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Shaping Organizational Culture in the Face of Technological Disruption and Business Dynamics

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Abstract. Organizational culture plays a pivotal role in shaping how organizations adapt to technological disruption and dynamic business environments. This study employs a bibliometric approach to examine research trends between 2020 and 2025, focusing on five primary keywords: *organizational culture, corporate culture, organizational change, business dynamics,* and *technological disruption*. Data were retrieved from Lens.org and analyzed using Biblioshiny, with results visualized through annual scientific production, word frequency over time, and thematic mapping. Findings reveal a surge in scholarly activity during the COVID-19 pandemic, reflecting the urgency of addressing organizational resilience, digital transformation, and adaptive leadership. Word frequency analysis highlights the growing prominence of digital transformation, organizational change, digital leadership, and dynamic capabilities, while foundational themes such as organizational culture and business model innovation indicate thematic stability. Thematic mapping identifies core motor themes, niche topics, basic concepts, and emerging areas, providing a structured overview of the intellectual landscape. Collectively, the results underscore the interdependence of culture, leadership, and technology in enabling organizational adaptation, innovation, and sustainability. This study contributes both theoretical and practical insights, offering guidance for scholars and practitioners on fostering culturally agile, technologically competent, and strategically robust organizations, and identifies directions for future research in emerging digital and sustainable practices.

Keywords: Organizational Culture, Corporate Culture, Organizational Change, Business Dynamics, Technological Disruption.

I. Introduction

In today's rapidly evolving business environment, organizations face unprecedented challenges due to technological disruption and dynamic market forces. The accelerated pace of digital transformation, coupled with global competition and shifting consumer demands, has highlighted the central role of organizational culture in determining an organization's adaptability, resilience, and long-term competitiveness. Organizational culture, broadly defined as the shared values, beliefs, and practices guiding employee behavior, serves as both a stabilizing force and a catalyst for innovation. As technological innovations such as artificial intelligence, big data analytics, and automation redefine workflows and decision-making processes, the alignment between culture and technology becomes critical. Organizations with adaptive, innovative, and learning-oriented cultures are better positioned to integrate new technologies effectively, harness their potential, and maintain a competitive edge in volatile environments (Cao et al., 2025; Wiese, Lehmann, & Beckmann, 2024). Conversely, organizations with rigid or hierarchical cultures may experience resistance to technological adoption, slowing transformation initiatives and reducing overall effectiveness.

Recent research underscores that organizational culture is not merely a passive backdrop for technological implementation but an active determinant of digital success. Cao et al. (2025) demonstrate that developmental cultures, characterized by flexibility, experimentation, and support for innovation, significantly enhance the successful adoption of Industry 4.0 technologies. Similarly, Wiese et al. (2024) reveal that organizations promoting collaborative learning and openness to change experience higher rates of technological integration and innovation outcomes. These findings suggest that fostering a culture that encourages continuous learning, knowledge sharing, and cross-functional collaboration is essential for leveraging technological advances effectively. Moreover, culture influences employee engagement and motivation, which in turn affects innovation performance and organizational agility, highlighting the intertwined relationship between human factors and technological systems (Tadesse Bogale, 2024).

The need for cultural agility is further amplified by the volatility, uncertainty, complexity, and ambiguity (VUCA) that characterize contemporary business dynamics. Organizations must not only respond to technological shifts but also adapt to changes in consumer preferences, regulatory frameworks, and competitive landscapes. Deloitte's (2024) Global Human Capital Trends report emphasizes that organizations capable of balancing core cultural stability with adaptability are more likely to thrive under dynamic conditions. By fostering values that support innovation, inclusivity, collaboration, and resilience, leaders can create environments in which employees are empowered to embrace change and experiment with new approaches. Such cultural attributes facilitate rapid decision-making, reduce resistance to

innovation, and enhance organizational responsiveness, all of which are critical in navigating the uncertainties inherent in modern business ecosystems.

The interplay between culture and technology is bidirectional. While culture shapes the adoption and utilization of new technologies, the introduction of digital tools can simultaneously transform organizational norms and practices. For instance, the implementation of collaborative platforms and data-driven decision-making systems can promote transparency, flatten hierarchies, and encourage cross-functional teamwork. However, technology alone cannot guarantee successful transformation. Evidence indicates that over 70% of digital transformation initiatives fail to achieve strategic objectives, often due to cultural misalignment, inadequate leadership, or insufficient employee engagement (Rivai, Usman, Hardini, & Kasofi, 2025). This underscores the necessity of aligning organizational culture with technological strategies to ensure that investments in innovation yield tangible results. Leaders play a pivotal role in this process by modeling desired behaviors, articulating a clear vision, and nurturing a shared commitment to organizational goals, thereby fostering an environment in which technology can be effectively leveraged for sustainable value creation.

