ORGANIZATIONAL CLIMATE AND PERFORMANCE IN HIGHER EDUCATION: A BIBLIOMETRIC ANALYSES USING DIMENSIONS DATABASE

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Abstract

This study conducts a comprehensive bibliometric analysis of research on organizational climate and performance in higher education. The analysis identifies a significant trend in publication patterns, noting a paucity of relevant studies from the early 1980s to 2016. However, from 2016 to 2023, there has been a consistent increase in the number of articles published, reflecting a growing recognition of the significance of organizational climate and performance in higher education. Most publications focus on trade, management, tourism, and services, with substantial contributions from education policy, sociology, philosophy, and related fields. Indonesia leads in publication output, followed by the USA, Malaysia, and Australia. The top-cited articles explore various topics, including the relationship between organizational culture, climate, and employee turnover, servant leadership approaches, university departmental climate, research excellence assessment, and trust dynamics. Although bibliometric analysis may not capture all research activities, this study provides valuable insights into the current research landscape. Future research directions may include investigating specific mechanisms linking organizational climate, work environment, satisfaction, and engagement across different sectors, examining the role of organizational behavior in employee productivity, and assessing and enhancing performance measurement systems.

Keywords: Organizational Climate, Performance, Higher Education, Bibliometric, Dimensions Database

INTRODUCTION

In recent times, organizational management has come to acknowledge that human resources play a vital role in achieving a long-lasting competitive edge and effectiveness. The workforce is no longer perceived as a costly liability but, instead, is recognized as a valuable asset that generates productivity (Pasban & Nojedeh, 2016). While it is recognized that cultivating a favorable work environment is an objective of most organizations to foster the growth of their employees, a considerable number of organizations tend to overlook the significance of the organizational climate. This is even though human resources are integral to the advancement and success of the organization (Bahrami et al., 2016; Kalhor et al., 2018; Rožman & Štrukelj, 2020).

In the field of organizational behavior, the concept of organizational climate has garnered substantial attention and discourse since the 1960s (Schneider et al., 2011). The importance of this component cannot be overstated, as it profoundly influences employees' perceptions of their interpersonal relationships, feelings of inclusion, and overall work productivity (Obeng et al., 2021). Nasution et al. (2016) reported that organizational climate significantly impacts the human resources practices and policies implemented within organizations. It influences members' behavior, motivation, and commitment. A cooperative and amicable organizational climate can mitigate negative conditions, such as emotional dissonance. Efforts to reduce work stress can foster a positive organizational climate (Ryu et al., 2020). Despite recent trends emphasizing human capital development, lifelong learning, and continuous skill enhancement, many issues are superficially addressed rather than tackled at their root causes. Motivation and fulfillment are crucial for economic development, as

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the effectiveness of an organization heavily depends on the engagement of its human resources. The organizational climate, reflecting the support provided by a company for employee well-being in exchange for performance improvement, is vital. Studying organizational climate and its impact on various performance aspects has received significant attention in research. Understanding the intricate relationships between organizational climate, work environment, employee satisfaction, and engagement is essential for organizations aiming to improve their overall performance and productivity. Additionally, exploring the connection between organizational climate and outcomes like employee productivity and organizational behavior offers valuable insights for effective management strategies.

A conducive organizational climate is essential for fostering cohesion among subordinates and enhancing their commitment to the organization. When characterized by supportive policies and a positive work environment, it strengthens the sense of unity and loyalty among employees in higher education institutions. Conversely, an unfavorable organizational climate, marked by unclear policies and a negative work environment, reduces cohesion and commitment among subordinates. The degree of cohesion and commitment ultimately influences employee performance, determining its effectiveness (Rahmat et al., 2020).

Organizational climate and performance in higher education are critical factors that significantly affect the success and effectiveness of academic institutions. The organizational climate within these institutions encompasses the prevailing atmosphere, culture, and working environment shaped by various elements such as leadership styles, communication patterns, and organizational

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structures (Sokol et al., 2015). Furthermore, organizational climate plays a crucial role in facilitating strategic change initiatives within higher education institutions. As these institutions navigate through periods of rapid change, a supportive and adaptive climate becomes increasingly important for effectively implementing strategic initiatives and ensuring organizational success amidst evolving educational landscapes (Allen, 2003).

