

The Relationship Between Leadership, Organizational Culture, and Human Capital in Organizations: Bibliometric

Choirul Anam^{1*}, Arief Purwanto², Hanif Rani Iswari³

^{1,2,3}Department of Management, Universitas Widya Gama, Indonesia

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Corresponding Author:

Choirul Anam

(anam.whiteknight@gmail.com)

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ABSTRACT

Leadership, organisational culture, and human capital have important roles in every organisation. The purpose of this study is to reveal the relationship between leadership, organizational culture, and human capital in organisations with a bibliometric. The bibliometric method is used to provide a complete picture of the development of research related to a particular topic so that researchers can understand the topic at a macro level. Bibliometric studies help identify macro research gaps (sub-sub topics that have not been researched, emerging topic trends). The researcher focused on bibliometric analysis: co-authorship with the first author unit of analysis and co-occurrence with the keyword unit of analysis. The findings show that organisational culture variables, although a minority, still exist in the last 15 years to be researched further. On the other hand, human capital and leadership with emphasis on leadership style can be associated with other variables, such as competence, entrepreneurship, information-communication technology. This research also has limitations, namely in the literature sources obtained, increasing there are still few researchers who review leadership, organisational culture, and human capital.

1. INTRODUCTION

Leadership, organisational culture, and human capital are interrelated in organisations. Effective leaders must prioritise the needs of their subordinates as well as their own needs to support organisational culture (Heimann et al., 2020). Organisational culture can be illustrated by the unique behaviours and patterns within an organisation, including interactions between superiors and subordinates or between lines (Farrell, 2018). For example, transformational leadership focuses on innovation and generalised employee development. Meanwhile, transactional leadership emphasises efficiency, promotion of specialist positions (Pasamar, et al., 2019).

Today, a major challenge faced by many organisations is adaptation to the changing nature of work and the work environment (Lubis & Hanum, 2020). In addition, leaders need to navigate the fit and match and culture clashes within organisations (Dhir, 2019). On the other hand, there is a great opportunity for leaders to be able to redesign work, reorganise teams, and reconcile cultures to increase job satisfaction, employee motivation, and organisational performance that is ready to face future challenges (Adler

et al., 2015). Organisational culture plays an important role in achieving organisational goals and the existence of values and norms (Awasthi & Ali, 2018).

The relationship between leadership, organisational culture, and human capital can be influenced by various factors, namely; leadership style in leading the organisation (Lokaj & Sadrija, 2020). In addition, knowledge management practices and building organisational culture itself (Bekic, 2018; Farrell, 2018). Market conditions (Kargas & Varoutas, 2015). The existence of formal and informal knowledge processes through knowledge culture and organisational learning for the development of all components of intellectual capital (Pasamar, et al., 2019).

The results of previous research have gaps. First, there is a lack of disclosure regarding the role of organisational culture, intellectual capital, knowledge sharing environment in shaping organisational performance (Attar et al., 2018). Second, leadership effectiveness and organisational performance are largely ethnocentric, ignoring contextual realities and cultural effects (Jusriadi et al., 2021). Third, there is limited knowledge regarding the impact of different leadership styles on exploitative and explorative learning and human capital development (Zeb et al., 2018). Finally, there is a need for micro mechanisms, such as transformational leadership, organisational culture, innovativeness with intellectual capital in various industries (Pasamar et al., 2019). Based on the description of the above phenomenon, the focus of this paper is to reveal the relationship between leadership, organizational culture, and human capital in organizations with a bibliometric.

2. LITERATURE REVIEW

Leadership

Today, leadership has very diverse definitions. One definition emphasises the relationship between leaders and followers with the aim of achieving common goals (Rosari, 2019). On the other hand, it is defined on skills and abilities that can be developed with inspiring confidence and support in achieving organisational goals (Abdulwahed & Hasna, 2017; Anam et al., 2018). Leadership is also seen as a person's ability to inspire interaction for organisational change (Purdon, 2017).

