



A SYSTEMATIC LITERATURE REVIEW OF ORGANIZATIONAL CULTURE, CREATIVITY, AND INNOVATION: A BIBLIOMETRIC AND THEORY DEVELOPMENT, CONTEXT, CHARACTERISTICS, AND METHODOLOGY FRAMEWORK ANALYSIS

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Abstract. In the last three decades, organizational culture, creativity, innovation, and their relation have taken the interest of scholars; a growing body of knowledge is gathering around organizational creativity and innovation performance. The purpose of this paper is to present the main findings from a systematic review of 140 papers directly related to organizational culture, creativity, and innovation performance, conducted through a bibliometric approach using VOSviewer. Additionally, a theory–context–characteristics–methodology approach was used to identify potential research gaps and suggest future research in these areas. This work highlights the scope for future directions, which could be very important to deepen further the research work by offering multidisciplinary research, combined research methodology and eventually raising the need to explore new theories arising from the further understanding of the mentioned fields. A comprehensive literature search was performed from reputable databases and publishers, such as *Emerald Group Publishing, Elsevier, Taylor & Francis, JSTOR, Springer Publishing, Wiley, Sage Publishing, Scopus, Web of Science, EBSCO Information Services*, covering a time span of 40 years (from year 1983 to 2023). The keywords *organizational culture, organizational creativity, innovation performance*, the synonyms, and their combinations using or/and were adopted. An extensive list of articles was generated from this process. Only articles with more than 100 citations were retained for further consideration, implied as a qualitative criterion. To ensure the relevance of the selected literature, the titles and abstracts of the identified articles were initially reviewed manually. Articles that lacked essential data or were unrelated to the primary research focus were excluded. Based on these criteria, 167 articles were selected. Following a full-text review, a final set of 140 articles was included for detailed analysis. Bibliometric analysis was used to define the time span evolution of research, co-occurrence of keywords, top authors contributing in these fields, industries involved in these studies and typology of research performed. Using the theory–context–characteristics–methodology framework, the authors examined the literature across dimensions of theory, context, characteristics, and methodology to propose future research avenues on organizational culture and its influence on innovation, mediated by creativity. The findings based on the theory–context–characteristics–methodology framework provide a focused review of existing research on the antecedents, mediating mechanisms, and moderating factors of innovation. Organizational culture as independent variable appears to influence productivity and innovation, innovativeness, innovation and performance, product innovation, creativity and innovation, innovation and innovative culture. There is a good potential for theoretical and methodological extension since the research area covers three important concepts: 1) organizational culture; 2) innovation; and 3) creativity. This research contributes to management discipline by providing theoretical, contextual, and methodological insights into the disciplines of organizational culture, creativity, and innovation by using theory–context–characteristics–methodology framework. No prior studies in these areas have utilized theory–context–characteristics–methodology; existing publications primarily feature bibliometric analyses. Moreover, research on organizational culture, creativity, and innovation in the Western Balkans is still limited, pointing to a clear need for further studies. Expanding research in these areas will provide valuable insights into regional challenges and opportunities and add to the existing literature.

Keywords: bibliometric analysis, creativity, innovation, organizational culture, systematic review, theory–context–characteristics–methodology framework.

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1. Introduction

Organizations face constant pressure to remain competitive and innovate because of the rapid changes in the business environment. Creativity and innovation are no longer desirable traits of the organization but rather essential components to be successful. Organizational culture and especially innovative culture play an important role on organizational creativity and innovation performance of the organization. Organizational culture helps by creating an environment where creativity and innovation can thrive. By nurturing the shared values, beliefs, and norms that influence how employees behave, communicate and feel inside the organization, organizational culture among other factors influences how the organization performs in terms of innovation. Other factors include but are not limited to business size, organizational complexity, information technologies, organizational design, strategy, leadership, human resource practices, market orientation, organizational climate and culture (Damanpour, 1996).

Previous studies have studied the significant influence of organizational culture on fostering innovation within companies (Ahmed, 1998; Jassawalla & Sashittal, 2002; Detert et al., 2000; Hogan & Coote, 2014; Hunter et al., 2007; Jaskyte & Dressler, 2005; Martins et al., 2004; Martins & Terblanche, 2003; McLean, 2005; Tellis et al., 2009; Büschgens et al., 2013; Škerlavaj et al., 2010; Lau & Ngo, 2004). Innovation is typically described as the introduction or adoption of novel ideas or behaviours within an organizational setting. Key contributors to the understanding of innovation's antecedents, features, and effects include many authors (Hurley & Hult, 1998; Gatignon et al., 2002; Wang & Ahmed, 2004; Wang & Rafiq, 2014; Dobni, 2008; Deshpandé & Farley, 2004; Naqshbandi & Jasimuddin, 2022; Azeem et al., 2021). Although creativity is widely recognized as the initial step toward innovation, its effective realization depends on other organizational elements. Researchers such as Ekvall (1996), Tesluk et al. (1997), Oldham and Cummings (1996), Hunter et al. (2007), Zhou and George (2001), and Klijn and Tomic (2010) highlight that creativity thrives best in environments that provide support, autonomy, and intrinsic motivation. Their research highlights the importance of a culture that embraces risk-taking, challenging work, and constructive feedback, all of which are essential for enhancing creativity and driving innovation. Various authors have discussed the innovation culture as a subculture that fosters innovation and creativity while enabling organizations to effectively respond to market demands (Škerlavaj et al., 2010; Dobni, 2008; Martins & Terblanche, 2003; Schneider et al., 1996; Tesluk et al., 1997; Tushman & Nadler, 1986; Naranjo-Valencia & Calderon-Hernández, 2018).

This study seeks to enrich management literature by exploring the important connections between organizational culture, creativity, and innovation. It introduces a distinctive methodological blend – merging the theory–context–characteristics–methodology (TCCM) framework with bibliometric analysis – to offer a more holistic understanding of these interrelated domains. This integrated approach marks a novel contribution to the field, bridging theoretical depth with empirical mapping. Using a bibliometric approach through *VOSviewer* by analyzing 169 articles, the authors define the evolution of research within a 40-year time span, the co-occurrence of keywords, top contributing authors, the industries involved in these studies, and the typology of research performed in organizational culture, innovation, and creativity.

Other review papers have only used a bibliometric approach to study organizational culture and innovation (Sikandar et al., 2024; Bogale & Debela, 2024).

The primary aim of this research paper is to examine the relationships between organizational culture, creativity, and innovation, and to identify key theoretical, contextual, characteristic, and methodological gaps in existing literature. Despite extensive studies on organizational culture, creativity, and innovation, there remains a lack of a systematic and integrated way to explain how these variables interact. Existing research has primarily focused on individual aspects of innovation and creativity, but there is no unified approach that integrates theoretical models, empirical findings, and methodological advancements that integrate together all three concepts. By using bibliometric and TCCM framework analyses to address this research problem, authors of this paper seek to map the evolution of research, identify knowledge gaps, and modestly propose future directions for studying the complex relationship between organizational culture, creativity, and innovation.