For practitioners, the implications of this relationship are profound. Developing a culture that embraces change, encourages experimentation, and values continuous learning is no longer optional; it is a strategic imperative. Leaders must assess cultural readiness, identify potential barriers to technological adoption, and implement interventions that cultivate an innovation-friendly environment. Such interventions may include redefining organizational values, designing incentive systems that reward innovation, providing training to build digital competencies, and creating mechanisms for knowledge sharing across teams. Simultaneously, understanding emerging trends in technological disruption and business dynamics enables organizations to anticipate challenges and proactively adjust cultural strategies, thereby maintaining relevance and competitive advantage in rapidly shifting markets.

This study aims to explore how organizations can intentionally shape their culture to thrive amid technological disruption and dynamic business environments. By examining the interactions between cultural characteristics, technology adoption, and organizational performance, the paper seeks to provide insights into effective strategies for aligning culture with innovation imperatives. Through a bibliometric analysis of recent literature, this research identifies key themes, trends, and clusters of knowledge that illuminate the evolving role of organizational culture in supporting digital transformation. The findings are expected to offer both theoretical contributions to the understanding of culture-technology dynamics and practical guidance for organizational leaders seeking to cultivate resilient, adaptive, and innovation-oriented workplaces.

II. Literature Review

Organizational culture has emerged as a critical determinant of organizational performance, adaptability, and innovation, particularly in contexts characterized by rapid technological disruption and dynamic business environments. Over the past five years, research has increasingly emphasized that culture is not merely a backdrop for organizational processes but an active driver of strategic transformation. Studies consistently highlight that organizations with adaptive, collaborative, and learning-oriented cultures are better equipped to integrate technological innovations, manage change, and sustain competitive advantage (Cao et al., 2025; Wiese, Lehmann, & Beckmann, 2024).

The concept of organizational culture has evolved alongside the technological landscape. Initially, culture was examined primarily in terms of shared values and internal cohesion, but contemporary literature underscores its dynamic interplay with digital transformation, innovation adoption, and business strategy. For instance, Cao et al. (2025) found that organizations fostering a developmental culture — characterized by flexibility, encouragement of experimentation, and openness to new ideas — demonstrated significantly higher rates of successful implementation of Industry 4.0 technologies. Similarly, Wiese et al. (2024) highlighted that collaborative and learning-oriented cultures facilitate faster adaptation to disruptive technologies, supporting not only operational efficiency but also innovation capacity. These findings indicate that culture acts as a critical mediator between technological adoption and organizational performance outcomes.

Organizational change is intrinsically linked to culture, as successful change initiatives require alignment between strategic objectives and shared norms, behaviors, and values. Recent bibliometric analyses reveal that research on organizational change increasingly intersects with studies on technological disruption, illustrating the need for cultural agility. Tadesse Bogale (2024) emphasizes that organizations with resilient and adaptive cultures are more capable of implementing complex change initiatives, reducing resistance, and fostering employee engagement. This is particularly pertinent in the era of digital

transformation, where the introduction of new technologies often disrupts established workflows, hierarchies, and communication patterns.

Business dynamics, including market volatility, competition, and shifts in consumer preferences, further underscore the importance of culture as a strategic asset. Deloitte (2024) argues that organizations capable of balancing cultural stability with flexibility can respond more effectively to external pressures, maintain operational continuity, and seize emergent opportunities. The capacity to anticipate and adapt to change is enhanced by a culture that encourages continuous learning, cross-functional collaboration, and proactive problem-solving. Empirical studies corroborate that such cultures not only improve operational outcomes but also strengthen organizational resilience, enabling sustained performance in turbulent business environments (Lawrence, 2025).

The relationship between culture and technology is reciprocal and multifaceted. While culture shapes the adoption and utilization of technological tools, technology can, in turn, influence organizational norms, communication practices, and workflows. For example, the deployment of collaborative platforms and data-driven decision-making systems can flatten hierarchical structures, increase transparency, and promote cross-functional teamwork. Conversely, without a supportive culture, technological implementations may fail to achieve strategic objectives. Rivai, Usman, Hardini, and Kasofi (2025) highlight that more than 70% of digital transformation initiatives encounter challenges due to cultural misalignment, inadequate leadership, or insufficient employee engagement. These findings underscore the necessity of aligning organizational culture with technology-driven strategies to achieve desired outcomes.