Bibliometric analysis has emerged as a powerful quantitative method for evaluating scholarly communication, identifying research trends, and gaining insights into the scientific landscape. Researchers have used this tool in many fields such as business, health, space technology, computer science, and many other fields (Bota-Avram, 2023; Brahimi, 2023; Brahimi & Abbas, 2022; Cancino et al., 2017; Rojas-Sánchez et al., 2023) to gain valuable insights into article characteristics, including keywords, institutions, journals, countries, and authors, which are often challenging to ascertain through traditional methods.

In the context of mapping the landscape of organizational climate and performance research, conducting a bibliometric analysis necessitates the utilization of a reliable and comprehensive database. This study leverages the Dimensions database, which has established itself as a trusted resource for researchers, institutions, and libraries worldwide The selection of Dimensions as the database for this study stems from its distinct advantages over other specialized databases as it provides an extensive collection of scholarly articles along with a user-friendly interface that includes robust features that streamline the research process.

In the present study, a bibliometric analysis is conducted to offer a comprehensive overview of the existing research on organizational climate and

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performance. The analysis aims to identify significant patterns, emerging trends, influential authors, and noteworthy journals in this field. By mapping the literature landscape, this study contributes to advancing the understanding of the current state of knowledge on organizational climate and performance. Furthermore, it seeks to contribute to the understanding of the current state of knowledge and identify potential avenues for future research and theoretical advancements in organizational climate and performance research.

LITERATURE REVIEW

Understanding the relationship between organizational climate and performance is a topic of significant interest in the research community. Numerous studies have investigated various aspects of organizational climate and how they may affect organizational outcomes. These studies have highlighted the significance of important elements such as work environment, employee satisfaction, behavioral ethics, engagement, and productivity (Bahrami et al., 2016; Newman et al., 2017; Obeng et al., 2021; Suma & Siregar, 2022).

Meta-analytical research by Kish-Gephart et al. (Kish-Gephart et al., 2010) has played a pivotal role in consolidating findings from numerous studies in the field of behavioral ethics. Their comprehensive analysis of 136 studies highlighted key drivers of unethical decisions, including individual characteristics ("bad apples"), moral issues ("bad cases"), and the organizational environment ("bad barrels"). This meta-analysis underscored the need for a holistic understanding of unethical decision-making within organizations and called for further exploration of complex relationships.

Building upon the findings of Kish-Gephart et al. (2010), recent studies have delved deeper into specific aspects of unethical behavior within organizational settings. For example, Cialdini et al. (2021) conducted experiments and surveys to examine the impact of unethical leader behavior on group dynamics and member behavior. Their findings indicated that exposure to unethical leader behavior increased the likelihood of group members choosing to leave the group, while those who remained were more prone to engaging in unethical conduct. Similarly, Hassan (2019) and Veetikazhi et al. (2022) called for further research to build upon these findings and provide additional evidence for enhancing ethical practices in organizations.

In a recent comprehensive literature review, Bohórquez et al. (2023) explored organizational climate and its importance to organizational success. They identified nine dimensions for measuring organizational climate: interpersonal relationships, motivation, leadership, autonomy, support, physical conditions, conformity to work, commitment, and innovation. These dimensions provide a comprehensive framework for understanding the impact of organizational climate on success. Effective management of these dimensions is crucial for organizations seeking to optimize performance and achieve success. Other studies have investigated the effects of leadership, leadership style, communication, work environment, organizational culture, work stress, work-family conflict, employee involvement, and related factors (Iswahyuni & Abadiyah, 2023; Nooraie et al., 2023; Palupi et al., 2023).

The results of the study confirmed the significant influence of gender differences on the internal organizational climate within Taiwanese universities. Female faculty members reported experiencing lower levels of research resources,

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opportunities for collaboration, organizational justice, and overall satisfaction with teaching and research activities. In addition, variables such as tenure, university background, and research specialization affected faculty perceptions of organizational climate differently. Furthermore, universities awarded the World-Class University Building Grant demonstrated superior performance across various dimensions of organizational climate, indicating their superiority regardless of policy influences (Yang, 2015). Other studies investigated that Principals of public and private colleges in Punjab, Pakistan emphasized the importance of an open organizational climate for teacher performance, with private school principals also appreciating a controlled climate. Public college teachers asserted that factors such as pay, consideration, disengagement, and morale influence their performance (Raza, 2010).

