MAPPING ORGANIZATIONAL CULTURE TRENDS IN HOSPITAL MANAGEMENT: A BIBLIOMETRIC ANALYSIS AND FUTURE RESEARCH DIRECTIONS

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ABSTRACT

Introduction: A hospital is a very complex organization that provides health services through health maintenance approaches (promotive, preventive, curative, and rehabilitative), which are implemented thoroughly by applicable laws and regulations.

Purpose: This study aims to determine the development of research with the theme of Organizational Culture in Hospital Management in the range of 2013 to 2023 through the help of the Vosviewers application in visualizing data.

Design/methodology/approach: The method used in this study is qualitative research with a literature study approach. As for the data found, 266 documents were obtained and analyzed. These datasets are converted to CSV format, BibTeX, and RIS format and imported into bibliophilia for bibliometrics and analysis.

Findings: The results showed that 2015 was the year with the highest number of publications on the topic of Organizational Culture in Hospital Management. The United States is the country that influences scientific publications the most. Bradley, E.H., along with other authors, is the most prolific author with four documents in the field of Organizational Culture and Hospital Management. The focus of this research is on how organizational culture plays a role in creating a safe, supportive, and efficient work environment that impacts patients. There is also great potential for further research in areas such as health care policy, nursing, quality management, personal management, and organizational innovation, which still has the potential to be explored more deeply in the context of Organisational Culture in Hospital Management.

Originality/Value: Ongoing research trends reflect the increasing efficiency in strengthening practices of implementing organizational culture in hospital management practices, which is expected to contribute to advances in the management of responsive and managed health systems.

Keywords: Organizational Culture, Hospital Management, Health.

MAPEANDO TENDÊNCIAS DA CULTURA ORGANIZACIONAL NA GESTÃO HOSPITALAR: UMA ANÁLISE BIBLIOMÉTRICA E DIREÇÕES DE PESQUISA FUTURA

RESUMO

Introdução: Um hospital é uma organização muito complexa que presta serviços de saúde através de abordagens de manutenção da saúde (promotivas, preventivas, curativas e reabilitativas), que são implementadas minuciosamente pelas leis e regulamentos aplicáveis.

Objetivo: Este estudo tem como objetivo determinar o desenvolvimento de pesquisas com a temática Cultura Organizacional na Gestão Hospitalar no período de 2013 a 2023 através do auxílio do aplicativo Vosviewers na visualização de dados.

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Desenho/metodologia/abordagem: O método utilizado neste estudo é a pesquisa qualitativa com abordagem de estudo bibliográﬁco. Quanto aos dados encontrados, foram obtidos e analisados 266 documentos. Esses conjuntos de dados são convertidos para o formato CSV, BibTeX e RIS e importados para bibliofilia para bibliometria e análise.

Resultados: Os resultados mostraram que 2015 foi o ano com maior número de publicações sobre o tema Cultura Organizacional na Gestão Hospitalar. Os Estados Unidos são o país que mais inﬂuencia as publicações cientíﬁcas. Bradley, E.H., juntamente com outros autores, é o autor mais prolíﬁco com quatro documentos na área de Cultura Organizacional e Gestão Hospitalar. O foco desta pesquisa está em como a cultura organizacional desempenha um papel na criação de um ambiente de trabalho seguro, solidário e eficiente que impacta os pacientes. Existe também um grande potencial para novas pesquisas em áreas como política de saúde, enfermagem, gestão da qualidade, gestão de pessoas e inovação organizacional, que ainda tem potencial para ser explorado mais profundamente no contexto da Cultura Organizacional na Gestão Hospitalar.

Originalidade/Valor: As tendências de investigação em curso reﬂetem a crescente eficiência no fortalecimento das práticas de implementação da cultura organizacional nas práticas de gestão hospitalar, o que deverá contribuir para avanços na gestão de sistemas de saúde responsivos e geridos.