Innovation and employee engagement emerge repeatedly in the literature as crucial mediators in the culture-technology-performance nexus. Organizations that cultivate a culture supportive of innovation tend to facilitate experimentation, knowledge sharing, and collaborative problem-solving, thereby enhancing the efficacy of technological adoption. Employee engagement, shaped by cultural norms and leadership practices, further determines the success of organizational change initiatives and digital transformation. Cao et al. (2025) demonstrate that high levels of engagement in culturally adaptive organizations correlate with faster integration of technological innovations and improved overall performance. Such evidence reinforces the notion that culture, technology, and human capital are interdependent components of successful organizational transformation.

Despite the growing body of research, gaps remain in understanding the mechanisms through which culture influences technological adaptation and organizational change. Longitudinal studies are limited, and the interplay between leadership, employee behavior, and technological adoption warrants further investigation. Additionally, emerging topics, such as the role of artificial intelligence, automation, and digital work environments, present opportunities for future research on how culture can be intentionally shaped to support sustainable innovation. Bibliometric trends indicate increasing interest in these areas, reflecting the strategic importance of integrating cultural insights into technology-driven initiatives.

In summary, the recent literature emphasizes that organizational culture is both a facilitator and a mediator of technological adoption and change management in dynamic business contexts. Cultures characterized by adaptability, learning orientation, and collaboration enhance the organization's capacity to respond to disruption, integrate new technologies, and maintain competitive advantage. By aligning cultural practices with technological strategies, organizations can improve innovation outcomes, employee engagement, and resilience, ultimately sustaining long-term performance. This review provides a foundation for exploring how organizations can intentionally shape culture to navigate technological disruption and evolving business dynamics effectively, forming the basis for empirical investigation and practical guidance in subsequent sections of this study.

III. Research Method

This study employs a bibliometric approach to examine recent scholarly trends in organizational culture in the context of technological disruption and dynamic business environments. The analysis focuses on five primary keywords: "organizational culture," "corporate culture," "organizational change," "business dynamics," and "technological disruption." These keywords were selected to capture the core thematic intersections of cultural, technological, and strategic organizational research from 2020 to 2025. Bibliometric analysis provides a systematic and quantitative method to map scientific production, thematic development, and evolving research trends, offering a comprehensive overview of the field.

Data for this study were retrieved from Lens.org, a comprehensive scholarly database that indexes peer-reviewed journal articles, conference papers, and reviews. The search was conducted using the five primary keywords, and publications were limited to the years 2020 through 2025 to ensure relevance and capture contemporary research dynamics. Only documents in the article, review, or conference paper

categories were included, ensuring a focus on substantial scholarly contributions. The resulting dataset was downloaded in BibTeX (.bib) format, which is fully compatible with Biblioshiny, the web interface for the R-based Bibliometrix package.

The bibliometric dataset was then imported into Biblioshiny for analysis. Prior to analysis, the dataset underwent preprocessing, including removal of duplicate records, verification of metadata accuracy, and standardization of author names and keywords. This ensured the reliability and validity of subsequent analyses. Biblioshiny was used to perform descriptive and structural analyses, allowing for visualization of publication trends, keyword evolution, and thematic clusters.

Three primary analyses were conducted to provide a comprehensive understanding of research trends. First, Annual Scientific Production was examined to illustrate the trajectory of publications over time, highlighting the growth and intensity of research on organizational culture and technological disruption. Second, Word Frequency Over Time analysis was employed to capture the evolution of key concepts and emerging topics within the literature, providing insights into shifting research priorities and thematic focus areas. Finally, a Thematic Map was constructed to identify clusters of related keywords based on centrality and density metrics, enabling the distinction between mainstream, niche, and emerging research themes. This thematic mapping facilitates a deeper understanding of how different research topics interconnect and evolve within the broader scholarly discourse.

The combination of these analyses provides a multidimensional view of the field, balancing quantitative assessment of publication output with qualitative insights into thematic development. By focusing on recent publications and employing robust bibliometric techniques, this study offers both a systematic overview of current knowledge and an identification of potential avenues for future research. The methodology ensures that the resulting findings are not only descriptive but also analytically meaningful, providing actionable insights for scholars, practitioners, and organizational leaders seeking to understand and leverage the interplay between organizational culture, technological disruption, and business dynamics.