This review seeks to answer the following research questions: what are the dominant theories that explain the relationship between organizational culture, creativity, and innovation? What research methodologies have been employed by different authors in studying this relationship? In what contexts – industries, geographical regions, and organizational settings – have these studies been conducted? Additionally, what are the key antecedents, mediators, and moderators that shape the impact of organizational culture on creativity and innovation, and how have researchers explored these dynamics?

This study aims to achieve the following objectives: 1) conduct a systematic literature review of related research on organizational culture, creativity, and innovation; 2) identify the geographical and industry-specific contexts where other studies have been performed; 3) study the research methodologies used and highlight the most influential authors in the field; and, finally, 4) present existing research gaps and articulate a forward-looking research agenda to advance the understanding of organizational culture's role in supporting creativity and innovation.

To achieve these objectives, this review is structured into six sections. Section 2 outlines the methodology used for the systematic literature review. Section 3 presents key findings from the literature on organizational culture, innovation, and creativity. Sections 4–5 detail the study's findings based on bibliometric analysis and the TCCM framework. Section 6 proposes a future research agenda for organizational culture, creativity, and innovation, while section 7 concludes with conclusions and final considerations.

2. Research methodology

Researchers have used various methods to conduct literature reviews, including quantitative, qualitative, and mixed-method approaches. This systematic literature review adopts a dual-method approach, integrating bibliometric analysis and the TCCM framework to ensure both breadth and rigor in examining the research literature. The bibliometric analysis was designed to identify influential contributions and structural patterns in the literature, while the TCCM framework provided a theoretical lens for gap identification and future agenda development. This dual approach allowed both a macro and micro level understanding of the fields.

Previous research has utilized bibliometric analysis to examine organizational culture and innovation (Liu et al., 2015; Sun & Grimes, 2016; Sikandar et al., 2024; Bogale & Debela, 2024). In this study, bibliometric analysis was applied to examine the time span evolution of research, analyze keyword co-occurrence patterns, identify leading contributors in the field, explore industry-specific research trends, and classify the typology of studies conducted.

A wide range of software tools is available for conducting bibliometric analysis (Persson et al., 2009; Mählck & Persson, 2000; van Eck & Waltman, 2023). Authors decided to use *VOSviewer* as an effective method to conduct bibliometric analyses. *VOSviewer* is a software tool designed to generate, visualize, and analyze bibliometric networks, including authors, journals, institutions, and individual publications. It enables the visualization of these networks at scales and speeds that are not feasible with manual methods or traditional software. As noted by some authors (Moral-Muñoz et al., 2020), *VOSviewer* is one of the best options for performing a science mapping analysis. Based on these factors, and taking into account recommendations from previous studies and the accuracy it provides, the authors selected this method for bibliometric analysis.

The TCCM framework methodology, employed as the second approach in this study, eased the identification of research gaps across four key dimensions: 1) theory development; 2) context; 3) characteristics; and 4) methods (Paul & Rosado-Serrano, 2019). This framework serves as a good instrument for analyzing the relevant literature: it helps identify the theories underpinning the research (theory), understand the geographical and consumer-specific contexts in which the studies are conducted (context), unravel different constructs and their interrelationships (characteristics), and distinguish between quantitative and qualitative research methods employed (methodology) (Paul & Rosado-Serrano, 2019).

Other researchers have applied the TCCM framework to conduct systematic literature reviews and outline future research agendas in various fields of research, including marketing studies (Billore & Anisimova, 2021; Redine et al., 2023), international competitiveness (Buitrago & Barbosa Camargo, 2021), social marketing (Singh & Dhir, 2019), and responsiveness research (Sharma et al., 2020). Given this methodology's effectiveness in these other domains, authors decided to adopt it for this study in the management discipline. This research represents, to the authors' knowledge, the first application of the TCCM framework to systematically examine gaps in organizational culture, creativity, and innovation. Furthermore, this study integrates both bibliometric analysis and the TCCM framework, providing a more comprehensive examination of the relationship between these variables.

To obtain the most relevant articles in the fields of organizational culture, creativity, and innovation, a search containing the keywords *organizational culture and innovation, innovation culture, creativity and innovation* in title, abstract, and keywords was performed based on reputable databases and publishers, such as *Emerald Group Publishing, Elsevier, Taylor & Francis, JSTOR, Springer Publishing, Wiley, Sage Publishing, Scopus, Web of Science, EBSCO Information Services*. Only peer-reviewed journal articles published between 1983 and 2023 were considered. The initial search generated an extensive list of articles, which were screened in multiple stages. To ensure academic impact, the first stage consisted in selecting only those articles that were published in English language, allowed full text accessibility, and had one hundred or more citations as indexed by *Scopus* and *Web of Science*. Additionally, studies

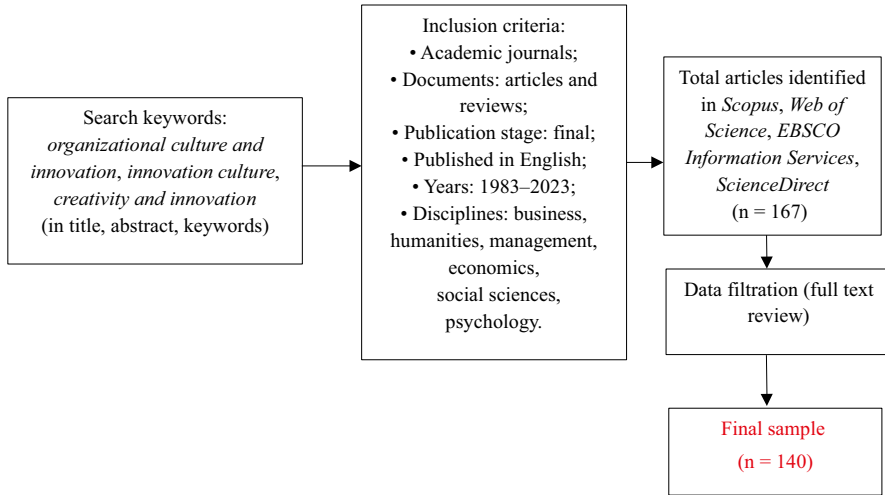


Figure 1. Research methodology (source: created by authors)

were only included if they had accessible full texts, clearly reported methodologies, and had a primary focus on organizational culture, creativity, or innovation within organizational settings. On the second stage, titles and abstracts of the identified articles were initially reviewed manually. Those studies that lacked the methodological transparency or conceptual alignment with the focus of our research, were excluded at this stage. Based on these criteria, 167 articles were finally selected based on above-mentioned sources, covering the period 1983–2023. The third stage followed a full-text review of selected articles, at the end of this phase 140 articles were found to be precisely in the fields mentioned and adequate for detailed analysis. As the study was conducted in the first half of 2024, articles from that year were not included in the analysis. Although this approach may have resulted in the exclusion of certain recent developments, it provides a foundation for meaningful comparisons in future research. Figure 1 presents a schematic view of the research and selection process of the articles, adapted to follow best practices for this process.

This study did not involve primary data collection from human subjects; however, ethical research practices were observed in terms of data use and attribution. All articles analyzed were retrieved from legally licensed databases and open-access sources. Citation and authorship were properly acknowledged following academic integrity standards. The research protocol followed a three-stage process: 1) article identification using keyword searches across ten academic databases; 2) screening for relevance, language, and citation impact; and 3) full-text analysis of selected works. Data extraction focused on key bibliometric indicators, thematic content, and methodological features. The TCCM framework was then used to analyze theoretical and methodological gaps across the selected literature.