Human Capital

Human capital is a different concept from human resource management. It can be defined as the knowledge, skills, competencies, and attributes that individuals possess (Assia, et al., 2018). Initially, human capital can be interpreted as investment in workplace education and training to increase individual productivity in the labour market (Bendes, 2015). Human capital can be associated with innovation, knowledge management, research and development and foreign investment (Rezaei et al., 2021).

Organizational Culture

Organisational culture represents the collective behaviours, values, beliefs, and norms within an organisation. Organisational culture includes shared interpretations and meanings attached to superiors and subordinates within the organisation (Osodlo et al., 2021). Organisational culture is also able to act as a guiding framework for decision

making, influencing individual and group behaviour, shaping how to interact and stakeholders (Rahman et al., 2021). Organisational culture plays an important role in achieving organisational goals, maintaining the organisation's vision and mission, and improving organisational performance (Halis & Halis, 2021).

3. RESEARCH METHODS

This research uses qualitative type with bibliometric method. The bibliometric approach is an approach carried out by mapping a large number of articles (hundreds/thousands) on a particular topic, and describing them. Furthermore, it provides a complete picture of the development of research related to a particular topic so that researchers can understand the topic at a macro level. Bibliometric studies help identify macro research gaps (sub-sub topics that have not been researched, emerging topic trends). Produce research that makes a major contribution (high Impact) to subsequent research from a macro perspective (Donthu et al., 2021).

The data source search tool uses Publish or Perish. Publish or Perish is a software that can be used to harvest metadata (not fulltext) of scientific papers in all fields of science for free (Harzing, 2010). Then, the next tool uses VosViewers. Vosviewers is software for creating visualisation of map images based on network data and clustering according to the field of study as data analysis. Firstly, Maps based on text data, Supported . RIS, extracted title & abstract, binary counting method, accuracy, number of terms to be selected. Second, map based on bibliographic data, Supported . RIS, analysis co-authorship type, analysis author unit and full counting method, of borderline authors (van Eck & Waltman, 2022).

Initially, the researchers conducted a data source search with Publish or Perish to find keywords relevant to the topic, namely "Human Capital", "Leadership", "Organizational Culture", "Organizational Performance" sourced from Scopus. Apparently, after searching the source, 27 relevant scientific articles were found that had been published from 2005 to 2022. Furthermore, of the 27 scientific articles that are relevant to be continued in the next process, 22 scientific articles are carried out data analysis using the VosViewers tool to see construct visualisation through co-authorship, citation, bibliographic coupling, and co-citation analysis (Donthu et al., 2021).

Co-authorship analysis in bibliometric analysis can be done with three different types of units of analysis: authors, organisations, and countries. Citation analysis in bibliometric analysis can be done with several different types of units of analysis: documents, sources, authors, organisations, and countries. Bibliographic coupling analysis in bibliometric analysis can be done with several different types of units of analysis, namely documents, sources, authors, organisations, and countries. Co-citation analysis is a method in bibliometric analysis used to evaluate the relationship between sources that are frequently co-cited by scientific publications. This analysis involves identifying references that are co-cited in various publications and calculating the frequency with which these references appear. In this study, we focus on bibliometric analysis: co-authorship with First Author unit of analysis and co-occurrence with keyword unit of analysis.

4. RESULTS AND DISCUSSION

Result Publish or Perish

Table 1. Result Publish or Perish Source Scopus 2005-2022

Publication years	: 2005-2022	Authors/paper	: 1.00
Citation Years	: 18 (2005-2023)	h-index	: 7
Papers	: 27	g-index	: 20
Citations	: 430	hI,norm	: 7
Cites/year	: 23.89	hI,annual	: 0.39
Cites/paper	: 15.93	hA-index	: 4