IV. Results and Discussion

The bibliometric analysis yields a comprehensive overview of how organizational culture has been studied within the context of technological disruption and dynamic business environments. By applying multiple analytical techniques, this study highlights both the quantitative growth of publications and the qualitative development of research themes over the past five years. The results are presented in three main subsections, each corresponding to a distinct dimension of bibliometric inquiry: annual scientific production, keyword evolution, and thematic mapping. This structure allows for a systematic interpretation of publication trends, the shifting focus of research topics, and the intellectual organization of the field.

Annual Scientific Production

The first stage of the analysis examines the trajectory of annual scientific production from 2020 to 2025. Tracking the number of publications over time provides critical insights into the intensity of scholarly interest and the temporal dynamics that shape the evolution of research. By mapping these trends, it becomes possible to identify periods of acceleration, relative stagnation, or decline, as well as to situate the development of organizational culture studies in relation to global events and technological milestones.

The annual scientific production demonstrates the temporal dynamics of scholarly contributions in the field, revealing how the attention of researchers fluctuated in response to global events and evolving academic discourse. The diagram indicates that the number of publications experienced a substantial increase in 2021, which can be interpreted as a direct response to the global COVID-19 crisis. This period marked an unprecedented wave of organizational challenges, compelling scholars to explore topics such as resilience, digital transformation, and adaptive leadership. The urgency of these issues created fertile ground for research, explaining the spike in scientific output.

However, the production curve shows a subsequent decline from 2022 to 2023. This downward trend may be attributed to several factors. First, the initial novelty of pandemic-related research topics might have reached a saturation point, leading to a decrease in publication volume. Second, as the world began to adapt to the “new normal,” research focus likely shifted from immediate crisis management to long-term strategic considerations. Finally, academic publishing cycles often reflect funding availability and institutional priorities, both of which may have been reallocated once the most acute phase of the pandemic subsided.

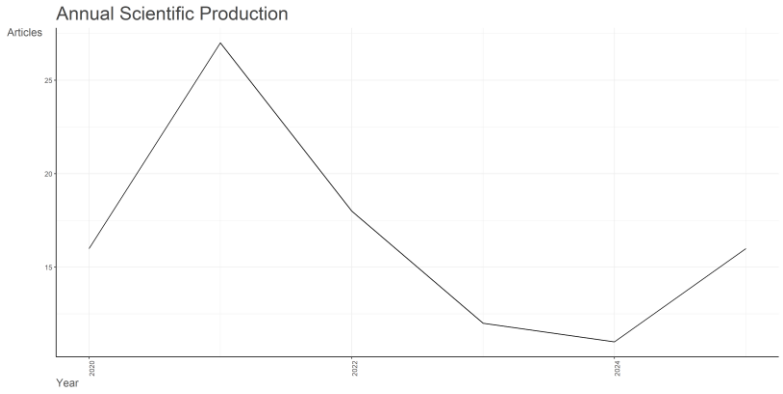

Figure 1. Annual Scientific Production
Source: authors' creation (2025)

Interestingly, the diagram also highlights the resilience of the academic community. Despite the decline after 2021, the production level did not revert to pre-pandemic lows, suggesting that research interest in organizational change, innovation, and digitalization remained elevated. This indicates a structural shift in scholarly focus, where the lessons learned during the crisis became embedded in long-term research agendas. Rather than a temporary surge, the pandemic acted as a catalyst that permanently reshaped research trajectories.

Furthermore, the temporal distribution underscores the interconnectedness of global challenges and academic inquiry. The rise in 2021 publications aligns with heightened demand for actionable knowledge, especially in areas that support organizations navigating uncertainty. In contrast, the subsequent moderation reflects the transition from reactive scholarship to more reflective and strategic studies. Such a pattern illustrates how scientific production is not merely an academic exercise but a mirror of societal and organizational needs.

From a broader perspective, the annual production trend suggests the importance of contextualizing research output. Peaks and declines should not be interpreted solely in quantitative terms but rather as indicators of shifting priorities and thematic maturity. A spike often represents the exploratory phase of a new challenge, while a decline can signal either a waning interest or the consolidation of knowledge. In this case, the decline likely reflects the latter, as scholars move from describing pandemic phenomena to theorizing and testing long-term frameworks.

The annual scientific production chart reveals a field deeply responsive to external shocks and adaptive in its research orientation. The surge in 2021 reflects the urgency of crisis-driven scholarship, while the gradual decline in subsequent years illustrates the stabilization of thematic concerns. This pattern demonstrates that academic production is not linear but cyclical, influenced by societal disruptions, institutional priorities, and intellectual saturation. Ultimately, the diagram highlights the resilience and adaptability of the research community, showing how global events catalyze bursts of scholarly innovation that shape long-term trajectories.