Notably, different researchers have approached these concepts from varying perspectives. As a result, the bibliographic analysis revealed that organizational culture, creativity, and innovation were often examined alongside related concepts such as organizational climate, innovative climate, and creative climate. While the findings on organizational climate are noteworthy, this concept was outside the scope of our research; as such it was excluded

from the discussion. Organizational climate is a different concept in the literature; thus, other studies related only to this concept can be developed in the future.

To structure the review, the selected papers were categorized based on their primary focus – organizational culture, creativity, or innovation – and key findings from each study were highlighted. In the next section, a detailed examination of the key literature on these three topics is provided.

3. Key findings from the literature review and theoretical framework

In the following sections, main findings on innovation, organizational culture, innovative culture, and creativity, as well as their relationship in the publications within the timeframe 1983–2023, are exposed. The authors first read the mentioned articles and generated the main findings on the literature review. Secondly, they used *VOSviewer* to explore the relationships between the keywords and highlight the most important findings related to the three variables. Lastly, they explored the research gaps using the TCCM framework.

To examine the relationship between organizational culture, innovation, and creativity, the authors have identified the most suitable theoretical frameworks that effectively integrate these concepts: the dynamic capabilities framework (DCF) and the resource-based view (RBV) theory.

The DCF focuses on an organization's ability to adapt, integrate, and reconfigure internal and external resources to respond to environmental changes (Teece et al., 1997). Organizational culture plays an important role in this regard, as it shapes how employees collaborate, share knowledge, and embrace change, thus enabling the development of dynamic capabilities for innovation.

RBV theory suggests that resources that are valuable, rare, inimitable, and non-substitutable can provide a competitive advantage (Barney, 1991). According to the work of the same author, organizational culture is often considered a strategic resource that shapes behaviours, decision-making, and overall organizational effectiveness, contributing to sustained competitive advantage (Barney, 1986). A strong, innovation-oriented culture can foster creativity and resource utilization for innovation.

The competing values framework (CVF) is also the most important contribution to management theory because it can identify which cultural archetypes (*e.g.*, clan, adhocracy, hierarchy, and market) can influence innovation (Cameron & Quinn, 2006). This framework provides a comprehensive basis for understanding how different cultural orientations influence creativity and innovation.

The organizational innovation literature adopts also an integrated perspective that combines both economic-based and behavioural-based theories (Damanpour, 2020). One such perspective is the cultural perspective of innovation, which is grounded in the CVF (Cameron & Quinn, 2006). According to various authors, the clan, hierarchy, market, and adhocracy cultures – each representing distinct values within an organization – can either support or impede innovation (Naranjo Valencia et al., 2010; Naranjo-Valencia et al., 2017; Büschgens et al., 2013).

Innovation is important for organizations as it serves as an element for sustaining competitive advantages and enabling growth. By embracing innovation, organizations can adapt to market changes, meet evolving customer needs, and improve their performance (Fernandes Rodrigues Alves et al., 2018). Ferreira et al. (2020) suggest that creativity and innovation

together contribute to the creation of a firm's positive position in the market. The synergy between creativity and organizational culture, especially innovative culture, is vital for fostering innovation. While individual and organizational creativity initiates the ideation of new perspectives, a supportive culture ensures that these ideas are supported, developed, and implemented effectively (Agbor, 2008).

The following subsections (3.1, 3.2, and 3.3) present the key findings in the literature related to innovation, organizational culture, innovative culture, and creativity, based on a traditional literature review guided by these key terms. Section 4 outlines the results of the bibliometric analysis conducted using the visualization of similarities method, while section 5 presents the literature findings and gaps structured using the TCCM framework.

3.1. Innovation

Innovation is commonly defined as the implementation of ideas or practices that are new to the organization, adopting them, related to systems, policies, programmes, devices, processes, products, or services. According to some authors (Amabile et al., 1996), innovation refers to the effective application of creative ideas within organizational settings.

There are various categorizations of innovation. Schumpeter (2004) was the first author to write about innovation. He categorized innovation into new products, new production methods (the adoption of production methods that are new within the industries and economic activities where they are used), new sources of supply (use of new sources of raw materials), exploration of new markets (opening new markets), new ways of organizing businesses (the introduction of new forms of competition that result in structural changes within the industries where they are applied).

Early studies, such as Tushman and Nadler (1986) and Damanpour (1996), also classified innovation into various types, including product, process, technical, and administrative. Damanpour (2020) distinguishes between radical innovation, when innovation results in fundamental transformations of organizational activities, and incremental innovation, when innovations result in a smaller degree of novelty. He categorizes innovation into two technical types: 1) product, service, and technologies; and 2) administrative innovations (new policies, procedures, and forms of organizing). These studies laid the foundation for understanding how organizations manage innovation.

According to the Organisation for Economic Co-Operation and Development and Statistical Office of the European Communities (2005), as outlined in the *Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data*, innovation can be classified into four main types: 1) product; 2) process; 3) organizational; and 4) marketing innovation.

By the late 1990s and early 2000s, some researchers (Hurley & Hult, 1998; Gatignon et al., 2002) began emphasizing the capacity to innovate and the characteristics of innovation, such as product complexity and the locus of innovation. This period also saw increasing interest in the strategic and market dimensions of innovation, as reflected in Wang and Ahmed's (2004) study, who highlighted various forms of innovativeness beyond just product development. Wang and Rafiq (2014) explored how organizations balance exploration and exploitation, integrating both radical and incremental innovation for sustainable competitive advantage.

Similarly, Dobni (2008) emphasized the infrastructure and implementation of innovation, while Deshpandé and Farley (2004) highlighted the importance of market positioning of a firm.

Firms are increasingly competing to bring innovation to the market, as numerous scholars, including Damanpour (1996), consider innovation a key factor for success. Innovation is influenced by various factors, which can be categorized into individual, organizational, and environmental factors (Damanpour, 1996). Among these, organizational factors are considered the most significant in shaping innovation (Damanpour, 1996). According to Bates and Khasawneh (2005), key organizational factors that impact innovation include culture, climate, leadership, management practices, information acquisition, as well as organizational structures, systems, and the broader environment. Additionally, the literature identifies other factors that influence innovation, such as business size, organizational complexity, information technology, strategy, human resource practices, and market orientation, alongside organizational climate and culture (Damanpour, 1996). More recent meta-analysis finds innovation positively related to organizational size, knowledge management, organizational learning, firms' overall performance, and financial performance (Khosravi et al., 2019).

By reviewing the selected articles that met the criteria of number of citations, additional perspectives on the types and characteristics of innovation were identified and summarized in Table 1.