Source: PoP, 2023

Table 2. Result Papers

Cites	Authors	Year	Source
38	S. Kim	2005	Proceedings of the Annual Hawaii International Conference on System Sciences
4	K.M. White	2006	Nursing Management
0	P. Galagan	2009	T and D
21	J. Mercer	2010	Human Resource Management in Education: Contexts, Themes and Impact
9	M. Kesti	2010	Industrial Management and Data Systems
2	B.J. Halm	2011	International Journal of Training and Development
6	L. Donnet	2012	International Food and Agribusiness Management Review
2	M. Coon	2012	Foundation Review
2	M. Susmita	2013	International Journal of Organizational Diversity
3	P. Subramaniam	2014	World Applied Sciences Journal
122	K. Jiang	2015	Journal of Applied Psychology
2	F.J.P. Pérez	2015	Revista de Estudios Regionales
54	M. Filser	2016	International Journal of Innovation Management
0	J.Z. Mukonoweshuro	2016	Banks and Bank Systems
4	P. López Puig	2017	Revista Cubana de Salud Publica
0	H. Yuan	2018	Ekoloji
120	H. Schroth	2019	California Management Review
6	R. Biloslavo	2019	Knowledge and Process Management
3	B.A. Alneyadi	2019	International Journal on Emerging Technologies
1	T. Rattanapongpinyo	2019	Humanities, Arts and Social Sciences Studies
0	D. Budisusetio	2019	Journal of Entrepreneurship Education
0	Daryono	2019	Espacios
28	F. Rezaei	2021	Advances in Human-Computer Interaction
3	R. Valk	2021	Journal of Global Mobility
0	J. Shimazoe	2021	Journal of Research Administration
0	A.A. Al-Mkhadmeh	2022	Journal of Environmental Management and Tourism
0	S. Vijayalakshmi	2022	2022 2nd International Conference on Advance Computing and Innovative Technologies in Engineering, ICACITE 2022

Source: Primer Data, 2023

Based on Table 1, it shows that data has been obtained in the form of data source search results from Publish or Perish. Then, in Table 2, it is known that there are 27 scientific article data that have been prepared for analysis on the Vosviewers tool to be able to see the visualisation of co-authorship and co-occurrence as discussed in the next sub.