Palavras-chave: Cultura Organizacional, Gestão Hospitalar, Saúde.

MAPEO DE LAS TENDENCIAS DE LA CULTURA ORGANIZACIONAL EN LA GESTIÓN HOSPITALARIA: UN ANÁLISIS BIBLIOMÉTRICO Y FUTURAS DIRECCIONES DE INVESTIGACIÓN

RESUMEN

Introducción: Un hospital es una organización muy compleja que brinda servicios de salud a través de enfoques de mantenimiento de la salud (promotivos, preventivos, curativos y de rehabilitación), que se implementan exhaustivamente mediante leyes y regulaciones aplicables.

Propósito: Este estudio tiene como objetivo determinar el desarrollo de investigaciones con el tema de Cultura Organizacional en la Gestión Hospitalaria en el rango del 2013 al 2023 mediante la ayuda de la aplicación Vosviewer en la visualización de datos.

Diseño/metodología/enfoque: El método utilizado en este estudio es una investigación cualitativa con un enfoque de estudio de la literatura. En cuanto a los datos encontrados, se obtuvieron y analizaron 266 documentos. Estos conjuntos de datos se convierten a formato CSV, BibTeX y RIS y se importan a bibliofilia para análisis y bibliometría.

Hallazgos: Los resultados mostraron que 2015 fue el año con mayor número de publicaciones sobre el tema Cultura Organizacional en la Gestión Hospitalaria. Estados Unidos es el país que más influye en las publicaciones científicas. Bradley, E.H., junto con otros autores, es el autor más prolífico con cuatro documentos en el campo de la Cultura Organizacional y la Gestión Hospitalaria. El objetivo de esta investigación es cómo la cultura organizacional desempeña un papel en la creación de un entorno de trabajo seguro, solidario y eficiente que impacte a los pacientes. También existe un gran potencial para futuras investigaciones en áreas como la política de atención médica, la enfermería, la gestión de la calidad, la gestión personal y la innovación organizacional, que aún tiene potencial para explorarse más profundamente en el contexto de la cultura organizacional en la gestión hospitalaria.

Originalidad/Valor: Las tendencias de investigación en curso reﬂejan la creciente eficiencia en el fortalecimiento de las prácticas de implementación de la cultura organizacional en las prácticas de gestión hospitalaria, lo que se espera que contribuya a los avances en la gestión de sistemas de salud gestionados y receptivos.

Palabras clave: Cultura Organizacional, Gestión Hospitalaria, Salud.
1 INTRODUCTION

This research is motivated by the fact that hospitals, as business entity organizations in the health sector, have an important role in realizing optimal public health degrees (Seo & Lee, 2022). There are many activities in the hospital, both serving patients directly and supporting services. Therefore, hospitals are required to be able to manage their activities by prioritizing the responsibilities of professionals in the health sector, especially medical personnel and nursing personnel, in carrying out their duties and authorities (Uehling et al., 2023). A hospital is a very complex organization that provides health services through health maintenance approaches (promotive, preventive, curative, and rehabilitative), which are implemented thoroughly in accordance with applicable laws and regulations (Fanaei et al., 2023). Hospitals are responsible for providing quality services in accordance with standards to meet the needs and demands of individual users (Gile et al., 2022). Hospitals have a very strategic role in accelerating the improvement of public health degrees (Ahmad & Khan, 2023). The new paradigm of health performance requires hospitals to provide quality performance according to patient needs and desires. The existence of professional employees will build a stronger hospital image (Nakagawa et al., 2022).