Table 1. Innovation types/measures/characteristics (source: created by authors)

Sources	Innovation types/measures/characteristics
Naqshbandi and Jasimuddin, 2022	Inbound open innovation, outbound open innovation.
Azeem et al., 2021	New ideas, new methods, acceptance of innovation, innovation support.
Wang and Rafiq, 2014	Ambidextrous organizational culture (organizational diversity and shared vision), contextual ambidexterity (competence exploration, competence exploitation), new product innovation outcomes (radical product innovation, incremental product innovation, speed to market).
Dobni, 2008	Innovation intention, innovation infrastructure, innovation influence, innovation implementation.
Prajogo and Ahmed, 2006	Product and process innovation.
Deshpandé and Farley, 2004	Being first to market, avoiding late entry and stable markets, being at cutting edge of technology, no entry in declining markets.
Jaskyte and Dressler, 2004	Administrative innovations, technological product innovations, technological process innovations.
Wang and Ahmed, 2004	Product innovativeness, market innovativeness, process innovativeness, behavioural innovativeness, strategic innovativeness.
Gatignon et al., 2002	Product complexity, the locus of innovation in product hierarchy, types of innovation, innovation characteristics (radical or incremental).
Hurley and Hult, 1998	Innovativeness and the capacity to innovate.
Damanpour, 1996	Technical, product, process, radical, incremental, administrative.
Tushman and Nadler, 1986	Product innovation is incremental, synthetic (a combination of both) and discontinues (radical).

Organizational culture is widely recognized as a critical factor influencing innovation, as implicated by various researchers, including Ahmed (1998), Jassawalla and Sashittal (2002), Detert et al. (2000), Hogan and Coote (2014), Hunter et al. (2007), Jaskyte and Dressler (2005), Martins et al. (2004), Martins and Terblanche (2003), McLean (2005), Tellis et al. (2009), Büschgens, et al. (2013), Škerlavaj et al. (2010), and and Ngo (2004). In the following subsection, we will focus on the most significant studies in the organizational culture discipline and the role organizational culture plays on innovation.

3.2. Organizational culture

Different authors have an important contribution in regards of organizational culture and its dimensions (Cameron & Quinn, 2006; Hofstede, 1991; Hofstede et al., 2010; Schein, 2010; Detert et al., 2000; Denison & Mishra, 1995; Denison & Spreitzer, 1991; O'Reilly et al., 1991; van Muijen et al., 1999). Besides the classical model with three levels of organizational culture proposed by Schein (1983), Hofstede's (1991) model, created to explain national culture, has been adapted to organizational contexts to better understand how cultural dimensions influence workplace behaviour. The clan, adhocracy, market, and hierarchy types of organizational culture were proposed by Cameron and Quinn (2006) in their CVF, with each type having different implications for creativity and innovation. Authors argue that adhocracy culture promotes creative thinking and innovative solutions better than the other types through flexibility, adaptability, and focus on innovation (Cameron & Quinn, 2006). Adhocratic culture is supported by empirical studies of Naranjo-Valencia et al. (2010, 2017) to be a driver for developing new products and services and an enhancer of radical innovation. Denison and Mishra (1995) propose the involvement, consistency, adaptability, and mission as four cultural traits to use for organizational culture classification. They also point out that some traits of culture may predict the performance and effectiveness of a company. The eight groups of cultural characteristics proposed by Detert et al. (2000), *i.e.*, the basis of truth and rationality in organizations; the nature of time and time horizon; motivation; stability *versus* change/innovation; orientation to work, tasks, and coworkers; isolation *versus* collaboration; control, coordination, and responsibility; orientation and focus/internal or external came as a conclusive study of previous authors.

3.3. Innovation culture

The importance that organizational culture has in the firm's innovation is argued by many authors (Ahmed, 1998; Jassawalla & Sashittal, 2002; Detert et al., 2000; Hogan & Coote, 2014; Hunter et al., 2007; Jaskyte & Dressler, 2005; Martins et al., 2004; Martins & Terblanche, 2003; McLean, 2005; Tellis et al., 2009; Büschgens et al., 2013; Škerlavaj et al., 2010; Lau & Ngo, 2004). Innovation culture, a subculture that fosters innovation and creativity as an effective response to the demands of the market, is emphasized by many authors (Dobni, 2008; Martins & Terblanche, 2003; Schneider et al., 1996; Tesluk et al., 1997; Tushman & Nadler, 1986; Naranjo-Valencia & Calderon-Hernández, 2018). Cultivating an innovation culture is a prerequisite for organizations seeking to enhance their innovative capabilities. In the following subsection, the most cited definitions, determinants, and interconnections of innovation culture are presented.

Different authors have proposed various measures for innovation culture, with some focusing on distinct dimensions while others share similarities. Martins and Terblanche (2003) proposed a model with five key dimensions for measuring innovation culture: 1) structure; 2) strategy; 3) support mechanisms; 4) behavioural patterns; and 5) communication. In their subsequent study, they further explain that values, norms, and beliefs that play a crucial role in creativity and innovation, can either foster or hinder them, by shaping individual and group behaviour (Martins et al., 2004). Tidd and Bessant (2021) incorporate key dimensions such as freedom/tolerance, risk orientation, growth/development, internal and external confidence, external perspective, clear objectives, and teamwork infrastructure. McLaughlin et al. (2008) identify five key organizational culture values that support radical innovation: 1) growth and development; 2) external confidence; 3) freedom and latitude; 4) risk-taking attitude; and 5) internal confidence. Tesluk et al. (1997) and Schneider et al. (1996) highlight the importance of goals, rewards and work dynamics in fostering innovation, while Tushman and Nadler (1986) stress the significance of core values, norms, problem-solving practices and effective conflict resolution in building an innovation-oriented culture.

On the other hand, various authors highlight similar cultural attributes that support innovation. Risk-taking is frequently cited as a key factor by McLaughlin et al. (2008), Tidd and Bessant (2021), Jaskyte and Dressler (2005), Tellis et al. (2009), and Hogan and Coote (2014). Additionally, communication is recognized as an important determinant for fostering innovation and facilitating idea-sharing among organizational members, as emphasized by Martins and Terblanche (2003), Hogan and Coote (2014), and Tushman and Nadler (1986).

Different authors argue that rewards have an important part in enhancing innovation by encouraging the generation of new ideas and increasing employability in the market (Tesluk et al., 1997; Dobni, 2008; Tellis et al., 2009; Schneider et al., 1996; Hogan & Coote, 2014; Tushman & Nadler, 1986).

Market orientation, which emphasizes identifying consumer needs as a strategic focus to develop new products, is another key feature that has been highlighted (Dobni, 2008; McLaughlin et al., 2008; Tidd & Bessant, 2021).

Additionally, organizational support for innovation is a critical factor that fosters innovation, as highlighted by numerous researchers (Martins & Terblanche, 2003; Dobni, 2008; Tidd & Bessant, 2021; Tesluk et al., 1997; Schneider et al., 1996).

Many authors, including Tidd and Bessant (2021) and Dobni (2008), agree that organizational flexibility, autonomy, and freedom are key factors in allowing individuals to explore creative solutions without constraints.

A shared emphasis on employee empowerment and responsibility can be found across several studies. Hogan and Coote (2014), Tesluk et al. (1997), and McLaughlin et al. (2008) emphasize that when employees are given ownership over their work, along with clear goals and the means to achieve them, they are more likely to contribute innovative ideas. In the same direction, West and Sacramento's (2023) model focusing on team-level innovative culture emphasizes vision, task orientation, and employees' participation in decision-making.

