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A Bibliometric Analysis on Organizational Culture and Intention to Leave Using Visualizing Network

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***Abstract*—**Organizational culture is considered as a glue that keeps employees together and is linked to many organizational outcomes including employees' intention to leave. Numerous linkages of the associations between organizational culture and intention to leave and its dimensions have been provided by authors, giving rise to a wide variety of viewpoints. This broad spectrum of disciplinary contributions has produced a richly diverse yet disorganized field of study. Given the increasing acknowledgment of the association existing between organizational culture and intention to leave, it is imperative to have a deeper comprehension of the development and understanding of concepts in the context of wider scholarly inquiry. Therefore, the prime objectives of this study are to (i) examine the nature and development of organizational culture and intention to leave related literature, and (ii) identify the theme areas of organizational culture and intention to leave research and how they relate to particular disciplines. In order to do this, 84 recorded articles integrated in Scopus were subjected to bibliometric analysis. This demonstrated the wide-ranging, multidisciplinary character of the research and revealed a significant increase in research activities. Nonetheless, there is still an opportunity for interdisciplinary cooperation and research in various ways.

Keywords—organizational culture, intention to leave, bibliometric analysis, literature

I. INTRODUCTION

Changing work dynamics, increased turnover, thriving for innovation, and a collaborative work environment have posed the need to make data-driven decisions to foster employee retention, a healthy work environment, and a stable organization [1]. Concepts like beliefs, symbols, consciousness, and faith that connect members of an organization are termed as organizational culture [2]. organizational culture is a powerful force that changes people and has a noteworthy impact on their performance, conduct, and attitude[3]. Additionally, it affects people's intentions to leave their jobs, job stress, job satisfaction, organizational commitment, emotional exhaustion, empowerment, and quality of life [4]. Furthermore, the organizational culture is subject to change[5], therefore it's critical to have a precise understanding of the existing culture to devise strategies to effectively cultivate a healthy organizational culture [6].

Intention to leave is stated as an individual's deliberate and mindful decision to leave the company where they are employed [7]. The act of intending to leave an organization comes last before the actual departure. The turnover intention has been defined as a mental state sustained by sentiments of significant job and job-related discontent [8]. A company's risk of employee turnover arises when its workers are unhappy [9].

Simultaneously, this field of research needs to be better mapped and understood in terms of the growing significance of organizational culture and intention to leave and the substantial work required to describe the notion [10]. Organizational culture and intention to leave have been the subject of numerous narrative reviews, although these reviews have usually concentrated on certain fields, such as medicine, social science, or nursing [11]. Broader, more methodical methods to chart the similarities, links, and distinctions between the ways that other disciplines approach the topic have not been employed [12].

This study demonstrates the bibliometric analysis of the association between organizational culture and employee's intention to leave, employing visualizing network techniques to map and analyze the existing body of literature [13]. The goal of this research is to come across key trends, prominent studies, and emerging themes within this domain. Using

information sourced from the Scopus database, a comprehensive review and analysis were conducted on publications spanning the past two decades. This bibliometric study depicts a detailed impression of the scholarly landscape, offering researchers, practitioners, and policymakers a helpful resource for examining the complex interplay between organizational culture and intention to leave [14].

II. METHODOLOGY

The bibliometric approach summarizes the intellectual structure and bibliometrics of a topic by looking at the relationships between different study components. It also applies quantitative tools to bibliometric data. [15]. This information can be used to show how different disciplines contribute, to figure out relations and silos, and to identify patterns and probable gaps [16]. Consequently, it offers a performance analysis as well as a science mapping that aids in determining the thematic evolution of a subject of study [17].

Because of its dual purpose, this approach is being used more and more to record a range of socially connected, multidisciplinary disciplines like organizational culture and intention to leave [18]. Similarly, as was previously mentioned, the study of organizational culture is a wide, diverse field that is currently unstructured, which makes it a suitable domain to study for this method [19].

A process for selecting search terms, selecting an appropriate database, formulating search criteria, selecting analysis software, evaluating the results, and interpreting the findings was devised for this investigation [20]. These procedures are outlined in greater depth in the paragraphs that follow and are shown in Fig. 1 below.