Hospital management is a very important field in the healthcare industry, as hospitals are one of the main elements in the healthcare system (Tushar et al., 2023). Hospital management includes planning, organizing, directing, and controlling the resources available to achieve organizational goals. In a broader context, hospital management also includes strategic decision-making to improve operational efficiency, improve service quality, and achieve competitive advantage (Ginter et al., 2018). Activities in hospitals are very diverse because they consist of multi-professions and multi-units that have different work goals. The emergence of differences in interaction is a natural thing, but all of it must be controlled to create a directed performance so that management goals, namely efficient and effective, can be realized. Hospital management has many unique challenges, including the management of limited resources, rising healthcare costs, and the demand to remain compliant with increasingly stringent regulations and standards (Yaqoob et al., 2021). Therefore, hospital management needs to constantly adapt and innovate to ensure that the services they provide remain relevant, effective, and of high quality.

In an effort to adapt and increase innovation in hospital management, organizational culture is an important aspect (Büschgens et al., 2013). Organizational culture reflects the values, beliefs, norms, and behaviors recognized and adopted by the members of the
organization (Hogan & Coote, 2014). In the hospital context, organizational culture plays a key role in determining how healthcare is delivered, how staff interact with each other and with patients, and how decisions are made and implemented (Stock et al., 2007). The importance of a healthy organizational culture in a hospital cannot be overstated. A good organizational culture can bring a variety of benefits, including improved quality of healthcare, higher patient satisfaction, better staff performance, and achievement of overall organizational goals. Conversely, a negative or unhealthy organizational culture can hinder innovation, cooperation, and goal achievement. The hospital as an organization is a place to achieve these goals, namely predetermined goals, tasked in the health sector, where of course there are existing human resource activities that are grouped in certain units (Sharma & Goyal, 2010).

In the context of hospitals, organizational culture also plays a role in creating a safe, supportive, and efficient work environment (Higgins, 2015). A culture that encourages open communication, collaboration between teams, and continuous improvement can help hospitals address complex healthcare challenges. One important aspect of organizational culture in hospitals is patient focus (Hesselink et al., 2013). A patient-oriented culture places the needs and interests of patients as a top priority in every decision and action made by members of the organization. This culture creates a supportive, safe, and caring environment for patients and can improve patient satisfaction and experience during their time in the hospital. In addition to focusing on patients, organizational culture in hospitals must also be supported by values such as integrity, fairness, collaboration, and innovation. These values form the foundation of a healthy organizational culture and help create a professional, ethical, and continuous improvement-oriented work environment. By paying attention to the relationship between organizational culture and hospital management, hospitals can build a culture that promotes quality health care, patient satisfaction, and the long-term success of the organization (Mohammad Mosadegh Rad, 2006). A strong and positive organizational culture is the key to creating an effective and patient-oriented work environment in an effort to provide the best health services to the community.

The authors traced similar studies related to telemedicine and hospital management through the Scopus database from 2013 to 2023, which shows a lack of relevant research. Research conducted by (Bastomi, 2021) discusses how it is important for hospital management to implement organizational culture in an effort to realize quality performance. This study saw that the demands on service quality and existing regulations made the intensity and pressure of work quite high. Activities in the hospital are very dense in every area, both direct services to patients and even administrative support services. Contradictions of goals and characteristics in
each human resource and existing unit, on the other hand, must create harmonious integration; therefore, management must be present in the hospital to manage the hospital complex. The demands of achieving targets and harmonious integration are related to the existence of an existing organizational culture created and implemented by hospital management. The positive impact of organizational culture can create harmonious cohesiveness. Then, research by (Curry et al., 2018) addresses the influence of organizational culture to improve hospital performance in the care of patients with acute myocardial infarction. Investing in strategies to develop an organizational culture that supports high performance can help hospitals in their efforts to improve clinical outcomes. Research by [19] discusses the effect of improving organizational culture and service encounter performance on the implementation of hospital management. This research found that to improve the organizational culture of the hospital, it is necessary to have leaders with a vision core to discuss and make sensible plans, who actively address the rapid environmental changes in the hospital, also need positive support for the development of new medical markets.