Table 2 summarizes the key determinants of an innovative culture, highlighting the dimensions most frequently used by the most cited researchers to measure it.

Table 2. Determinants of innovative culture (source: created by authors)

Sources	Innovation culture determinants
West and Sacramento, 2023	Vision, participative safety, task orientation, support for innovation, participation in decision-making, conflict management and minority dissent, team reflexivity.
Hogan and Coote, 2014	Success, openness and flexibility, internal communication, competence and professionalism, inter-functional cooperation, responsibility of employees, appreciation of employees, risk-taking.
Tellis et al., 2009	Future orientation, tolerance for risk, willingness to cannibalize assets, product champions, incentives, internal markets.
Tidd and Bessant, 2021	Freedom/tolerance, risk orientation, growth/development, internal and external confidence, external perspective, clear objectives, teamwork infrastructure.
Dobni, 2008	Innovative intention, infrastructure to support innovation, market orientation, a setting conducive to innovation.
McLaughlin et al., 2008	Values (growth/development, external confidence, freedom/latitude, attitude to risk, internal confidence) and instruments (clear objectives, company infrastructure, external perspective, team constitution).
Jaskyte and Dressler, 2005	Innovativeness, willingness to experiment, quick to take advantage of opportunities, risk taking.
Martins and Terblanche, 2003	Structure, strategy, support mechanisms, behavioural patterns, communication.
Tesluk et al., 1997	Goal emphasis, means emphasis, rewards orientation, task support, socio-emotional support.
Schneider et al., 1996	The nature of personal relationships, the nature of hierarchy, the nature of work, the focus of support and rewards.
Tushman and Nadler, 1986	Core values, norms, rewarding risks, communication networks, critical roles, conflict resolution, problem-solving practices.

3.4. Creativity

Some authors (Amabile et al., 1996) describe creativity as the generation of original and valuable ideas across domains, while innovation refers to the effective application of these ideas within an organizational context. There is actually a need to distinguish between creativity and innovation, as sometimes they are used interchangeably. Creativity is, in fact, a prerequisite for innovation to happen. Individuals can be creative in different areas, but the organization initially must create an environment that can trigger employees' creativity.

Most authors within the examined time span (1983–2023) approach creativity from an organizational-level approach, focusing on a company's ability to cultivate an environment that fosters creativity (Amabile et al., 1996; Ekvall, 1996; Tesluk et al., 1997). These authors have developed an instrument to measure creativity at the organizational level. Ekvall's (1996) dimensions to measure creativity include challenge, freedom, idea support, trust/openness, dynamism, playfulness/humour, debates, conflicts, risk taking, and idea time. Other researchers have used his instrument to evaluate the organizational climate for creativity. For instance, some authors (Olsson et al., 2019) utilize Ekvall's (1996) instrument to measure creativity in the retail sector. Their findings indicate that, while retail organizations still struggle to

integrate innovation at a strategic level, they demonstrate a positive capacity for innovation across various aspects of their business operations.

The most influential research in the field of creativity, with 10 381 citations, is the study from some authors (Amabile et al., 1996). The authors conducted extensive studies across various fields and industries to validate the KEYS instrument (assessing the culture for creativity), which remains the most widely used tool for measuring creativity in organizations. Many other researchers, including Mostafa and El-Masry (2008), have utilized the KEYS instrument to measure creativity in both service and manufacturing firms. Additionally, some authors validated the KEYS instrument across various industries, including information technology (Amabile & Conti, 1999) and mixed industries (Amabile et al., 1996). They also conducted a conceptual review (Amabile, 1998) and consolidated the complete model (Amabile & Pratt, 2016), analyzing all the factors that impact creativity at work, such as clear organizational goals, value placed on innovation, support for risk taking and exploration, resources in the task domain (sufficient resources, sufficient time), skills in innovation management (clear project goals, autonomy, mechanisms for generating new ideas, participative decision making, constructive feedback on new ideas, work assignments matched to skills and interest, generous reward and recognition for creative efforts, collaboration and coordination between groups, help with the work, learning from problems, and open idea flow).

On the other hand, Oldham and Cummings (1996) examine creativity not only on the organizational level, factors such as job complexity, supportive supervision, and controlling supervision, but also focus on the individual level, focusing on employee characteristics relevant to creativity.

At the individual/psychological level, Klijn and Tomic (2010) explore how factors such as networking, information sharing, a learning culture, extrinsic motivation, intrinsic motivation, evaluation, and reflection influence the creativity of each employee.

Hunter et al. (2007) examine creativity across four levels: 1) job; 2) group; 3) organizational; and 4) environmental. Their meta-analysis is significant because it connects creativity to other factors such as support and autonomy. Their findings indicate that both support and autonomy strongly predict creative performance, especially in turbulent, high-pressure, and competitive contexts.

Multiple authors emphasize the importance of a supportive environment for creativity. Some authors (Tesluk et al., 1997) mention support for creative initiatives; other authors (Amabile et al., 1996) highlight promotion of creativity and the availability of resources; many researchers (Zhou & George, 2001) suggest that employees who perceived an organizational support for creativity exhibited a high level of creativity in their work. Their studies confirm that a work environment supporting creativity is essential.

Autonomy is consistently identified as a key determinant as well. Some authors (Amabile et al., 1996; Oldham & Cummings, 1996; Ekvall, 1996) highlight the significance of autonomy and freedom, which aligns with the idea that employees need the freedom to explore and implement creative ideas.

Several authors note the importance of collaboration and teamwork. Klijn and Tomic (2010) and Ekvall (1996) highlight creativity-enhancing factors such as teamwork, networking, idea support, and task support, while Klijn and Tomic (2010) also emphasize information sharing.

These authors suggest that creativity flourishes in environments that offer support, autonomy, motivation, collaboration, and a culture that embraces risk, challenge, and constructive feedback. Amabile and Pratt (2016) suggest a strong connection between individual creativity and innovation at the organizational level. Employee creativity has implications for the innovative performance of the organization. Most authors argue that creativity is the starting point for innovation; however, for innovation to be successfully implemented in the market, additional factors must be considered.

Table 3 offers, in a structured manner, the main findings on the determinants and measures of creativity.

Table 3. Creativity determinants and measures (source: created by authors)

Sources	Creativity determinants
Madiono Sutanto, 2017	The presence of new/creative processes, the presence of new/creative ideas, the presence of new/creative persons, the presence of new/creative situations, the presence of new/creative procedures.
Klijn and Tomic, 2010	Networking, information sharing, learning culture, extrinsic motivation, intrinsic motivation, evaluation, reflection.
Mostafa and El-Masry, 2008	Attributes, conceptual skills, behaviours, abilities, technologies, empowerment, the process of experience, external influences.
Hunter et al., 2007	Creativity is measured across four levels: 1) job; 2) group; 3) organizational; and 4) environmental.
Zhou and George, 2001	New ways to achieve goals or objectives, improve performance, increase quality, and perform work tasks; new technologies, processes, techniques, and/or product ideas; risk-taking, champion ideas to others; creative solutions to problems.
Tesluk et al., 1997	Creativity goals, rewards for creativity, task support provided for creativity, socioemotional support for creativity.
Amabile et al., 1996	Encouragement of creativity, autonomy and freedom, resources, pressures, organizational impediments to creativity.
Ekvall, 1996	Challenge, freedom, idea support, trust/openness, dynamism, playfulness/humour, debates, conflicts, risk taking, idea time.
Oldham and Cummings, 1996	Employee creativity-relevant personal characteristics and three organizational context characteristics, including 1) job complexity; 2) supportive supervision; and 3) controlling supervision to three indicators of creative performance patent: 1) disclosures written; 2) contributions to an organization suggestion programme; 3) supervisory ratings of creativity.