While previous studies have provided valuable insights into the field of organizational climate and performance and higher education, it is equally important to examine the research landscape through a bibliometric lens. Researchers can map the research landscape, identify important trends, and identify influential authors and publications, providing a comprehensive understanding of the field's progress and direction. One such study, "Bibliometric Analyzes on Ethical Climate" by (Wan Abdul Razak & Mustamil, 2020), focused specifically on the prevalence of ethical climate research. The study sought to examine previous work on the topic, using a bibliometric analysis method and the Web of Science database to survey publications between 1970 and 2020. The authors explored several key aspects of these publications, including author keywords and bibliographic links. From publications, journals, countries, and authors. The analysis revealed that the majority of studies related to ethical

climate focused on topics such as ethical leadership, moral distress, organizational climate, and employee burnout.

In the same context, the study conducted by (Suma & Siregar, 2022) on the role of organizational climate in improving job satisfaction aimed to shed light on the significant developments in organizational climate over the years. To achieve this objective, the study employed bibliometric analysis. The analysis included the co-occurrence of keywords and was based on documents obtained from the Scopus database, spanning the years from 1969 to 2022. By providing insightful information to writers seeking to explore the topic of organizational climate, particularly in the field of human resource development, this study plays a vital role in advancing the field. The results of the study were promising, as they furnished a comprehensive bibliometric analysis and identified key publication trends in Scopus, which could help to improve research quality in this field.

On the other hand, there is a study conducted by (Amalou & Brahimi, 2023) on the role of organizational climate in improving performance and highlighting the important developments in organizational climate over the years. This study aims to fill this gap by conducting a large-scale analysis of scientific publications using bibliometric techniques and VOSviewer, drawing on documents obtained from the Scopus database, spanning the years 2000 to 2022. The results reveal that organizational performance, employee engagement, and satisfaction Career, leadership, and leadership culture are prominent areas of focus in this field. The analysis also highlights the leading countries in terms of published documents and citations, namely the USA, India, the UK, Australia, and Malaysia. Recent publications have prioritized topics such as quality of work life, innovation,

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productivity, well-being, organizational commitment, work engagement, and corporate social responsibility.

The studies mentioned above were centered around gauging the advancement of scientific publishing concerning the ethical climate, examining the correlation between organizational climate and job satisfaction, and investigating the influence of leadership in activating the organizational climate. Unlike previous studies that have often focused on examining the relationship between organizational climate and performance, our current study takes a more comprehensive approach by examining the relationship between organizational climate and performance in higher education.

Using a query that includes keywords related to organizational climate, performance, and higher education, we aim to capture a broad range of research that explores the interconnections between these different aspects. This multidimensional perspective allows for a more comprehensive understanding of the complex relationships and dynamics within higher education institutions, highlighting the various factors that influence performance outcomes.

RESEARCH METHOD

This study conducts an assessment of research progress in the field of organizational climate and performance in higher education by researchers using the Dimensions database. The methodology employs bibliometric analysis to address the research problem. Bibliometric analysis involves the systematic application of statistical and mathematical methods to analyze bibliographic data, primarily in scientific research and library and information science. This approach entails examining various quantitative aspects of scholarly literature,

such as citations, publication patterns, authorship, and journal impact factors, to gain insights into the characteristics, trends, and dynamics of academic publications within specific fields or disciplines.

In this study, we focused on scholarly documents produced between 1984 and 2023 in the Dimensions database, extracted in January 2024. We compiled a comprehensive list of publications containing the terms "organizational climate," "performance," and "higher education" in their titles, keywords, and abstracts. The bibliometric analysis was conducted to identify trends based on several criteria: a) Development of published articles on organizational climate and performance in higher education by year; b) Field of studies; c) Countries with the highest number of published research in this field; d) Top articles based on the number of citations.

1 Database Selection	2 Search Criteria	3 Search Results	4 Initial Data	5 Data Analysis
Selecting the appropriate database	Defining the search keywords	Refining the research results	Compiling the initial data statistics	Visualization and presentation of results

Figure 1
Main Stages of the Bibliometric Analysis

RESULTS AND DISCUSSION

The methodology employed in this study focuses on capturing articles that delve into various dimensions of organizational climate, performance, and higher education. The query used aims to retrieve articles referencing any of the specified keywords in their titles, abstracts, or keyword sections.