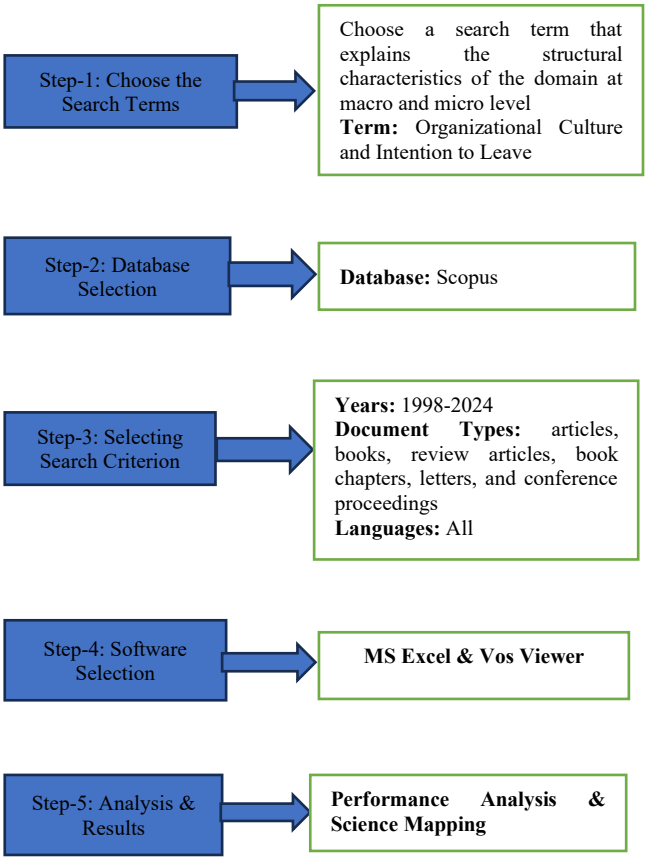

Fig. 1. A Procedure for Bibliometric Analysis

A. Defining Search Terms

As stated in the introductory segment, the major objective of this study is (i) discover and evaluate the nature and dynamics of published data linked to organizational culture and intention to leave (ii) figure out thematic areas related to organizational culture and intention to leave related research and how they are related to different disciplines [21].

The rationale of this work is to specifically look into the interdisciplinary nature of organizational culture and intention to leave research [22]. Nonetheless, it's also imperative to stay away from incorporating ideas like "culture" or "organizational climate" that sound similar but are very different [23]. Similarly, the goal of this work is restricted to the terms “organizational culture” and “intention to leave” which are stated in the search criterion.

B. Database Selection

Choosing an appropriate database is very important for the bibliometric analysis. Scopus database is selected for this purpose. Scopus database is chosen as it's Elsevier's citation database with prominent indexing, meets quality standards, and is widely used in bibliometric analysis [24].

C. Selection of Search Criterion

A contemporary search was carried out on Scopus with the search term "Organizational Culture and Intention to Leave" (title, abstract, author keywords, Keyword Plus) on 7 May 2024. The results comprised every article published between 1998 and 2024, as well as review articles, book chapters, and conference proceedings papers. Similarly, there were no language limits [25].

The search parameters and criteria were chosen using bibliometric analysis to account for the range of studies on organizational culture and leaving intentions [26]. Bibliographic data were extracted in comma-separated values (.csv) format and searched annual trends, top journals, subject areas, authors, affiliations, and top countries in Scopus after these criteria were applied [27].

D. Software Selection

Software namely MS Excel and VOS Viewer were used to analyse the Data. To organize tables and create figures for various research-related trends, MS Excel 2016 was utilized and Bbibliometric networks were constructed and visualized using the Vos Viewer [28]. Authorship, citation, and keyword data were extracted using VOS Viewer, and co-citation, co-country, and co-word analyses were carried out [29].

E. Result & Analysis

Analysis of the extracted data was done in two parts. Firstly, Performance analysis was done to map the growth patterns of the publications; to identify the country-wise, university-wise, and author-wise contributions [30]; and to figure out the most prominent journals related to the search terms i.e. organizational culture and intention to leave. Secondly, Science mapping was performed to construct the bibliometric maps and to visualize the intellectual structure [31]. Here, in particular, the co-occurrences of authors, countries, and keywords were looked at. Lastly, to support this, a descriptive review of keyword clusters was carried out [32].

III. RESULTS

For this study, the search phrases "organizational culture" and "intention to leave" were applied [33] to 84 records that were published between 1998 and 2024 under 62 different journal, book, or conference titles. Fig. 2 shows that there has been a considerable additions in publications since 1994, with more than 70% of articles coming from just the years 2010 to 2020. In a similar vein, the retained records saw a notable rise and fall in total citations, earning over half of their 2075 total citations from 2010 to 2020.