4. Findings using bibliometric analyses

After reviewing the key literature on organizational culture, creativity, and innovation, the authors conducted a bibliometric analysis to trace the evolution of research over time, identify keyword co-occurrences, highlight leading contributors, categorize research types, and analyze citation counts of the most influential scholars.

Table 4 presents the key journals from which the articles were retrieved. The most prominent publishers include *Emerald Group Publishing*, *Multidisciplinary Digital Publishing*

Table 4. Bibliographic sources (source: created by authors)

Publishers	Articles	Total of citations
<i>JSTOR</i>	8	40 313
<i>Sage Publishing journals</i>	11	28 983
<i>Wiley Online Library</i>	11	18 955
<i>Emerald Group Publishing</i>	27	12 001
Massachusetts Institute of Technology	1	9610
<i>Elsevier</i>	14	7763
<i>Taylor & Francis online</i>	15	4636
Multidisciplinary Digital Publishing Institute	30	3136
Other	23	7216
Grand total	140	132 613

Institute, *Taylor & Francis online*, and *Elsevier*. The articles with the highest citation counts are primarily published in *Sage Publishing journals*, *Wiley Online Library*, *JSTOR*, and *Emerald Group Publishing*.

Key publications have significantly influenced the development of organizational culture, creativity, and innovation research. Future studies should examine the relationships among authors and the citation patterns that connect their work. As outlined in the methodology section, *VOSviewer* was utilized to generate, visualize, and analyze bibliometric networks. Figures 2–3 illustrate the results, highlighting the most cited authors in the relevant fields and the most frequently searched keywords, providing a clear visualization of key research trends.

The most influential authors in their respective fields include Amabile (1998) and other researchers (Amabile & Conti 1999; Amabile & Gryskiewicz, 1989; Amabile & Pratt, 2016; Amabile et al., 1996; Oldham & Cummings, 1996) in creativity studies; Deshpandé and Farley (2004) and other researchers (Deshpandé et al., 1993) in organizational culture, innovative culture, and innovativeness; Cameron and Quinn (2006) and O'Reilly et al. (1991) in organizational culture; and Damanpour (1996, 2020), Tushman and Nadler (1986), and Tushman and O'Reilly (1996) in innovation research.

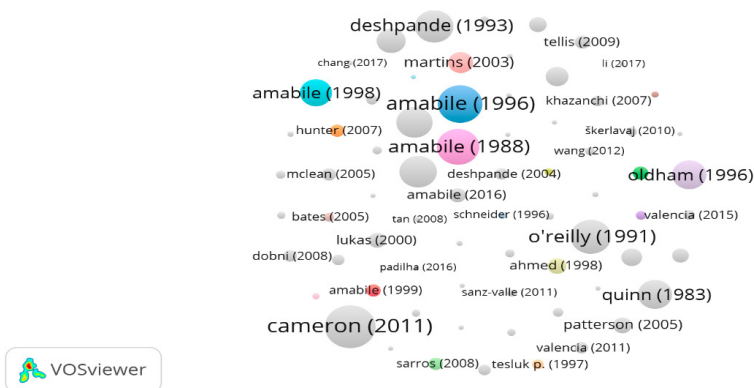
**Figure 2.** Bibliometric analysis using *VOSviewer*: most cited authors in the relevant fields (source: created by authors)

Table 5 shows a detailed view of the most influential authors in their relevant fields and the citation count of their research.

As shown in Figure 3, the most frequently searched keywords, represented by the largest nodes, include creativity, organizational innovation, product innovation, organizational culture, innovativeness, innovation performance, and innovation capability.

The findings from the bibliometric analysis align with the literature review, confirming the most influential authors, frequently used keywords, and most cited articles, which correspond to the key contributors in the field.

Table 5. Most cited authors in their relevant fields: grouped by number of citations (source: created by authors)

Sources	Field	Citations
Cameron and Quinn, 2006	Organizational culture	13 297
Amabile et al., 1996	Creativity	10 381
O'Reilly et al., 1991	Innovation	8354
Deshpandé et al., 1993	Innovation	7803
Tushman and O'Reilly, 1996	Innovation	7108
Hurley and Hult, 1998	Innovation	6873
Quinn and Rohrbaugh, 1983	Organizational culture	6222
Oldham and Cummings, 1996	Creativity	6205
Denison and Mishra, 1995	Organizational culture	4576
Martins and Terblanche, 2003	Innovation culture	3333
Damanpour, 1996	Innovation	2742
Tushman and Nadler, 1986	Innovation	2265

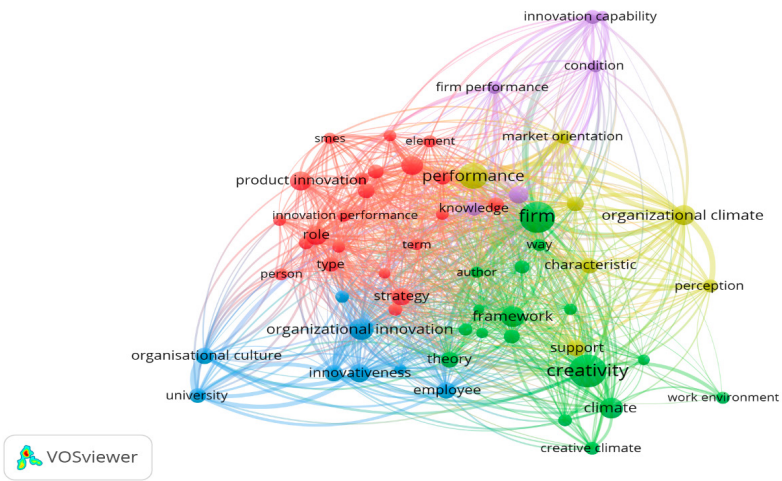


Figure 3. Bibliometric analysis using VOSviewer: most searched keywords in the studied articles (n (number) = 140) (source: created by authors)

5. Findings using theory–context–characteristics–methodology framework analyses

To identify research needs and gaps in organizational culture, creativity, and innovation, the TCCM research framework was applied across four key dimensions: 1) theory development; 2) context; 3) characteristics; and 4) methods (Paul & Rosado-Serrano, 2019).

TCCM framework serves as a good instrument for analyzing the relevant literature: it helps identify the theories underpinning the research (theory), understand the geographical and consumer-specific contexts in which the studies are conducted (context), reveal different constructs and their interrelationships (characteristics), and distinguish between quantitative and qualitative research methods employed (methodology).

5.1. Findings on the theory approach

Damanpour (2020) contends that there are behaviour-based, economics-based, and structural-based perspectives as grounds for organizational innovation studies.