Result Co-authorship

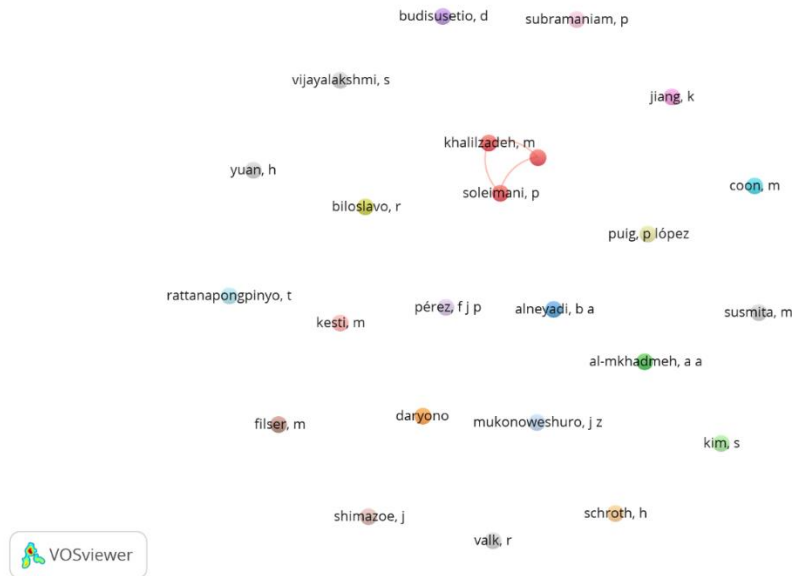


Figure 1. Visualisation of Author Fractions

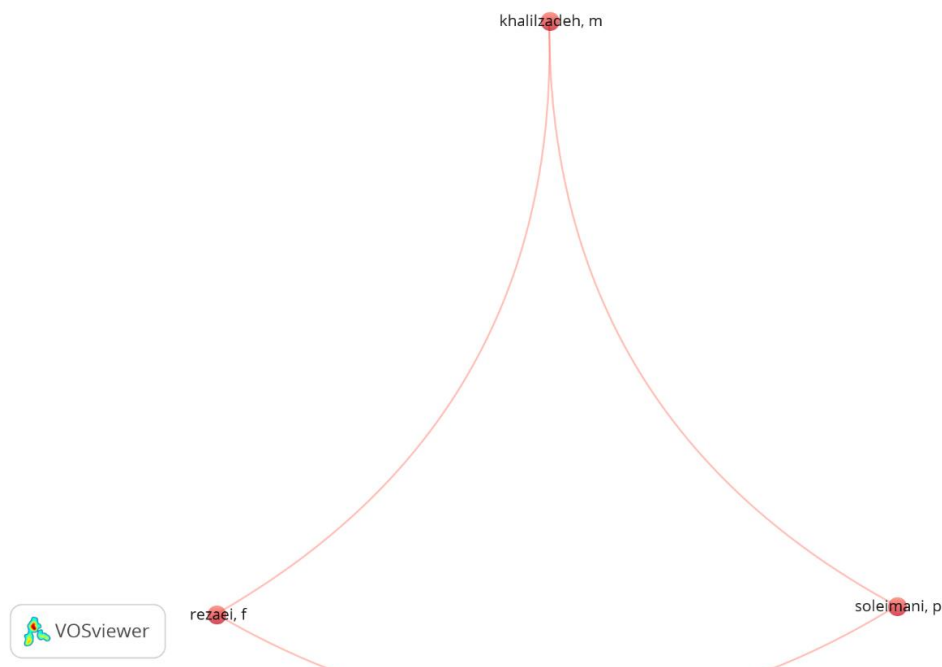


Figure 2. Visualization of Author to Topic Linkage

Shown in Figure 1 visualises the fragments between authors in examining the relationship between leadership, organisational culture, and human capital. On the other hand, Figure 2 shows the interconnectedness of the topics reviewed in Khalilzadeh; Rezaei; Soleimani.