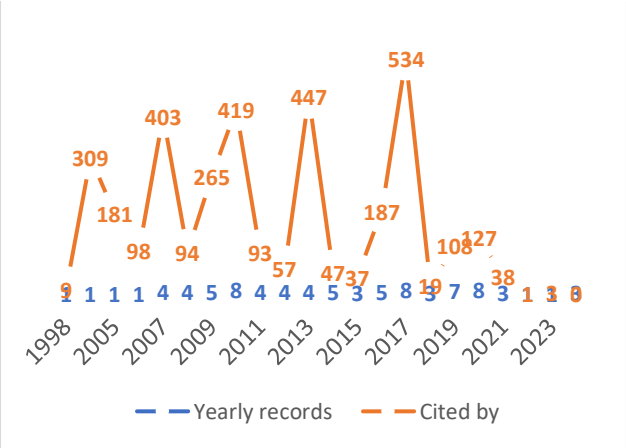

Fig. 2. Year-on-year Records and Year-on-year Citations for "Organizational Culture and Intention to Leave"
Source: Authors' Calculation

A. Top Countries, Top Institutions, and Co-Country Analysis

Tables I and II exhibit the 20 most common countries and institutional affiliations that take organizational culture and intention to leave related research into consideration. Taken as a whole, the retained documents revealed 39 countries and 160 institutional affiliations [34].

TABLE I. "TOP 20 COUNTRIES FOR RESEARCH ON ORGANIZATIONAL CULTURE & INTENTION TO LEAVE"

Country	Records	%age of 128
United States	28	21.9%
United Kingdom	11	8.6%
Canada	6	4.7%
Belgium	6	4.7%
India	6	4.7%
Australia	5	3.9%
Finland	5	3.9%
Brazil	4	3.1%
France	4	3.1%
Italy	4	3.1%
Turkey	4	3.1%
Hong Kong	3	2.3%
Netherlands	3	2.3%
Sweden	3	2.3%
Taiwan	3	2.3%
China	2	1.6%
Denmark	2	1.6%
Egypt	2	1.6%
Germany	2	1.6%
Iran	2	1.6%

Source: Authors' Calculation

TABLE II. "TOP 20 AFFILIATIONS FOR RESEARCH ON ORGANIZATIONAL CULTURE & INTENTION TO LEAVE"

Affiliations	Record Count	%age of 160
University of Ottawa	4	2.5
Universiteit Gent	4	2.5
Université d'Ottawa Faculté des Sciences de la Santé	3	1.9
Western University	3	1.9
Ulster University	3	1.9
The University of Queensland	3	1.9
Atatürk Üniversitesi	2	1.3
University of Pennsylvania	2	1.3
The Hong Kong Polytechnic University	2	1.3
Työterveyslaitos	2	1.3
Queensland University of Technology	2	1.3
Tampere University	2	1.3
King's College London	2	1.3
University of Florida	2	1.3
Iran University of Medical Sciences	2	1.3
KU Leuven	2	1.3
The University of Alabama	2	1.3
Universidade Estadual de Campinas	2	1.3
Columbia University	2	1.3
Pirkanmaan sairaanhoitopiiri	2	1.3

Source: Authors' Calculation

At the Country Level, the top three positions are grabbed by the countries with English being the major language namely the United States, the United Kingdom, and Canada. Moreover 40% of the overall research on the global level on "organizational culture & intention to leave" is done by the United States, United Kingdom, Belgium, and Canada alone. Out of the top 20 prolific countries, 10 countries are European nations. In terms of affiliations, University of Ottawa and Universiteit Gent are the most creative institutions. French Institutions, being the non-English speaking institutions are the most prominent institutions in top the 20 institutes.

A co-country analysis was done using Vos Viewer to generate the clusters using the association strength method [35]. 42 countries altogether, split into 13 clusters, were comprised only of those with at least two documents, as depicted in Fig. 3. Sets of closely connected countries are represented by clusters, and in the representation, nations that come about more often together have a tendency to be closer. Taiwan, Finland, and Iran are in the middle and each has ten linkages. Beyond these nations, the country locations and clusters imply that the formation of linguistic or regional groupings has been the primary factor. For example, the green cluster has many English-speaking countries, while the red cluster mostly consists of European countries.