In the economics-based perspective of innovation studies, the focus is on how innovation takes place, the explanatory factors, and the economic or social consequences of innovation (Fagerberg et al., 2012). Within an economic-based perspective, three lines of research can be distinguished: 1) economics of research and development; 2) organizing innovation; and 3) innovation systems.

In the structural and behavioural-based approach, Haghseta and Choucri (2007) classified theories of organizational innovation into three trajectories: 1) theories of organizational design, including contingency theory and industrial economics; 2) organizational cognition and learning theories for change and adaptation; including 3) evolutionary change, organizational transformation and renewal, and strategic adaptation.

A mix of economic, structural, and behavioural-based perspectives is proposed by Crossan and Apaydin (2010), who introduce some key theoretical perspectives in studying innovation in organizations, including institutional, economic, and evolutionary; network; resource-based view; dynamic capability; knowledge and learning; adaptation and change.

An institutional innovation system is a network of organizations or institutions that develop, combine, and utilize innovation (Damanpour, 2020).

Evolutionary economic theory views technical change as something other than an attempt to maximize profits and is characterized by the concepts of reproduction, variety, and selection (Edquist, 2006).

The base that companies create value and compete by leveraging resources that are unique, rare, and difficult to imitate is the basis of a resource-based approach. In light of Barney's (1991) value, rarity, imitability, and (non)-substitutability framework understanding, the development of innovative capabilities becomes a critical activity for the evolution of the company.

According to Teece et al. (1997), dynamic capabilities refer to an organization's ability to identify and exploit new opportunities while reconfiguring and protecting its knowledge, competencies, and resources to sustain competitive advantage.

Studies of organizational culture, on the other hand, are grounded in different organizational behaviour, sociology, and psychology theories (Schein, 1983; Hofstede, 1991; Cameron & Quinn, 2006; Amabile et al., 1996).

Future research on organizational culture, creativity, and innovation should employ theoretical frameworks as tools for empirical analysis. Combining insights from organizational behaviour, psychology, sociology, and management studies to create a holistic understanding of the culture-creativity-innovation can be useful. The development of new theoretical frameworks is important for analyzing the effect of creativity on innovation across industries and countries.

5.2. Findings on the context approach

Most of the studies included in this systematic literature review were published between 2013 and 2023. However, the majority of influential research on innovation, creativity, and organizational culture was published between 1983 and 2000. Table 6 provides a summary of the analyzed studies, categorized by their publication year.

The first empirical study on creativity was conducted across diverse industries and involved a substantial participant base (Amabile & Grysiewicz, 1989). The first empirical study

Table 6. Publication of studies by years (source: created by authors)

Years	Number of studies published
1983–2000	17
2000–2012	53
2013–2023	70

Table 7. Articles published in different industries (source: created by authors)

Industry	Number of studies
Agriculture	1
Automobile	5
Banking, financial services and insurance	6
Construction	2
Consulting	1
Education	37
Fashion	1
Healthcare	3
Information technology	16
Library	2
Manufacturing	15
Mixed industries	30
Mixed-manufacturing and service	7
Nonprofit organization	2
Pharmaceutical	1
Public administration	1
Retail	1
Service	1
Textile	1
University	7
Grand total	140

related to organizational culture was conducted in the education sector (O'Reilly et al., 1991). An empirical study that explores the connection between organizational culture and innovation has received maximum attention and was conducted by Deshpandé et al. (1993). This study reinforces the conclusion that market- and adhocracy-oriented cultures yield superior performance compared to clan or hierarchy cultures.

Most of the studies were conducted across a range of industries, with 30 studies focusing on mixed industries, 16 on the information technology sector, and 15 on manufacturing. Additionally, 37 studies are conceptual or review-based, primarily with an educational focus. Table 7 provides more detailed information regarding the context of the studies that were in our focus.

As can be seen, several industries have received limited research on organizational culture, creativity, and innovation, including the fashion industry (only one study), retail (one study), pharmaceuticals (one study), textiles (one study), and agriculture (one study), among others. These sectors present promising opportunities for future research on organizational culture, creativity, and innovation.

5.3. Findings on the characteristics (variables most studied)

Research on organizational culture and innovation in management is extensive, yet theoretical perspectives continue to offer opportunities for advancement. Some of the antecedents examined in relation to organizational culture and innovation include: organizational and national culture (Eisend et al., 2016), organizational culture aggregate (Jaskyte & Dressler, 2004; Büschgens et al., 2013), organizational culture, market orientation, and innovativeness (Deshpandé & Farley, 2004), organizational structure, leadership, human resources systems and practices, goals, and organizational values (Arad et al., 1997), learning organizational culture (Bates & Khasawneh, 2005).

The dependent variables influenced by organizational culture in the studied articles include productivity and innovation (Patterson et al., 2005), innovativeness (Deshpandé & Farley, 2004), innovation and performance (Hogan & Coote, 2014) product innovation (Naranjo Valencia et al., 2010), creativity and innovation (McLean, 2005), innovation and innovative culture (Škerlavaj et al., 2010). Moderators/mediators include market orientation (Wei & Morgan, 2004); innovative behaviour (Naranjo-Valencia et al., 2017), innovativeness (Hurley & Hult, 1998).

In many studies comes out that innovation as a dependent variable is influenced by moderators/mediators like organizational learning (Naranjo-Valencia et al., 2011), organizational culture and structure (Wei et al., 2011), innovative behaviour (Naranjo-Valencia et al., 2017), organizational culture and innovative behaviour (Hogan & Coote, 2014), contextual ambidexterity (Wang & Rafiq, 2014), learning transfer climate (Bates & Khasawneh, 2005).

In some authors' (Tahir Naveed et al., 2022) study, organizational innovation serves as the mediator linking culture to effectiveness outcomes. The findings of this study reveal that organizational culture positively influences effectiveness by strengthening perceptions of innovation.

Future studies could empirically investigate the relationship between cultural antecedents and innovation-related outcomes.

This review reveals that the most commonly studied independent variables in relation to innovation are organizational climate, organizational culture, innovation culture, and creative climate. Organizational climate consists of 86 articles, creative climate consists of 18 articles,

organizational culture is represented in 45 articles, while innovation culture is featured in 38 articles, as shown in Figure 4. Innovation requires more research in this regard. It would be interesting to study the relation of organizational culture to innovation, with creativity serving as a mediator between the two variables.

Table 8 presents a schematic view of independent variables, moderators, mediators, and dependent variables and their relations.

