed by China with 138 articles and Australia with a notable contribution of 104 articles. The countries with the greatest significant impact on Organisational Climate research are the UK, Canada, and Germany.

region		Freq	
USA		499	
CHINA		138	
AUSTRALIA		104	
UK		91	
CANADA		62	
GERMANY		51	
NETHERLANDS		49	
SPAIN		43	
ISRAEL		32	
SOUTH KOREA		29	

Figure 7

Intellectual Structure of the Organizational Climate

A fractional counting method was utilised to generate Fig. 7, which identifies existing clusters and reveals the main trends and interactions among the most frequent terms in Organisational Climate based on the co-occurrence of authors' keywords. Figure 7 illustrates the primary author keywords that provide insights into the study priorities and interests of scientists and researchers in the subject of Organisational Climate research. Based on these terms, they are categorised into 9 groups.

A threshold of five occurrences was set as the minimum requirement for the 1674 keywords identified. The size of the circles in the illustration is directly proportional to the weight of the goods. In other words, the greater the weight, the larger the circle. Lines connecting items indicate hyperlinks, while the proximity between two keywords indicates the degree of co-occurrence of linkages.

The following list presents the most significant subjects, ranked by their level of importance within each cluster:

Cluster 1 (red) consisted of 11 key phrases, namely: Aggregation, Climate, commitment, empowerment, health care, job satisfaction, multilevel analysis, organisation citizenship conduct, Organisational commitment. Assessing the effectiveness of an organisation and the overall atmosphere and culture of its service provision.

Cluster 2, represented by the colour green, consisted of 9 distinct categories. These items are: ethical climate, ethical leadership, meta-analysis, organisational behaviour, organisational climate, organisational context, psychological climate, turnover, and work environment.

Cluster 3, represented by the colour light blue, consisted of 8 items: affective commitment, conservation of resources, multilevel, perceived organisational support, psychosocial safety climate, quantitative, self-efficacy, and workplace bullying.

Cluster 4, represented by the colour light green, includes a total of 7 things. These categories are: human resource management, innovation, knowledge management, knowledge sharing, organisational culture, organisational learning, and teamwork.

Cluster 5 (purple) once again included 7 items: creativity, leadership, performance, personality, psychological capital, safety climate, and job engagement.

Cluster 6 (Blue) had 6 items: climate strength, diversity, diversity climate, inclusion, trust, and turnover intentions.

Cluster 7, sometimes known as the Orange cluster, includes 6 specific items: entrepreneurial orientations, innovation climate, inventive behaviour, innovative climate, productivity, and transformational leadership.

Cluster 8 (Brown) identified four key factors: customer satisfaction, personnel attitudes, financial performance, and organisational change.

Cluster 9 included a single item, specifically employee engagement.

As mentioned earlier in the description of the clusters, Cluster 1 comprises prominent theoretical models in Organisational Climate, including structural models. It also encompasses influential topics in Organisational Climate research, particularly those related to empowerment, such as job satisfaction, Organisational commitment, Organisational performance, and service climate. Clusters 2 and 3 also analyse components of the research from an organisational behaviour standpoint. Cluster 2 encompasses various elements, including ethics, such as ethical climate and ethical leadership. Cluster 3 focuses on ideas such as dedication, preservation of resources, social and psychological environment, and belief in one's own abilities, among others. Cluster 4 pertains to the processes of knowledge sharing, knowledge management, and organisational learning. Cluster 5 is dedicated to the areas of performance, leadership, and creativity. Cluster 6 highlights the significance of diversity and its impact on the organisational climate. The topics encompassed are diversity climate, diversity inclusion, and trust. Cluster 7 is shaped by the scholarly works of multiple writers who approach the topic from an entrepreneurial perspective. It emphasises the significance of innovation, productivity, and transformative leadership. Cluster 8 focuses on three main topics: customer satisfaction, organisational change, and staff attitudes. Cluster 9 specifically focuses on employee engagement as its sole item of emphasis.

Conclusions

Despite being a relatively recent academic interest, with the first paper related to Organisational Climate being published in 1989 and included in the web of Science database, there has been a substantial increase in scientific production on this topic since 2013, reaching its highest point in 2022. The fluctuations in scientific output on Organisational Climate between 2000 and 2012 may be attributed to the emergence of technical advancements and improvements in Human