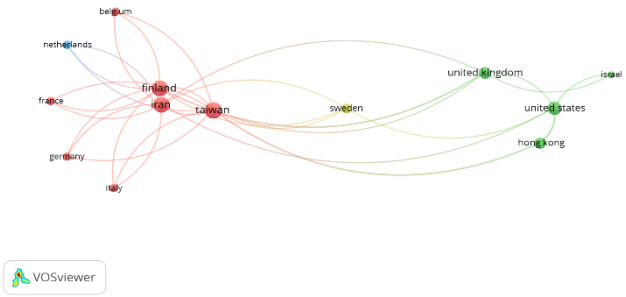

Fig. 3. Co-country Network for "Organizational Culture & Intention to Leave"

B. Research Categories

Disciplinary categories from Scopus were extracted from the results demonstrating that 12 different categories were involved in some form of organizational culture & intention to leave related research [36]. The categories with the greatest prominence are nursing, medicine, business management, and accounting, as seen in TreeMap in Fig. 4 [37]. Together, these three categories make up over 50% of all research.

A total of 84 titles were found at the conference, book, or journal title level. Particularly, journals associated with nursing, including the Journal of Nursing Management, International Nursing Review, and Journal of Advanced Nursing, rank within the top three. Notably, multidisciplinary journals—Work, Children and Youth Services Review, and International Journal of Organizational Analysis—also ranked among top eight. The top 10 journals were published by seven different publishers and had an average impact factor of 2.87. The top 10 titles, ranked by total organizational culture and intention to leave linked publications, are shown in Table III.

Fig. 4. Tree Map of top 10 Scopus research categories for "Organizational Culture & Intention to Leave".
Source: Authors' Calculation

TABLE III.

TABLE IV. "TOP 10 TITLES (JOURNALS, BOOKS, CONFERENCE PROCEEDINGS) BY TOTAL RECORDS"

Title	Publisher	Impact Factor	Records	%age of 58
Journal Of Nursing Management	Wiley	3.325	6	10.3
International Nursing Review	Wiley	4.1	4	6.9
Journal Of Advanced Nursing	Wiley	3.187	4	6.9
BMC Health Services Research	BioMed Central	3.5	3	5.2
British Journal of Social Work	Oxford University Press	1.884	3	5.2
Journal Of Nursing Scholarship	Wiley	3.176	3	5.2
Work	Sage	1.7	3	5.2
Children And Youth Services Review	Elsevier	3.3	2	3.4
International Journal of Organizational Analysis	Emerald	3.2	2	3.4
Journal Of Occupational and Environmental Medicine	Lippincott Williams & Wilkins	1.355	2	3.4

Source: Authors' Calculation

C. Most Cited Documents

The often cited work at the document level comprises a variety of disciplines and topics such as staff turnover, bullying in the workplace, organizational culture, trust, and work environment. In accordance with the overall number of citations, Table IV lists the top ten most cited documents. The most cited document, from "Tan and colleagues" [38], studies the differentiation of trust in supervisor and organization and finds that trust in the supervisor increases innovative behavior whereas trust in the organization results in an increased job satisfaction level and decreases the intention to leave the organization. Other sources inspect the connections between work environment and intention to leave [39] or antecedents and outcomes of intention to leave [40].

TABLE V. "TOP 10 MOST CITED DOCUMENTS ON ORGANIZATIONAL CULTURE AND INTENTION TO LEAVE"

Title	Source Title	Cited by	Reference
"Toward the Differentiation of Trust in Supervisor and Trust in Organization"	Genetic, Social, and General Psychology Monographs	309	[38]
"Effects of nurse work environment on job dissatisfaction, burnout, intention to leave"	International Nursing Review	221	[39]
"A systematic literature review of nurse shortage and the intention to leave"	Journal of Nursing Management	205	[41]
"The determinants and consequences of adult nursing staff turnover: A systematic review of systematic reviews"	BMC Health Services Research	182	[40]
"Hospital ethical climates and registered nurses' turnover intentions"	Journal of Nursing Scholarship	181	[42]
"Predictors and Outcomes of Burnout in Primary Care Physicians"	Journal of Primary Care & Community	156	[43]

	Health		
"Workplace bullying in the UK NHS: A questionnaire and interview study on prevalence, impact and barriers to reporting"	BMJ Open	144	[44]
"Wearing the Cloak: Antecedents and Consequences of Creating Facades of Conformity"	Journal of Applied Psychology	132	[45]
"Why are they leaving? factors affecting intention to leave among social workers in child welfare"	British Journal of Social Work	126	[46]
"Organizational configuration of hospitals succeeding in attracting and retaining nurses"	Journal of Advanced Nursing	119	[47]

D. Most Productive Authors, Most Cited Authors, and Co-Author Analysis

The top 10 authors who are most prolific in terms of papers produced and the top 10 authors who are most referenced are shown in Table V. Full counting was used in VOS Viewer [48] to calculate the weights for both categories, which means that each document or citation has the same weight regardless of how many authors are included in it overall. There was no minimum document threshold applied to citations.