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Conducted on January 2, 2024, the query was constrained to English documents and specific document types, including articles (67), book chapters (4), proceedings (3), edited books (1), and preprints (1), resulting in a total of 76 documents retrieved from 1984 to 2023. Notably, the earliest study found dates back to 1984, titled "The Relationship of Two Sociodemographic Variables and Several Perceived Climate Dimensions to Performance: An Investigation Among Real-Estate Agents" (Aharon Tziner, Shimon Dolan, 1984), which received only six citations, indicating limited recognition initially. However, over the years, interest and recognition in this field have grown substantially, with the number of documents increasing from one to 16 and citations rising from six to 12 between 1984 and 2023, demonstrating an increasing scholarly interest in organizational climate and performance in higher education.

For simplicity, Figure 2 displays the distribution of published documents from 1984 to 2023. This representation highlights the continuing interest and importance of organizational climate research over the years and the growing recognition of its impact on various aspects of organizational work. Performance and employee outcomes in higher education.
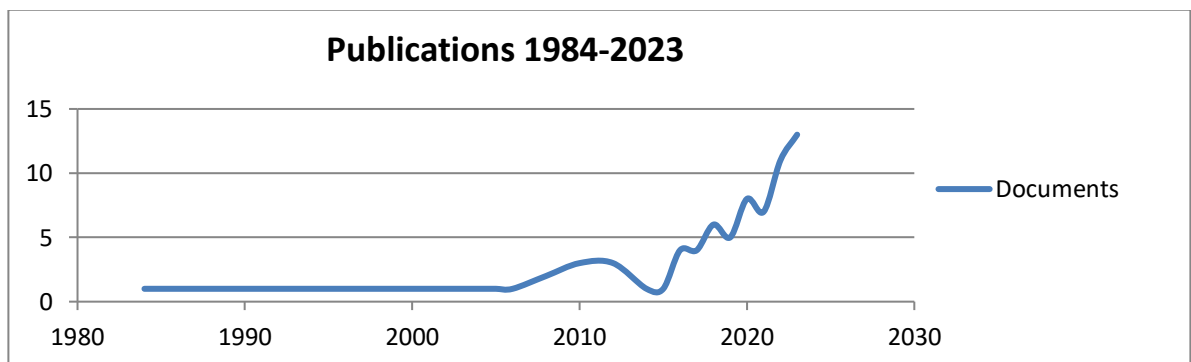

Figure 2
Distribution of Published Documents from the Year 1984 to 2023

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The trajectory depicted in Figure. 2 reveals a notable trend in the publication landscape concerning organizational climate and performance within higher education. From the early 1980s to 2016, there was a noticeable dearth of publications in this field. However, starting from 2016 and continuing through 2023, there was a discernible and consistent increase in the number of articles published on this topic. This shift suggests a growing recognition of the significance of organizational climate and performance within higher education, indicating a heightened scholarly interest and potentially reflecting evolving priorities and challenges within academic institutions.