The problem in this study is that the author sees that studies related to organizational culture in Hospital Management need a more comprehensive study. Therefore, the urgency of research is to identify the development of research on organizational culture in Hospital Management. This research not only provides a broad picture of the current state of affairs but will also highlight knowledge gaps that may need to be filled in future research. Thus, this study aims to determine the development of research on Organizational Culture in Hospital Management.

2 METHOD

This study uses qualitative research methods with a bibliometric approach to analyze research trends in Organizational Culture in Hospital Management. The bibliometric approach was chosen for its ability to analyze research activities and trends of scientific collaboration in this field using academic publications (Luo et al., 2022; Nti et al., 2023). The research data is sourced from peer-reviewed publications of leading journals and conferences in the fields of health, information technology, and management, with emphasis on reputable international journals indexed by Scopus. The analysis of publications over the past eleven years between 2013 and 2023 was conducted to look at current patterns globally. The source data in this study was taken from Scopus; in this literature review came from 266 journals downloaded from Scopus with the format (TITLE-ABS-KEY (“Organizational Culture”) AND TITLE-ABS-
KEY ("Hospital management") AND PUBYEAR > 2013 AND PUBYEAR < 2023 AND ( LIMIT-TO (SUBJAREA, “MEDI”) OR LIMIT-TO (SUBJAREA, “NURS”) OR LIMIT-TO (SUBJAREA, “SOCI”) OR LIMIT-TO (SUBJAREA, “HEAL”)) AND ( LIMIT-TO (EXACTKEYWORD, “Organizational Culture”) OR LIMIT-TO (EXACTKEYWORD, “Hospital Management”)) AND ( LIMIT-TO (DOCTYPE, “ar”) ) AND ( LIMIT-TO (PUBSTAGE, “final”)) AND ( LIMIT-TO (LANGUAGE, “English”)). The articles from Scopus are then saved in the form of RIS files. This study used VOSviewer analysis to visualize and analyze trends in the form of bibliometric maps (van Eck & Waltman, 2010).

Figure 1

PRISMA Method Procedure Detailing the Steps in Document Unit Identification and Selection
3 RESULTS

3.1 GENERAL INFORMATION AND ANNUAL PUBLICATION OUTPUT

An analysis of 266 scientific publications from the Scopus database yielded a wide variety of diverse data. Publications related to Organizational Culture in Hospital Management from 2013 to 2023 have a wide variety of background information. The study analyzes and classifies data from the Document year, identifying the most significant and least significant patterns and trends. Not only that, but the analysis also identifies countries that contribute the most to scientific publications, journal sources that are most frequently used, authors that are most productive, and institutions that are actively involved in the study. This diverse data provides insight into the nature of research in this area, which can help us understand how research develops and how various aspects related to research interactions affect future research direction.

Figure 2

Global trends in publications on Organizational Culture in Hospital Management from 2013 to 2023 and Average article citations per year.

Based on figure 2 above it shows the publication of research with the theme of Organizational Culture in Hospital Management from 2013 to 2023. It is clear that the number of documents generally changes based on the quantity of publications. In 2013, there were 36 studies published in 2013, indicating a relatively stable publication threshold at the beginning...
of the period. Then, in 2014, there was a decrease that resulted in 35 scientific articles. In the year, it was seen that the number of publications compared to the previous year was still relatively stable compared to the number of document publications. The stable trend in the number of publication documents on the subject continued until 2015 when it amounted to 44 documents, and in 2016, it amounted to 41 documents. However, in 2017, there was a decrease to 27 scientific articles, which continued in 2018 to 17 scientific articles. This limited the focus of research at the time. In 2019, the number of scientific article publications increased again to 18 scientific articles. In 2020, the number of scientific articles is still the same, 18. This also indicates the potential for increased interest or awareness of the subject. However, this trend has decreased again in recent years, such as in 2021, which recorded 11 published documents, then in 2022, which recorded 10 published documents, and in 2023, which recorded nine scientific article documents published in Scopus. This change is inseparable from the complex dynamics of the research industry, including shifts in research focus or interest as well as other factors that interfere with research activities in the field of Organizational Culture in Hospital Management during the study period.