TABLE VI. "TOP 10 MOST PRODUCTIVE AUTHORS AND MOST CITED AUTHORS ON ORGANIZATIONAL CULTURE & INTENTION TO LEAVE"

Most Productive Authors	
Author	**Documents**
Dhar, R.L.	3
Doherty, A.	3
Walker, M.	3
Gemmel, P.	2
Hahtela, N.	2
Helminen, M.	2
Jimmieson, N.L.	2
Linzer, M.	2
Liou, S.R.	2
MacIntosh, E.W.	2

Most Cited Authors	
Author	**Citations**
Aiken L.H.	47
Meyer J.P.	30
Allen N.J.	21
Liden R.C.	21
Ferris G.R.	19
Maslach C.	19
Shamian J.	19
Kacmar K.M.	18
Einarsen S.	16
Laschinger H.K.	13

Source: Authors' Calculation

A co-author analysis was performed using VOSViewer, and the association strength approach was used to create clusters [49]. 322 authors in total were included since only authors who have written at least two documents were included. Of those, only 12 writers are shown in Fig. 5's interconnected center clusters (dark blue, purple, orange, green, yellow, pink, and sky blue). Authors that co-occur more frequently in clusters indicate sets of closely connected authors, and in the visualization, these authors are generally closer to one another [50].

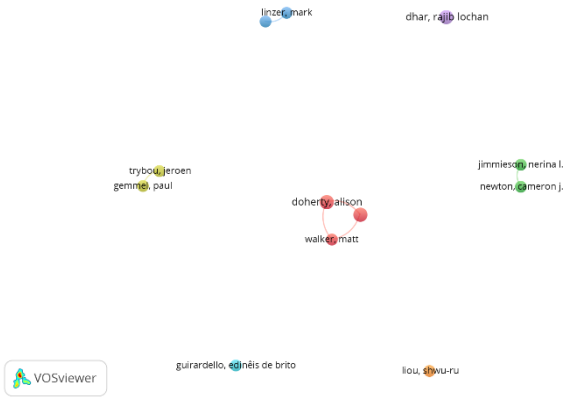

Fig. 5. Co-author network for "Organizational Culture & Intention to Leave"

E. Keyword Occurrence and Co-Occurrence

A total of 231 keywords were found using VOS Viewer's Author Keyword analysis feature. Table VI illustrates the way the top 20 are arranged according to the overall number of occurrences [51].

TABLE VII. "TOP 20 AUTHOR KEYWORDS FOR DOCUMENTS ON "ORGANIZATIONAL CULTURE & INTENTION TO LEAVE" LINK STRENGTH INDICATES THE TOTAL NUMBER OF LINKS BETWEEN A KEYWORD AND OTHER KEYWORDS"

Keyword	Occurrences	Total link strength
intention to leave	16	67
job satisfaction	15	70
organizational culture	14	56
nurses	11	58
nursing	6	24
turnover intention	6	22
burnout	5	25
work environment	4	12
workforce	4	19
intent to leave	3	12
organizational climate	3	8
child welfare	2	6
determinants	2	11
employee adjustment	2	9
leadership	2	8
management	2	9
nurse	2	8
nursing shortage	2	11
nursing staff	2	13
nursing workforce	2	8

Source: Authors' Calculation

The co-occurrence analysis feature of VOS Viewer was utilized to map and visually network author keywords [52]. Only terms with two occurrences were kept to reduce the visualization to a reasonable set of keywords; as a result, in total, 36 words were split into two clusters (green and red; see Fig. 6). Terms that occur most recurrently together in the visualization have a tendency to be closer together, while clusters are collections of connected nodes. Using the association strength approach, clusters were created. In order to simplify analysis and minimize small clusters, clusters had to contain a minimum of ten items [53]. A narrative summary of some of the major themes and patterns included in each cluster is given in the subsequent sections.

It should be remembered, nevertheless, that these descriptions are not thorough and are just intended to serve as examples. Furthermore, a lot of articles use keywords related to several clusters, and it's debatable which thematic cluster a given article best fits within. [54].