Words' Frequency over Time

The diagram tracking the frequency of words over time illustrates how the intellectual priorities of scholars have shifted between 2020 and 2025. Each trajectory represents the cumulative occurrence of key concepts, providing insights into the thematic evolution of the field. What stands out immediately is the prominence of "digital transformation," which shows the steepest growth curve, reaching its highest level by 2023. This trend indicates the central role that digitalization has played in academic discussions, particularly as organizations confronted the challenges of remote work, online collaboration, and technological adaptation in the aftermath of COVID-19. The sharp rise suggests not only scholarly interest but also the urgent demand from practice for frameworks capable of guiding organizations through radical technological change.

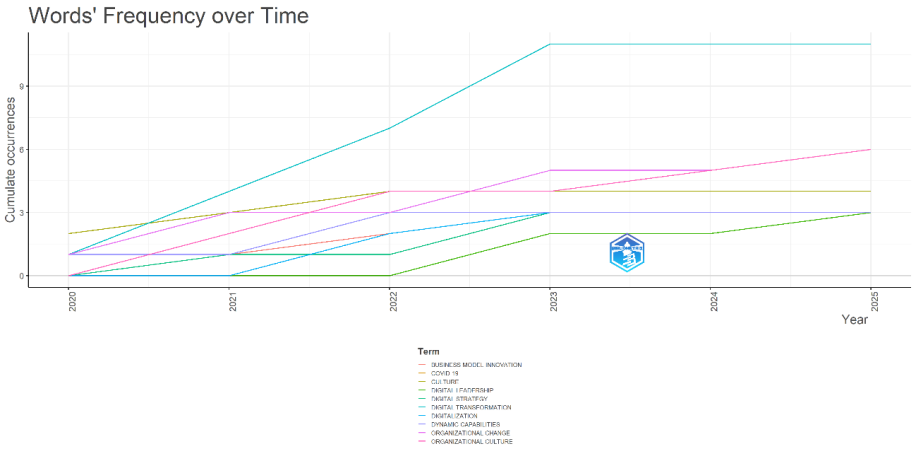

Figure 2. Word's Frequency over Time
Source: authors' creation (2025)

Alongside digital transformation, terms such as "organizational change," "digital leadership," and "dynamic capabilities" also exhibit significant growth. These concepts are closely interrelated, forming the conceptual backbone of research on organizational resilience in uncertain environments. The increasing frequency of "organizational change" reflects scholarly recognition that digital tools alone are insufficient without a corresponding shift in culture, structure, and leadership practices. The parallel rise of "digital leadership" highlights the importance of individuals and teams capable of steering organizations through disruption, emphasizing adaptability, trust, and vision. Meanwhile, the ascent of "dynamic capabilities" underlines the theoretical frameworks that scholars have used to explain how organizations sense, seize, and reconfigure resources to remain competitive.

Interestingly, while some terms rise steadily, others show more modest or stagnant trajectories. For instance, "business model innovation" and "organizational culture" maintain relatively flat lines over the observed period. This does not imply irrelevance but rather suggests thematic maturity: these areas may have reached a plateau where foundational theories are already well-established, and current research focuses on incremental rather than radical contributions. Similarly, "COVID-19," which initially appeared prominently in 2020 and 2021, declines in importance thereafter. This mirrors the transition of academic discourse away from crisis-specific studies toward broader, long-term considerations. Once the pandemic's immediate impact subsided, research attention shifted toward enduring themes such as sustainability, digitalization, and leadership.

Another notable trend is the gradual rise of sustainability-related terms. While less pronounced compared to digital transformation, the upward movement of concepts such as "sustainability" and "organizational learning" suggests a growing interest in aligning organizational strategies with environmental and social imperatives. This reflects a broader shift in management research toward integrating economic performance with societal responsibility. The slower pace of growth may also indicate that sustainability is being integrated into multiple thematic streams rather than emerging as a stand-alone dominant topic.

Overall, the diagram reveals that the academic discourse between 2020 and 2025 has been characterized by a dual movement: the rapid ascension of digital-related themes and the steady incorporation of long-term sustainability concerns. These trajectories are not mutually exclusive but complementary, as organizations increasingly view digital tools as enablers of sustainable practices and resilient strategies. The visualization underscores how research agendas are shaped by external shocks, such as COVID-19, but also evolve toward enduring priorities that outlast the immediate crisis.