Viewable also from the picture above, the highest quality journal articles are articles published in 2015 with a total of 679 citations. Furthermore, in second place are articles published in 2013, with as many as 643 citations, and in third place are articles published in 2017, with as many as 345 citations. This suggests that over the past few years, the most frequently cited documents generally date from 2013 to 2017 and show the significance of the rise and fall as well as the impact of research during that time. The research focus in the current year can provide a more detailed explanation of the research contribution during the period and help understand trends and developments that are significant and relevant to the field of Organizational Culture in Hospital Management.

3.2 MOST COUNTRY DISTRIBUTION IN THE STUDY OF ORGANIZATIONAL CULTURE IN HOSPITAL MANAGEMENT

Figure 3 shows the country’s contribution to scientific research publications on the topic of Organizational Culture in Hospital Management from 2013 to 2023.
Figure 3

Countries Contribute the Most in the Field of Organizational Culture in Hospital Management

The data shows that the United States is the country that most influences scientific publications, with 81 documents, placing it in first place. The United Kingdom participated in second place with a significant contribution, namely 27 documents. Australia took an active part with the 19 documents they contributed, highlighting the importance of their efforts in developing knowledge in this area. Canada also contributed significantly with about 17 documents, while Brazil made a significant contribution by providing 12 scientific research documents throughout the period studied. Followed by Taiwan with 11 documents, the Netherlands with 9 documents, and Austria, China, and Spain with 6 documents. Collaboration and global contribution to the development of knowledge in this field are characterized by the accelerated growth of knowledge sources originating from various countries.

Source: Processed Author Data, 2024
Figure 4

Most Contributing Authors in Organizational Culture in Hospital Management

![Bar Chart showing contributions of various authors](chart.png)

Source: Processed Author Data, 2024

Figure 4 shows that authors Bradley, E.H., Groene, O, McAlearney, A.S., and Wagner, C are the researchers with the highest number of published documents related to Organizational Culture in Hospital Management, with 4 documents from 2013 to 2023. Followed by Brewster, A.L, Lee, S.E, Mannion, R., Michel, P, and Sunol, R with 3 published documents and Direction, O.A with 2 published documents. This highlights the significant and consistent contribution made by the researchers in advancing awareness and understanding of the subject matter during the study period. Their contributions demonstrate collaboration and hard work in research studies, which collectively contribute to the advancement of knowledge in the field of Organizational Culture in Hospital Management.
3.3 NETWORK MAPPING BASED ON KEYWORDS FOR THE STUDY OF ORGANIZATIONAL CULTURE IN HOSPITAL MANAGEMENT

**Figure 5**

*Network Mapping Based on Keywords*

Source: Processed Author Data Using VOSviewer, 2024

Figure 5 shows a keyword-based network from the Organizational Culture on Hospital Management research study from 2013 to 2023 indexed by Scopus. Analysis using VOSviewer produces 5 clusters marked with color. Each cluster has a different color, and this is done so that the key network is easier to identify. The colors indicate the group, while the labels on the image indicate keywords or terms that appear frequently. Clustering is used to visualize data or a picture of bibliometric groupings, while image mapping is used to get a comprehensive picture of the bibliometric network. Figure 5 presents several clusters marked with various colors. The following can be described in the table.
### Table 1