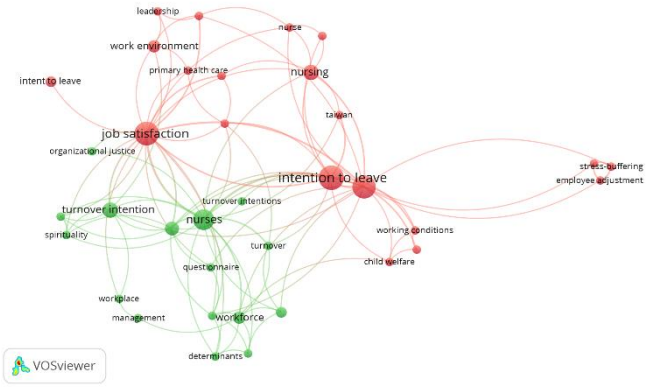

Fig. 6. Author keyword co-occurrence network for "Organizational Culture & Intention to Leave

I. Red Cluster: Job Satisfaction and Intention to Leave

The red cluster highlighting the major relationship between job satisfaction and intention to leave, broadly explores how work environment, turnover, turnover intentions, leadership, and employee adjustment govern the relationship between job satisfaction and intention to leave. It appears to be a negative relationship between Job satisfaction and intention to leave which in turn impacts the turnover rate of an organization. The cluster also stated that the relationship between organizational culture and job satisfaction can be studied by taking the intention to leave as a considering factor in the relationship.

II. Green Cluster: Turnover Intentions and Organizational Culture

The Green Cluster broadly describes the relationship existing between turnover intentions and organizational culture. It also highlights the existing relationship between turnover intentions and other items such as job satisfaction, workplace, burnout, spirituality, organizational justice, working conditions, etc. It also highlights the negative relationship between organizational culture and turnover intentions. A positive organizational culture increases the level of job satisfaction and reduces the turnover intentions of the employees.

IV. DISCUSSION

Using the concept of bibliometric analysis, the present research work has laid down the framework and major themes identified in the research related to organizational culture and intention to leave. This paper is undoubtedly not without its shortcomings. Considering that other databases (like Web of Science) typically put forward a broader array of findings, it's possible that important results were overlooked due to the utilization of a single database. Similarly, the search word was not specifically translated into any other language, even though language was not an exclusion condition. This suggests that non-English-speaking nations' scholarly contributions have probably been underestimated. In conclusion, additional software such as Pajek and CiteNet Explorer, as well as studies like co-citation analysis and three-field analysis, have the potential to enhance comprehension of the study field [55]. However, a few inferences and possible future paths might be inferred from the given results.

The findings of the analysis conducted revealed that the relationship existing between organizational culture and intention to leave gained the foremost attention from 2010 to 2020 where a maximum of 2075 citations i.e. approximately 50% were retained. The research documents were retained from the 39 countries with 160 institutional affiliations where in United States was on the top with 40% of the total research, stating the progress being made in understanding the relationship existing between the organizational culture and intention to leave. The multidisciplinary nature of the relationship was also figured out more than it was expected as numerous contributions were made in the domain of nursing, psychology, medicine, business management and accounting, and various disciplines of social sciences [56].

Furthermore, the analysis of keywords and citations might shed light on the disciplinary orientation of organizational culture and the intention to leave studies. Despite the large range of fields that are related to the subject, the majority of the research focuses on a few key issues. The first cluster aims to explain the main relationship between job satisfaction and intention to leave, and it investigates how work environment, employee adjustment, leadership, turnover, and intentions to leave influence this relationship. The second cluster effectively illustrates the relationship that exists between organizational culture and turnover intentions. It also emphasizes the current connection that exists between the intention to leave an organization and other factors including working conditions, job satisfaction, workplace, burnout, spirituality, and organizational justice.

Lastly, the findings provided can offer a few broad suggestions for future study directions. Research on organizational culture and intention to leave is narrowly conducted with few keywords and has ample scope for future research in empirical as well as theoretical ways [57].

V. CONCLUSIONS

Research performed on Organizational culture and intention to leave from 1998 to 2024 using the concept of bibliometric analysis, studies encourage the emergence of new research on this subject. The findings indicate a notable increase in the topic's publications and citations from 2010 to 2020. Furthermore, a broad range of academic fields, including psychology, nursing, medicine, business management, and many other social sciences, have contributed to the study. However, there is an obvious dearth of interaction between these fields; for example, collaboration to develop research results between business management and nursing is rare. This has delayed the field's theoretical progress and might have further complicated our understanding of the relationship existing between organizational culture and intention to leave. Furthermore, the majority of the research that is currently available focuses on groups that are considered elevated and need attention in research on marginalized constructs.

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