Result Co-accurence

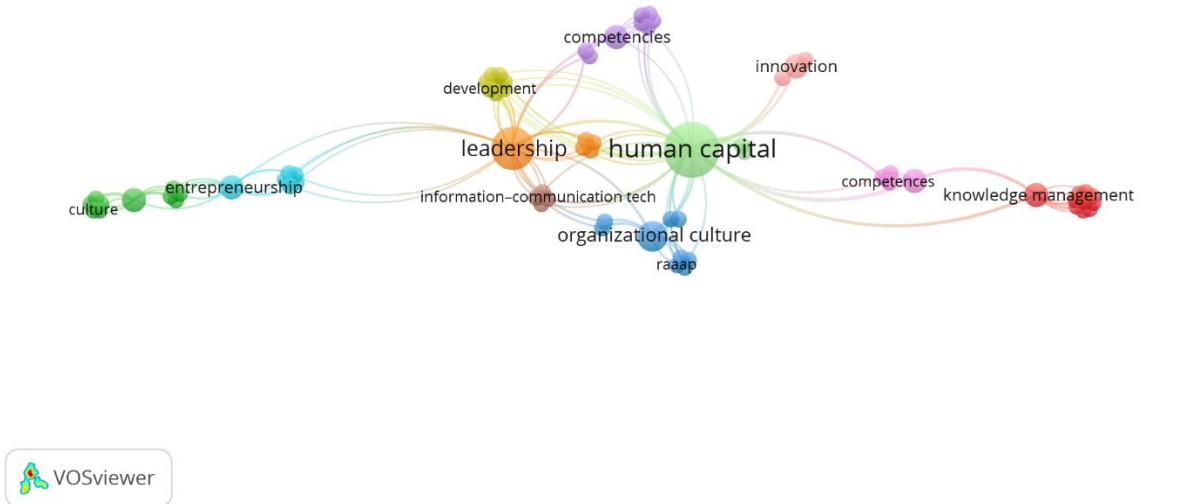


Figure 3. Visualisation of Networking Relationships between Variables

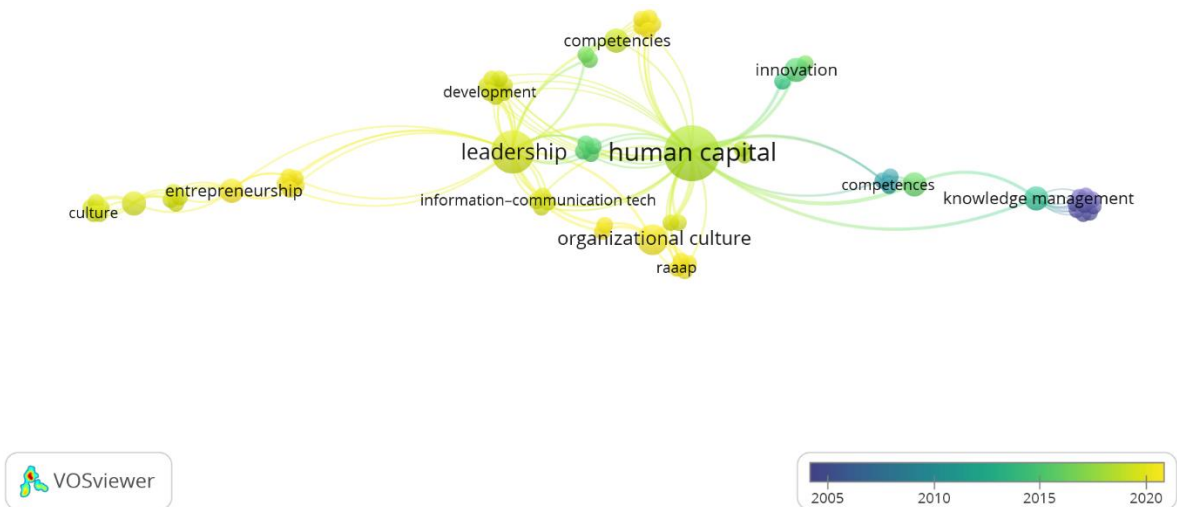


Figure 4. Visualisation of Overlay Relationship between Variables

Based on Figure 3, it shows the visualisation of the relationship between variables, especially the most dominant ones are human capital and leadership that can be related to various variables. However, organisational culture is a scope that is still little researched. This is also supported by Figure 4 which shows that organisational culture, still exists in research in the last 15 years and is a research trend in the future. Followed by other variables, such as: competence, entrepreneurship, information-communication technology and others that are visualised in Figure 4.

Discussion

Based on the visualisation results of Figure 3 and Figure 4, it shows that leadership has been widely researched which mostly reviews leadership styles such as Mukonoweshuro (2016) revealing that servant leadership can improve managerial performance in the banking sector in Zimbabwe. Chin et al. (2016) found that empowering can be formed if every company has diversity leadership. In addition, human capital has a wide range, considering that many researchers have reviewed this variable in research using both quantitative and qualitative methods (Budisusetio, 2019; Coon, 2012; Rattanapongpinyo, 2019; Shimazoe, 2021; Valk, 2021). On the other hand, human capital can be a mediating variable (Rezaei et al., 2021). Meanwhile, organisational culture, when viewed from its relationship, is able to become a moderating variable (Alneyadi, 2019).

5. CONCLUSION

Based on bibliometric results, it shows that organisational culture variables, although a minority, still exist in the last 15 years for further research. On the other hand, human capital and leadership can be associated with other variables as visualised in Figure 4. As a result of these findings, it is suggested that leaders and employees should place importance on the supportive alignment of organisational culture and effective leadership. Concrete efforts are needed in developing leaders who are competent in implementing leadership styles that are in accordance with the desired cultural values, so as to optimise the utilisation of human capital. On the other hand, future research can carry out research with different methods to explore other factors that can be sustainable with the relationship between these variables, such as technological developments and digitalisation, as well as external factors.

This study has several limitations, including limitations on the literature sources obtained. Furthermore, the research focus was limited to the variables of leadership, organisational culture, and human capital. This limitation can be an initial step to conduct further research to comprehensively examine and explore the relationship between leadership, organisational culture, and human capital in an organisational context.

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