The cumulative word frequency chart highlights the dynamism of scholarly focus. The dominance of digital transformation and its related terms signals a paradigmatic shift in organizational studies, while the persistence of culture and business model innovation reflects thematic stability. Meanwhile, the integration of sustainability points to the gradual alignment of academic research with pressing global challenges. Together, these patterns demonstrate the field's responsiveness to both short-term disruptions and long-term imperatives, underscoring the adaptability and breadth of organizational scholarship.

Thematic Map

The thematic map provides a structured overview of the intellectual landscape by organizing clusters of keywords into four quadrants based on centrality (relevance degree) and density (development degree).

This visualization enables the identification of mainstream, niche, basic, and emerging themes in the literature on organizational culture and technological disruption from 2020 to 2025. The distribution of themes highlights both established domains of inquiry and areas with potential for further exploration.

In the upper-right quadrant, labeled Motor Themes, the map positions "digital transformation," "organizational change," and "digital leadership" alongside "strategic management," "corporate governance," and "organizational culture." These themes are both highly developed and central, reflecting their pivotal role in structuring the scholarly discourse. Digital transformation, in particular, is closely linked to organizational change and leadership, forming a coherent cluster that underscores the importance of managerial capability in driving technological adaptation. The inclusion of corporate governance and strategic management suggests that research does not merely focus on operational or technical aspects but also on the institutional and strategic dimensions of transformation. These themes function as intellectual engines, shaping the trajectory of the field and offering robust frameworks for both theory and practice.

Moving to the upper-left quadrant, the Niche Themes include "leadership," "strategy," "trust," "COVID-19 pandemic," and "supply chain management." These themes exhibit strong internal development but lower centrality, suggesting they are specialized or context-specific. For example, studies on trust and leadership during the pandemic provided valuable insights into crisis management but did not maintain broad relevance beyond the immediate context. Similarly, supply chain management, while critical in addressing global disruptions, appears less integrated into the central discourse on organizational culture and technological disruption. Nevertheless, these niche themes may serve as laboratories for conceptual innovation, providing targeted insights that could later diffuse into more central areas of scholarship.

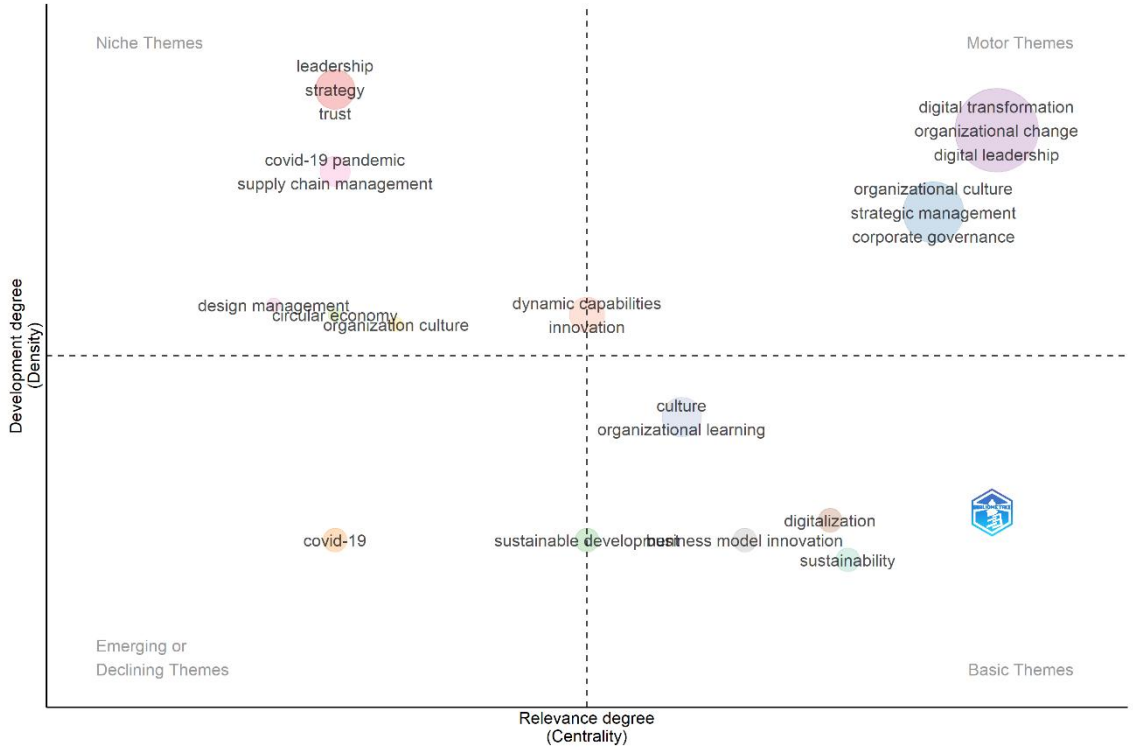

Figure 3. Thematic Map

Source: authors' creation (2025)