Figure 3 illustrates the distribution of topic areas covered in published documents. The analysis indicates that the majority of documents, constituting 25%, focus on commerce, management, tourism, and services. Following closely are fields such as education policy, sociology, and philosophy, albeit in smaller proportions. This suggests that research concerning organizational climate and performance in higher education predominantly centers around commerce, management, tourism, and services, with notable contributions from education policy, sociology, philosophy, and related disciplines.
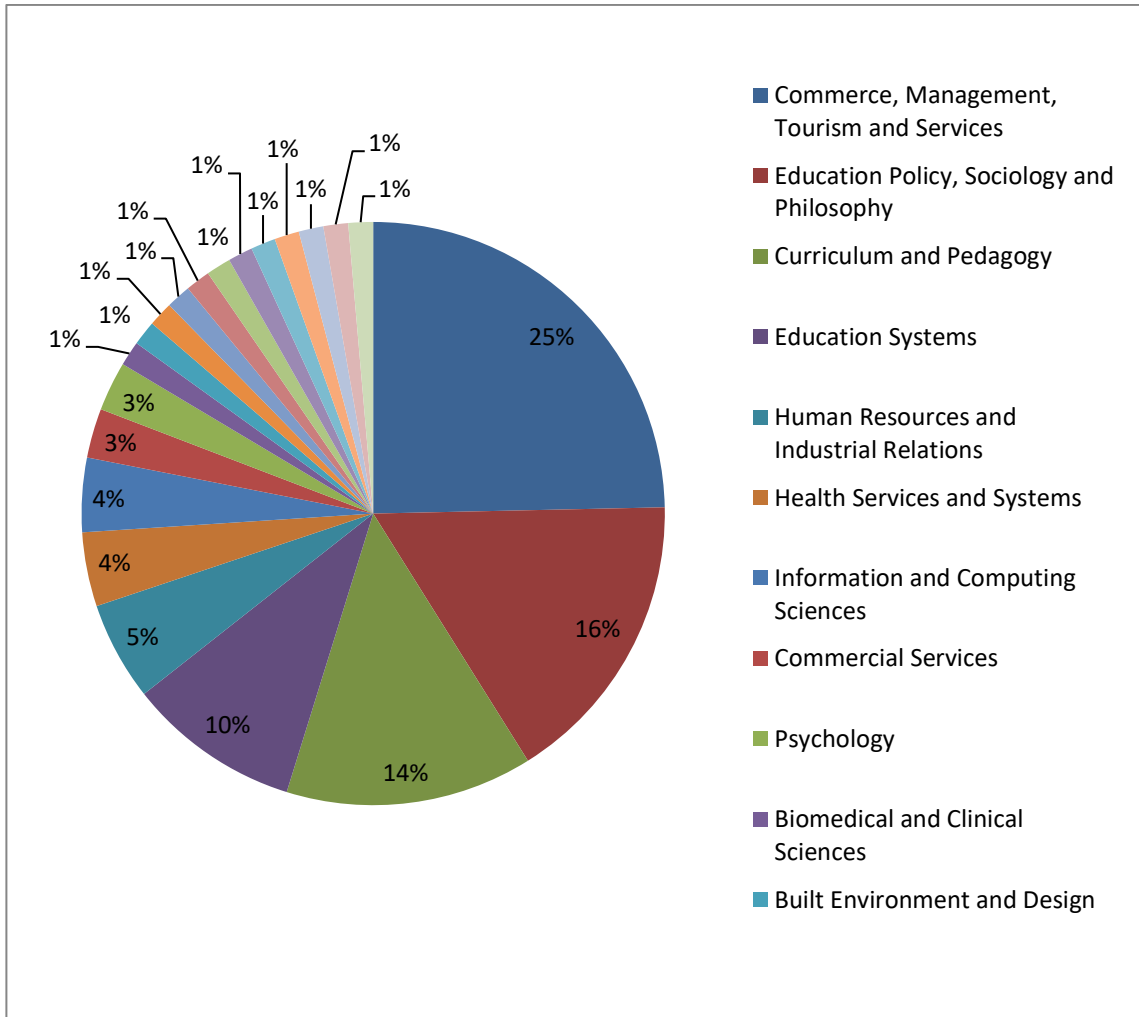
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Figure 3
Distribution of Documents by Subject Area

Figure 4 illustrates the top most productive countries in terms of the number of publications among the 29 countries analyzed. Indonesia leads with 14 documents, followed closely by the USA with 12 documents. Following these are Malaysia and