**Network cluster of Organizational Culture studies in Hospital Management**

<table>
<thead>
<tr>
<th>CLUSTER</th>
<th>ITEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster 1 (Merah)</td>
<td>adult, attention, attitude of health personnel, cultural anthropology, culture, doctor-nurse relation, employee, gender, health care, health care personnel. Health care survey, health care surveys, health care personnel attitude, health survey, hospital, hospital subdivisions, hospital public, intensive care unit, internal consistency, medical staffs hospital medical staff, nurse, nursing staff, hospital nursing staff, organizational climate, outcome assessment, patient safety, patient safety culture, psychology, public health, public hospital, safety climate, safety culture, safety management, teamwork, work environment, dan workplace</td>
</tr>
<tr>
<td>Cluster 2 (Hijau)</td>
<td>delivery of health care, efficiency organizations, health care facility, health care management, health care policy, health care quality, health care system, health facilities, health facility administration, health policy, health promotion, health services, health service research, hospital administration, hospital management, leadership, models, organizational, nonbiological model, occupational health, organization, organization and management, organizational change, organizational culture, organizational innovative, organization objective, Personnel management, procedures, program evaluation, qualitative research, qualitative assurance health</td>
</tr>
<tr>
<td>Cluster 3 (Biru)</td>
<td>communication, cooperation, cooperative behavior, demography, group process, in-service training, interpersonal communication, management, motivation, patient care, patient care team, patient satisfaction, practice guidelines, quality of health care, staff, statistics, and numerical</td>
</tr>
<tr>
<td>Cluster 4 (Kuning)</td>
<td>change management, health care planning, hospital patient, information processing, medical error, medical errors, prevention and control, quality improvement, quality management and total quality management</td>
</tr>
<tr>
<td>Cluster 5 (Ungu)</td>
<td>hospital administrator, interprofessional relations, methodology, national health care, psychological aspect, and public relations. Dan Cluster 6 (biru muda): administrative personnel dan medical society</td>
</tr>
</tbody>
</table>
3.4 PORTRAIT OF THE DEVELOPMENT OF STUDIES ON ORGANIZATIONAL CULTURE IN HOSPITAL MANAGEMENT FOR THE 2013-2023 PERIOD

Figure 6

*Portrait of the development of studies on Organizational Culture in Hospital Management for the 2013-2023 Period*

The results of VOSviewer Overlay Visualization software in this image show the trend of article writing themes in Scopus-indexed journals from year to year. The trend of article writing themes related to Organizational Culture in Hospital Management from last year to the last year is marked by purple, blue, Tosca, dark green, light green, and yellow themes. There are several main focuses in this study, including hospital management, quality management, patient safety, and organizational efficiency. This interest reflects an increased awareness of organizational culture issues related to hospital management, patient care, and health policy in hospitals. This shows that the field of Organizational Culture in Hospital Management is becoming increasingly relevant and important for researchers and health practitioners in addressing Organizational Culture issues in hospital management and services. This indicates that the need for deeper research and understanding of Organizational Culture in the context of hospital management continues to increase along with changes and complexities in the healthcare system. This development highlights the importance of ongoing research to address ethical dilemmas emerging in hospital management practice, as well as the need to have knowledge of patient needs and perspectives in the context of sustainable healthcare.
3.5 DIRECTION FOR THE STUDY OF ORGANIZATIONAL CULTURE IN HOSPITAL MANAGEMENT (2013-2023)

The image below is the result of VOSviewer analysis using the density visualization feature, which is one method to identify topics that often arise and have the potential to be further investigated in research on Organizational Culture in Hospital Management. In the following text, density is used to search for and identify relevant information for longer research on the topic of Organizational Culture in Hospital Management. In the concept of using density in VOSviewers, it can be observed that yellow indicates topics that are frequently discussed, while green is a topic that has not received much attention and, therefore, can be a starting point for further research.

Figure 7
Visualization of Organizational Culture Overlay on Hospital Management (2013-2023)

Figure 7 shows the level of saturation of topics colored yellow in the study, which are hospital management, organizational culture, hospital administration, safety management, quality of health care, and health service. These topics have become the main focus of the study of Organizational Culture in Hospital Management. Strong evidence in yellow suggests that these topics have received considerable attention in the academic literature and are widely studied. On the other hand, green represents health care policy, nursing, quality management,
personal management, and organizational innovation. This shows that these topics have not received much attention in the study of Organizational Culture in Hospital Management. The aforementioned green color provides evidence that the area in question is still open for more in-depth future research, offering an opportunity to learn more and deepen understanding of a particular area in the context of Organizational Culture in Hospital Management. By focusing on underexplored areas of the world, researchers have the opportunity to investigate complex dynamics and explore topics that may not yet be fully understood in the academic literature.