In the lower-right quadrant, the Basic Themes consist of "sustainability," "business model innovation," "digitalization," "organizational learning," and "culture." These themes are central but exhibit lower density, indicating they form the conceptual foundation of the field yet remain underdeveloped. Their presence highlights areas where theoretical frameworks are established, but empirical research may still be fragmented or insufficiently integrated. For instance, sustainability and business model innovation are widely acknowledged as critical for long-term competitiveness, yet their operationalization within organizational culture and disruption contexts requires further development. Organizational learning and culture similarly represent enduring constructs that underpin much of management theory but demand renewed attention in light of technological and environmental changes.

Finally, the lower-left quadrant represents Emerging or Declining Themes, where "COVID-19" and, to a lesser extent, "circular economy" and "design management" are positioned. These themes exhibit low centrality and density, indicating either a decline in scholarly attention or the early stages of development. The declining trajectory of COVID-19 reflects the field's natural progression away from crisis-driven research toward more enduring topics. By contrast, the presence of circular economy and design management in this quadrant may signal underexplored opportunities, where further integration with mainstream themes such as sustainability or innovation could yield significant insights.

Taken together, the thematic map paints a picture of a field in transition. The dominance of digital transformation and organizational change as motor themes reflects the urgency of adapting to technological disruption, while the presence of sustainability and business model innovation as basic themes highlights the simultaneous need for long-term strategic renewal. Niche clusters provide valuable, though specialized, contributions, and emerging themes point to both the waning of crisis-specific research and the potential for new directions.

The thematic map underscores the multidimensional nature of organizational research in dynamic environments. It reveals a field that balances immediate responses to technological disruption with broader considerations of governance, sustainability, and innovation. The interplay between motor and basic themes, in particular, suggests a fertile ground for future studies that bridge technological adaptation with enduring organizational values and structures.

Discussion

The bibliometric results provide a comprehensive understanding of how organizational culture has been studied in the context of technological disruption and dynamic business environments over the past five years. The annual scientific production reveals both the reactive and adaptive nature of scholarly inquiry. The notable surge in publications in 2021 corresponds to the global COVID-19 pandemic, which created urgent organizational challenges that required immediate academic attention. Scholars were compelled to investigate topics such as resilience, digital transformation, and adaptive leadership, reflecting the direct impact of societal events on research agendas (Cao et al., 2025; Rivai, Usman, Hardini, & Kasofi, 2025). The subsequent decline from 2022 to 2023 does not indicate waning interest but rather a maturation of research topics, as foundational insights established during the pandemic began to integrate into long-term strategic considerations. This cyclical pattern of production demonstrates that scholarly output is closely tied to both external shocks and the natural progression of knowledge consolidation within the field.

The word frequency analysis provides additional insight into thematic evolution. The rapid rise of terms such as digital transformation, organizational change, digital leadership, and dynamic capabilities underscores the centrality of technology-driven adaptation in contemporary organizational research. The prominence of digital transformation reflects the urgent need for organizations to reconfigure structures, processes, and human resource practices to leverage emerging technologies effectively (Wiese, Lehmann, & Beckmann, 2024). Similarly, the increasing focus on digital leadership highlights the human dimension of technological adoption, emphasizing the importance of guiding teams, fostering trust, and maintaining vision amidst rapid disruption. These findings align with recent research that positions leadership and dynamic capabilities as critical mediators of successful digital transformation and organizational resilience (Tadesse Bogale, 2024).

The relatively stable frequency of terms such as organizational culture and business model innovation indicates thematic maturity. Foundational theories in these areas are well-established, leading researchers to focus on incremental advancements rather than radical conceptual shifts. This observation is consistent with prior studies suggesting that core constructs such as culture provide enduring frameworks for understanding organizational behavior but must be reinterpreted in light of technological and environmental changes (Cao et al., 2025; Lawrence, 2025). Meanwhile, the gradual rise of sustainability-related concepts suggests a growing recognition that long-term organizational success increasingly depends on integrating economic, social, and environmental considerations. Organizations are not only adopting technology for efficiency and innovation but are also aligning practices with broader societal imperatives, signaling a convergence of digital transformation and sustainable strategic orientation.