Australia with 4 documents each, then South Africa, Pakistan, and India with 3 documents each. Lastly, Taiwan, the Philippines, and France each contribute two documents to the list of the most active countries in publication output.
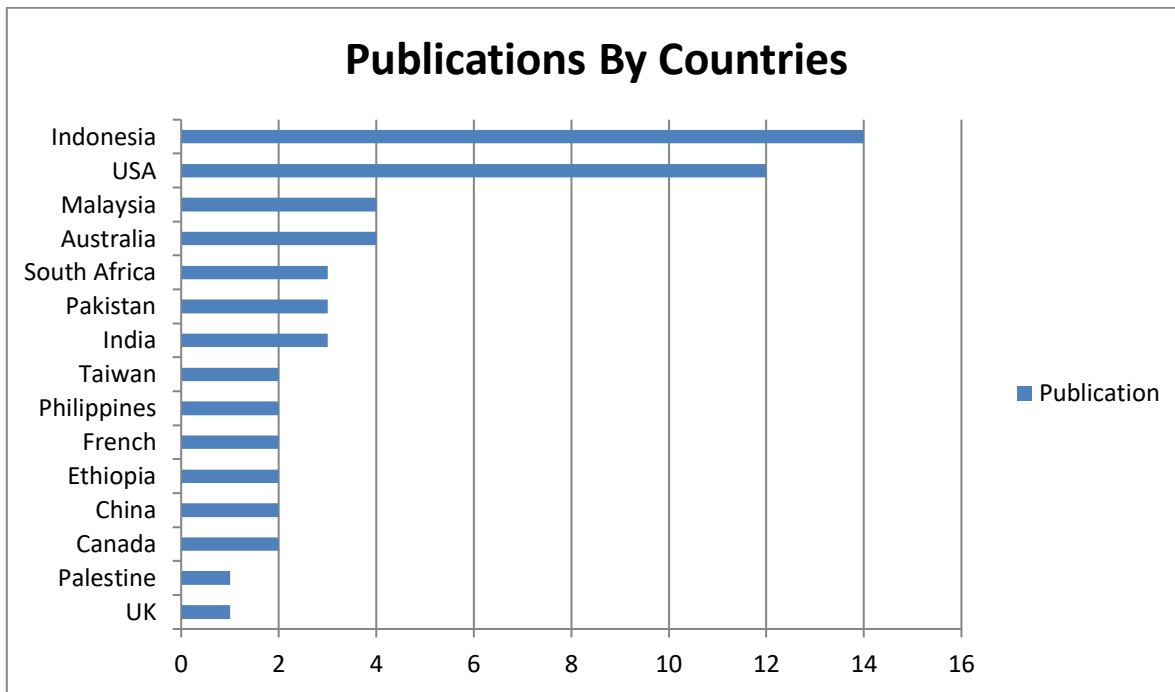
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Figure 4
Publications by Countries

Table 1 presents the ten articles under discussion in this study. The most cited article, published by (Tomás et al., 2016), focuses on topics addressed during the Third International Health Conference, including "Health Literacy and Health Education in Adolescence" and "The Impact of the Walking Program on Quality of Life." Following closely is a paper by (Shim, 2010), which garnered significant attention. This research delves into the correlation between organizational culture, climate, and employee turnover within the childcare sector, drawing from data collected by the New York State Social Work Education Consortium. Lastly, (Jit et al., 2017) study, the third most cited, explores servant leadership's approach to addressing employees' emotional distress. Utilizing qualitative methods, including semi-structured interviews, the research underscores the

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importance of empathy, compassion, and listening in managing emotional well-being among employees.

The fourth most cited article is the study by (West et al., 1998), which delved into the correlation between university departmental climate and research excellence assessment. Conducted longitudinally across 46 departments in 14 universities, data was collected in 1992 and 1994, correlating climate measures with the Higher Education Funding Council's rankings for research excellence from 1989 and 1992. Managerial ratings predicted the subsequent climate, particularly in formalization, career development support, and innovation. However, climate dimensions didn't strongly predict research excellence, suggesting climate may result as much from effectiveness as it causes. The fifth highly cited article by (Limbos & Casteel, 2008) aimed to explore how school organizational and educational environments influence crime rates, utilizing data from the Los Angeles Unified School District Police Department for 95 middle and high schools. Linear regression analyzed the relationship between organizational variables, neighborhood factors, and crime rates. Lastly, the research by (Sahibzada et al., 2020) investigated the interplay between trust, organizational climate, knowledge management processes, and organizational performance among academic and administrative employees in Chinese research-based higher education institutes. Trust and organizational climate significantly impacted knowledge management processes, which, in turn, directly influenced organizational performance and indirectly through creative organizational learning.

(Bradley & Willett, 2004) publication, seventh in number of citations, examines Kaizen projects in lean manufacturing, evaluating their effectiveness in

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enhancing process performance within the context of Lourdes Corporation. Cornell University's Johnson College students participated in hands-on Kaizen projects, providing practical insights and mutual benefits for both parties. The (Rustique-Forrester, 2005) study, which had the eighth most citations, analyzed the impact of accountability reforms in England on student exclusion rates. It finds that increased pressures, including testing and grading systems, are associated with higher rates of exclusion, underscoring the need for careful accountability system designs.