4 DISCUSSION

Broadly speaking, every hospital obligation can be fulfilled managerially by implementing organizational culture, hospital ethics, and other health regulations that clearly encourage hospitals to realize their obligations (Nakagawa et al., 2022). The aim is to ensure that hospital obligations are properly met, protect the interests of patients, and ensure compliance with high-quality health care. Therefore, research on organizational culture in hospital management over the past few years has become overwhelming because it is very important to ensure that hospitals uphold the rights of their residents, protect their feelings, and provide high-quality health services. Therefore, this study is needed to explain the extraordinary research trend both from the findings of publications that increase every year, state contributions, and authors related to the theme of Organizational Culture in Hospital Management. Not only that but observing nature and identifying topics of interest for further research are also important aspects of this research. This is needed in an effort to find a common thread related to organizational culture in hospital management. This research will provide a deeper understanding of how the field has evolved over time, who contributes, and where the research focus is headed. Through analysis of existing data and identification of key areas that require further research, research on Organizational Culture in Hospital Management can help focus attention on important areas that need improvement or improvement in healthcare management practices. Therefore, this study explains that it is interesting to see the publication trend every year, where the research theme on Organizational Culture in Hospital Management has increased significantly. Even 2015 marked the year with the highest number of publications in the last 10 years. This shows that Organizational Culture and Management will become increasingly important in the process of building hospital Management. It can also be a warning of complex health issues and the need for ethical work practices that apply organizational culture values in building hospital management.
In the period 2013 to 2023, the publication of Scopus with the topic of Organizational Culture in Hospital Management has experienced quite an increase, as shown in Figure 2. This increase in publications is in line with the increasing awareness of the importance of Organizational Culture in managing hospitals. During this period, which lasted for several years, regulatory changes, technological advancements, and rising patient expectations have made it possible to provide high-quality healthcare while emphasizing the need for structured management practices. Increased interest in hospital management that adheres to a good organizational culture as well. Reflects the healthcare industry’s efforts to maintain integrity, increase public trust, and ensure that services provided meet high ethical standards.

In addition, countries around the world have actively participated in the publication of scientific papers based on Organizational Culture in Hospital Management from 2013 to 2023, which were indexed by Scopus. The study shows that several countries have made significant contributions to this topic. The United States is the only country that has made a real and significant contribution to the publication of research findings in the field of Organizational Culture in Hospital Management. This indicates a growing global interest in managed hospital management with the implementation of a good organizational culture, with developed countries such as the United States maintaining their leadership in the development of knowledge and practice related to this topic. This is reinforced by research from (Richter et al., 2016) entitled “The influence of organizational factors on patient safety: Examining successful handoffs in health care,” which explains that the perception of teamwork across units is the most significant predictor of perceived patient safety success. Perceptions regarding staff and management support for safety were also significantly associated with perceptions of successful handovers of management and clinical staff. For management respondents, perceptions of organizational learning or continuous improvement had a significant positive relationship with perceptions of successful handovers, while these relationships were negative for clinical staff. Perceived openness of communication only has a significant relationship among clinical staff.