Resource practices and policies. Delving more into these characteristics has the potential to initiate intriguing inquiries and debates. The US, China, Europe, and Australia are the most influential countries in Organisational Climate study based on the number of articles published. They are followed by the UK, Canada, and Germany. Various public and commercial organisations, mostly universities in the United States and China, are actively supporting research on Organisational Climate. Additionally, there are certain institutions in Europe and Israel that are also involved in this field. Notable universities conducting study on Organisational Climate include Monash University in Australia, Pennsylvania State University, University of Haifa in Israel, and University of St. Gallen in Switzerland. It is crucial to distinguish the publications that hold a prominent position in research on this issue, since they significantly contribute to the knowledge base. Articles pertaining to Organisational Climate are typically published in publications that specialise in Human Resource Management. The Journal of Applied Psychology is the most prestigious journal in this field, having published 39 articles. It is followed by the Journal of Business Ethics with 29 articles, the International Journal of HRM with 25 articles, and both the Journal of Occupational and Organisational Psychology and the Journal of Organisational Behaviour with 23 articles each. Nevertheless, there are additional fields that are becoming increasingly significant in the context of research on Organisational Climate, including Psychology, Ethics, and Change management. Thus, based on the terminology employed by the web of science, it is apparent that Organisational Climate possesses a noteworthy multidisciplinary nature. This research utilised a fractional counting method to examine the co-occurrence of authors' keywords. As a result, nine distinct clusters were identified, with the primary topics being Job Satisfaction, Ethics, Commitment, Knowledge Management, Performance, Diversity Inclusion, Employee attitudes, and Employee engagement. The primary objective of this study is to not only present the current state of research on Organisational Climate, but also to identify emerging patterns and suggest potential areas of research that may be significant to academia.

In addition to the above proposals, our findings highlight the significance of interdisciplinary collaboration as a prominent trend in research on Organisational Climate. Interdisciplinary research has the capacity to approach certain problems from several perspectives and propose answers for them. Bibliometric analysis mostly concentrates on quantitative aspects. Nevertheless, it is not rare to encounter certain authors who own a restricted quantity of papers, yet wield significant influence in particular domains or subjects. Therefore, this study incorporates both qualitative characteristics and standardised metrics, such as the h-index or the number of citations, to encompass writers with such attributes in the analysis. However, this research is not without limits, some of which may be the subject of future investigation. Furthermore, future studies could incorporate additional quantitative and/or qualitative methods or databases alongside Web of Science. Furthermore, this study specifically targets scientific papers, but it may also be worthwhile to consider expanding the scope to include other sorts of materials such as conferences and books. Furthermore, considering the increasing attention towards Organisational Climate across several domains of expertise, forthcoming studies could concentrate on examining this subject inside specific disciplines. Currently, there is an ongoing discourse in academic literature regarding the utilisation of several terminologies pertaining to organisational climate, such as psychological climate and safety climate.

References

Baker, H. K., Pandey, N., Kumar, S., & Haldar, A. (2020). A bibliometric analysis of board diversity: Current status, development, and future research directions. *Journal of Business Research*, *108*, 232-246.

Baker, H. K., Kumar, S., & Pandey, N. (2021). Forty years of the Journal of Futures Markets: A bibliometric overview. *Journal of Futures Markets*, *41*(7), 1027-1054.

Bock, G. W., Zmud, R. W., Kim, Y. G., & Lee, J. N. (2005). Behavioral intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS quarterly*, 87-111.

Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the "strength" of the HRM system. *Academy of management review*, *29*(2), 203-221.

Donthu, N., Kumar, S., & Pattnaik, D. (2020). Forty-five years of Journal of Business Research: A bibliometric analysis. *Journal of business research*, *109*, 1-14.

Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of business research*, *133*, 285-296.

Ellegaard, O., & Wallin, J. A. (2015). The bibliometric analysis of scholarly production: How great is the impact?. *Scientometrics*, *105*, 1809-1831.

Ellegaard, O., & Wallin, J. A. (2015). The bibliometric analysis of scholarly production: How great is the impact?. *Scientometrics*, *105*, 1809-1831.

Kuenzi, M., & Schminke, M. (2009). Assembling fragments into a lens: A review, critique, and proposed research agenda for the organizational work climate literature. *Journal of management*, *35*(3), 634-717.

Kuenzi, M., & Schminke, M. (2009). Assembling fragments into a lens: A review, critique, and proposed research agenda for the organizational work climate literature. *Journal of management*, *35*(3), 634-717.

Ostroff, C., Kinicki, A. J., & Tamkins, M. M. (2003). Organizational culture and climate. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), Comprehensive handbook of psychology (pp. 565–593). New York: Wiley.

Peterson, C., & Seligman, M. E. (2006). The values in action (VIA) classification of strengths. *A life worth living: Contributions to positive psychology*, 29-48.

Pomirleanu, N., Gustafson, B. M., & Townsend, J. (2022). Organizational climate in B2B: A systematic literature review and future research directions. *Industrial Marketing Management*, *105*, 147-158.

Pritchard, A. (1969). Statistical bibliography or bibliometrics. *Journal of documentation*, *25*, 348.

Ramos-Rodrígue, Antonio Rafael, and José Ruíz-Navarro. 2004. "Changes in the Intellectual Structure of Strategic Management Research: A Bibliometric Study of the Strategic Management Journal, 1980–2000." Strategic Management Journal 25 (10): 981–1004. doi:10.1002/smj.397.

Schneider, B. (1975). Organizational climates: An essay 1. *Personnel psychology*, *28*(4), 447-479.

Zupic, I., & Čater, T. (2015). Bibliometric methods in management and organization. *Organizational research methods*, *18*(3), 429-472.