Ranking ninth and tenth, respectively, with an equal number of citations (27 each), are studied by (Barnard & Van der Merwe, 2016) and (Ali et al., 2010). Barnard's study aimed to outline innovative management strategies at the University of Johannesburg during the post-merger years, utilizing UJ stakeholder reports to gauge progress toward strategic objectives. The study highlighted decisive leadership, systematic planning, cultural climate surveys, progress monitoring, and strategic agility as crucial for sustainable development innovation in higher education. Ali's study aimed to validate the importance and reliability of critical success factors in human resources for implementing total quality management. It identified these factors through comprehensive literature reviews, emphasizing managerial commitment, human resource management, and quality work attitudes to achieve customer satisfaction, with teamwork, competent employees, customer focus, and visionary leadership emerging as key factors.

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Table 1
Top 10 Cited Articles

No	Author	Publication Year	Title	Cite
1	Catarina Cardoso Tomás, et al	2016	Proceedings of the 3rd IPLeiria's International Health Congress	390
2	Shim, Miseung	2010	Factors influencing child welfare employee's turnover: Focusing on organizational culture and climate	101
3	Jit, Ravinder et al	2017	Healing a Broken Spirit: Role of Servant Leadership	50
4	West, Michael A et al	1998	Research excellence and departmental climate in British universities	49
5	Limbos, Mary Ann P.; Casteel, Carri	2008	Schools and Neighborhoods: Organizational and Environmental Factors Associated With Crime in Secondary Schools*	39
6	Sahibzada, Umar Farooq et al	2020	Refuelling knowledge management processes towards organisational performance: mediating role of creative organisational learning	38
7	Bradley, James R.; Willett, Jim	2004	Cornell Students Participate in Lord Corporation's Kaizen Projects	31
8	Rustique-Forrester, E.	2005	Accountability and the pressures to exclude: A cautionary tale from England.	27
9	Barnard, Zenia; Van der Merwe, Derek	2016	Innovative management for organizational sustainability in higher education	27
10	Ali, Noor Azman et al	2010	Testing the Criticality of HR-TQM factors in the Malaysian higher education context	27

CONCLUSION

The bibliometric analysis of research on organizational climate and performance in higher education presents significant opportunities to contribute to both theory and practice across various fields and disciplines, underscoring the importance of research in this domain. This study revealed a notable trend in the publication of works related to organizational climate and performance within higher education. From the early 1980s to 2016, there was a scarcity of

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publications on this topic. However, from 2016 to 2023, there has been a consistent increase in the number of articles published, indicating a growing recognition of the significance of organizational climate and performance in higher education, mirroring the evolving priorities and challenges faced by academic institutions.

The majority of the documents focus on trade, management, tourism, and services, with substantial contributions from education policy, sociology, philosophy, and related disciplines. Indonesia leads in publication output, followed by the USA, Malaysia, and Australia. The top ten cited articles address various aspects of organizational climate and performance, including the relationship between organizational culture, climate, and employee turnover, servant leadership approaches to mitigating employee emotional distress, university departmental climate and the assessment of research excellence, and the role of trust. These studies highlight the importance of organizational climate, knowledge management processes, and organizational performance among academic and administrative employees.

A potential limitation of this study is its reliance on a bibliometric analysis of published research, which may not fully capture the entire scope of research activity in the field of organizational climate and performance in higher education, as some publications are intended for internal use only. Despite this limitation, the bibliometric analysis provides valuable insights into the current state of research.

This study focused on the relationship between various factors related to organizational climate, work environment, employee satisfaction, and employee engagement, and their impact on organizational performance, employee productivity, organizational behavior, and performance outcomes in higher

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education. Several areas could be explored for future research: 1) Mechanisms Linking Factors: Understanding the specific mechanisms through which organizational climate, work environment, employee satisfaction, and employee engagement in different sectors are connected; 2) Role of Organizational Behavior: Exploring the role of organizational behavior in the context of employee productivity and its contribution to overall organizational performance; 3) Performance Measurement Systems: Evaluating and improving current performance measurement systems to ensure they are aligned with organizational objectives and effectively capture performance indicators.

Addressing these components can advance our understanding of the complex dynamics of organizational climate and performance, providing practical implications for enhancing organizational performance.

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