The thematic map reinforces these interpretations by providing a multidimensional view of the intellectual structure of the field. The identification of motor themes — digital transformation, organizational change, digital leadership, strategic management, corporate governance, and organizational culture — highlights the areas that are both central and highly developed. These clusters indicate the core of contemporary scholarly discourse, emphasizing that successful adaptation to technological disruption requires a combination of technological implementation, cultural alignment, and strategic oversight (Wiese et al., 2024). The presence of niche themes, such as trust, leadership, and supply chain management,

demonstrates the specialized inquiries that provide context-specific insights but have yet to diffuse widely across the field. This pattern reflects the iterative nature of knowledge development, where niche studies inform and enrich the understanding of broader, central topics.

Basic themes, including sustainability, business model innovation, organizational learning, and culture, highlight foundational areas that are central yet underdeveloped. These topics provide the conceptual groundwork for linking technological adoption with long-term organizational capabilities. The underdeveloped nature of these themes suggests significant opportunities for future research to investigate how culture and learning mechanisms can be intentionally shaped to support both innovation and sustainability objectives (Deloitte, 2024). The positioning of COVID-19 and other emerging themes in the lower-left quadrant indicates either a decline in immediate relevance or the early stages of thematic development. The decline of pandemic-related research reflects the transition from crisis-specific studies toward broader, strategic perspectives that address enduring organizational challenges.

Collectively, these findings illuminate the dynamic interplay between organizational culture, technological disruption, and business adaptation. They indicate that scholarly focus has shifted from reactive crisis-driven research to strategic and integrated analyses that connect technology, culture, and leadership. This progression mirrors broader organizational imperatives, where digital transformation is not treated solely as a technical initiative but as a holistic process that involves cultural alignment, human capital development, and strategic governance (Tadesse Bogale, 2024; Rivai et al., 2025). The emphasis on dynamic capabilities further suggests that organizations must continuously sense, seize, and reconfigure resources in response to emerging challenges, reinforcing the relevance of adaptive culture in enabling technological and strategic agility (Cao et al., 2025).

Moreover, the integration of sustainability and long-term strategic themes highlights a convergent research agenda where digitalization, innovation, and environmental responsibility intersect. Scholars increasingly recognize that organizational culture must not only facilitate immediate adaptation but also underpin enduring value creation. This alignment between digital capabilities and sustainable practices positions culture as a central lever through which organizations achieve resilience, innovation, and ethical stewardship (Lawrence, 2025). Therefore, future research should explore how cultural mechanisms, leadership behaviors, and technological strategies can be synergistically aligned to foster organizational agility and sustained competitive advantage.

The bibliometric analysis demonstrates a maturing yet evolving field of inquiry. Annual scientific production shows responsiveness to global events, word frequency over time reveals thematic shifts toward digital and leadership concerns, and the thematic map provides a structured view of core, niche, and emerging research areas. Together, these insights suggest that organizational culture remains a pivotal construct in understanding how organizations navigate technological disruption and dynamic business environments. They also indicate fertile avenues for future research that integrate technological innovation, cultural alignment, and sustainable strategic practices.

V. Conclusion

This study provides a comprehensive bibliometric analysis of research on organizational culture in the context of technological disruption and dynamic business environments from 2020 to 2025, highlighting both quantitative growth and thematic evolution. The surge in publications during the COVID-19 pandemic reflects the field's responsiveness to external shocks, while subsequent stabilization indicates maturation and consolidation of knowledge. Word frequency analysis shows the prominence of digital transformation, organizational change, digital leadership, and dynamic capabilities, emphasizing the intersection of technology, leadership, and cultural alignment, whereas foundational themes such as organizational culture and business model innovation suggest thematic stability. Thematic mapping identifies motor, niche, basic, and emerging themes, revealing core areas of inquiry, specialized insights, and opportunities for future research, particularly in sustainability, organizational learning, and underexplored digital domains. Collectively, the findings demonstrate that organizational culture functions as both a mediator and enabler of technological adaptation, innovation, and resilience, underscoring the importance of aligning culture, leadership, and strategy. These insights offer theoretical and practical guidance for scholars and practitioners seeking to foster organizations that are technologically competent, culturally agile, and strategically robust, while also highlighting avenues for future research on AI, automation, and sustainable digital practices.

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