In addition, the data shows that Bradley, E.H. is one of the authors who contributed to the publication of research on Organizational Culture in Hospital Management. Bradley, E.H.’s expertise and interest in this field have the potential to make a significant contribution to research conducted by Bradley, E.H., as an expert researcher who has been recognized for explaining various aspects of organizational culture in hospital management. His significant contributions to research publications highlight the importance of advancing understanding and knowledge in this area. As an author, he also reflects the academic community’s recognition of its quality and relevance in producing meaningful research findings in this field, like one of his
studies published in 2023 entitled “Influencing organizational culture to improve hospital performance in the care of patients with acute myocardial infarction: A mixed-methods intervention study” which discusses how hospital organizational culture affects patient outcomes including the mortality rate of patients with acute myocardial infarction; However, little is known about whether and how culture can be positively affected. The results found that investing in strategies to develop an organizational culture that supports high performance can help hospitals in their efforts to improve clinical examination outcomes (Curry et al., 2018).

In addition, it displays a visualization network based on keywords using shared event analysis to identify research directions and popular themes, and it has been shown to help track the progress of research and science programs (Gao et al., 2017). This study featured 6 clusters with different colors. Colors indicate groups, while image labels indicate keywords or terms that appear frequently. Clustering is used to gain insight or a comprehensive picture of a bibliometric network (Liu et al., 2019). Thus, this study found that scientific research publications on the theme of Organizational Culture in Hospital Management from 2013 to 2023 indexed by Scopus have a strong relationship with topics such as the attitude of health personnel, cultural anthropology, culture, doctor-nurse relations, employee, gender, health care, health care personnel. This shows a significant relationship between these topics in the context of research on Organizational Culture in Hospital Management.

In the context of density visualization, Vosviewer can be used to visualize the level of density or various data points studied in a particular field or discipline. This density visualization provides a clearer picture of the research focus, trends, and interconnections between relevant topics or concepts. The more nodes that are colored in the visualization, the more research has been done on the problem or topic in the domain or area of study that is the focus of analysis. On the opposite side, the greener or fewer nodes, the less research has been done on that problem or topic in the domain or field of study being analyzed. Thus, this density visualization helps identify topics or problems that have been widely researched and topics that require more attention or further research. Therefore, this study highlights that topics such as health care policy, nursing, quality management, personal management, and organizational innovation still have a very good opportunity to become research material in the future related to the theme of Organizational Culture in Hospital Management. This is because the topics have strong relevance to the principles of Organizational Culture in the context of Hospital Management. It is hoped that by delving deeper into these topics, more research will be conducted to improve hospital management awareness, discipline, and practices that implement
a good and structured organizational culture, all of which will contribute to the improvement of the quality and progress of the overall health system in hospitals.

This research explains that Organizational Culture in Hospital Management is not only related to administrative and operational aspects but also requires the application of the principles of good and structured organizational culture in all activities and decisions made. This shows that hospital management is influenced not only by operational efficiency but also by the need to prioritize organizational culture when making decisions that affect the welfare of patients, employees, volunteers, and all members of the organization. These principles of Organizational Culture include beliefs, norms, and behaviors recognized and adopted by members of the organization. Organizational Culture in Hospital Management aims to create a safe, supportive, and efficient work environment. A culture that encourages open communication, collaboration between teams, and continuous improvement can help hospitals address complex healthcare challenges.

5 CONCLUSIONS

Organizational Culture Research on Hospital Management in the last ten years has been very dynamic and evolving. With 266 scientific publications from 2013 to 2023 on Organizational Culture in Hospital Management. Attesting to a significant growth in interest and research on this topic. The positive trend in the number of publications reflects a favorable response to the importance of this topic. The United States leads the way as the largest contributor, with 81 documents discussing Organizational Culture in Hospital Management. Author Bradley, E.H., the author who published the most, along with other researchers, contributed consistently with 4 documents. The visualization mapping shows that topics such as the attitude of health personnel, cultural anthropology, culture, doctor-relations, employee, gender, health care, health care personnel are the main focus of Organizational Culture research in Hospital Management, but there are still some topics such as health care policy, nurse, quality management, personal management and organizational innovation that are open for further research. Ongoing research trends reflect the increasing efficiency of strengthening Organizational Culture practices in hospital management, which is expected to contribute to advances in the management of responsive and managed health systems.
REFERENCES