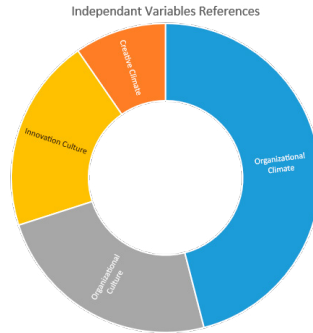


Figure 4. Distribution of independent variables studied together with innovation (source: created by authors)

Table 8. Variables/constructs used in the studies (source: created by authors)

Independent variables	Dependent variables	Moderators/mediators
Organizational culture	Productivity and innovation (Patterson et al., 2005), innovativeness (Deshpandé et al., 1993), innovation and performance (Hogan & Coote, 2014), product innovation (Naranjo Valencia et al., 2010), creativity and innovation (McLean, 2005), innovation and innovative culture (Škerlavaj et al., 2010).	Market orientation (Wei et al., 2011), innovative behaviour (Naranjo-Valencia et al., 2017), innovativeness (Hurley & Hult, 1998).
Organizational culture and knowledge sharing (Chang et al., 2017), organizational and national culture (Eisend et al., 2016), organizational culture aggregate (Jaskyte & Dressler, 2004; Büschgens et al., 2013), organizational culture, market orientation, and innovativeness (Deshpandé & Farley, 2004), corporate culture and consumer orientation (Deshpandé et al., 1993), ambidextrous organizational culture (Wang & Rafiq, 2014), organizational structure, leadership, human resources, systems and practices, goals, and organizational values (Arad et al., 1997), learning organizational culture (Bates & Khasawneh, 2005).	Innovation	Organizational learning (Naranjo-Valencia et al., 2011), organizational culture and structure (Wei et al., 2011), innovative behaviour (Naranjo-Valencia et al., 2017), organizational culture and innovative behaviour (Hogan & Coote, 2014), contextual ambidexterity (Wang & Rafiq, 2014), learning transfer climate (Bates & Khasawneh, 2005).

End of Table 8

Independent variables	Dependent variables	Moderators/mediators
Organizational culture (Uzkurt et al., 2013).	Firm performance (Uzkurt et al., 2013).	Innovation
Organizational climate (Isaksen, 2007; Lloréns Montes et al., 2004; Ekvall, 1996; Hunter et al., 2007; Olsson et al., 2019), downsizing (Amabile & Conti, 1999), organizational culture (Martins & Terblanche, 2003), employee creativity-relevant personal characteristics, job complexity, supportive supervision, and controlling supervision (Oldham & Cummings, 1996), organizational culture and climate (Tesluk et al., 1997).	Creativity	Type of labour contract (Lloréns Montes et al., 2004).

Based on our comprehensive literature review, the dependent variables that have received the most attention related to innovation include organizational innovation (used in 50 articles), product innovation (37 articles), innovativeness (36 articles), innovation capability (21 articles), and innovation performance (15 articles). Notably, innovation performance has been relatively underexplored, suggesting a need for additional studies in this area to better understand its determinants and outcomes. Detailed results illustrating these findings are presented in Figure 5.

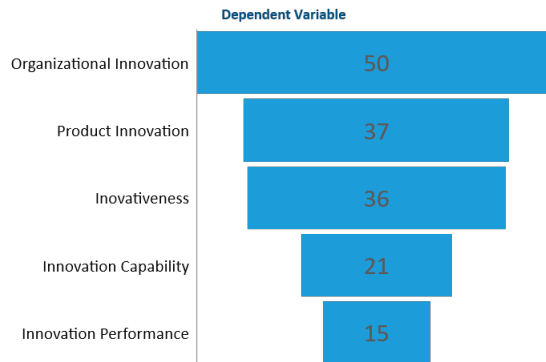


Figure 5. Distribution of dependent variables examined in the literature review (source: created by authors)

5.4. Findings on the methods approach

Research on organizational culture, creativity, and innovation has been grouped into three types: 1) conceptual; 2) empirical; and 3) review, with empirical studies encompassing qualitative, quantitative, meta-analytic, and mixed-method approaches. Research in this field spans qualitative approaches – such as focus groups, case studies, and interviews (Hartmann, 2006;

Uzkurt et al., 2013) – and quantitative approaches, which use theories and models to test variable relationships (Dobni, 2008; Tellis et al., 2009; Hogan & Coote, 2014; Patterson et al., 2005; Amabile et al., 1996). Complementing these, review studies have also been conducted (Claver et al., 1998; McLean, 2005). Meta-analyses have been conducted by prominent authors in the field of innovation, such as Damanpour (1996), Deshpandé and Farley (2004), Hunter et al. (2007), and Büschgens et al. (2013).

Innovation culture was explored using quantitative methods (Sadegh Sharifirad & Ataei, 2012; Khazanchi et al., 2007; Chandler et al., 2000). Table 9 summarizes the methodological approaches utilized in the reviewed studies. As part of a future research agenda, qualitative or mixed-method studies could provide different perspectives compared to the predominantly quantitative studies, which make up the largest share of the research $n = 79$.

Table 9. Methodology used in the studies (source: created by authors)

Methods	Number of studies	%
Conceptual	18	13%
Meta-analyses	6	4%
Mixed	16	11%
Qualitative	7	5%
Quantitative	79	56%
Review	14	10%
Grand total	140	100%

6. Future research agenda considerations

This literature review on organizational culture, creativity, and innovation provides the authors with sufficient insight to confidently propose directions for future areas of research in terms of TCCM framework elements.

Focusing on the research gaps identified from this systematic literature review, authors can offer their modest help to other researchers for a deeper and better understanding of how organizational culture impacts firm innovation, helping organizations develop strategies to foster a culture that supports creativity and innovation.

Table 10 summarizes the key research gaps and provides directions for future research.

While research on organizational culture, creativity, and innovation is growing, authors conclude that gaps remain. Studies are largely concentrated in Western economies and lack industry-specific focus, limiting generalizability. Important outcomes like innovation performance and innovativeness are underexplored, and current methods rely heavily on quantitative data. This review calls for broader, cross-national, and cross-industry research using mixed methods and multidisciplinary perspectives.

Table 10. Findings and future research areas using the theory–context–characteristics–methodology framework (source: created by authors)

Theory–context–characteristics–methodology part	Suggested future research directions
Theory	Exploring the relationship of innovation performance with innovation culture and creativity/innovativeness using economics-based perspective, structural- and behavioural-based perspective theories.
	Future theoretical models could be developed to examine the role of creativity in driving innovation across diverse industries and countries, including those in the Western Balkans.
	The application of multi-level theory to analyze dynamics at both the team and organizational levels.
Context	Investigating innovation performance resulted in one of the research areas, which was understudied in the literature review.
	Examining the role of creativity as a mediator in promoting innovation in the organization.
	Conceptualizing innovation across diverse company types in the Western Balkans would strengthen generalizability, as existing research in this region remains limited.
	Expanding the research in underexplored industries as retail, fashion, agriculture, textile, pharmaceuticals, <i>etc.</i> Comparative studies across various industries are needed as well.
Characteristics	Future research should examine innovation culture as an independent variable and assess its impact on innovation performance across organizational contexts.
	Examining the impact of organizational culture on innovation by having creativity as a mediator between the two variables.
	Future research could examine the negative relationship between innovation and firm mechanical structure, alongside the positive relationships with firm size, innovative culture, adhocracy culture, and market orientation across diverse industries and countries.
	Research has yet to fully address how national culture shapes organizational culture and influences innovation outcomes.
	Moderators such as level of organizational creativity, market orientation, types of leadership styles, human resources practices, and sustainability can be taken into consideration to develop deeper understanding between variables.
Methods	Future studies should combine quantitative and qualitative approaches to provide a holistic view of how organizational culture, creativity, and innovation are linked.
	Future research could employ experimental designs in the Western Balkans to investigate how innovative culture influences innovation performance in diverse sectors.
	Future research should integrate qualitative approaches, including interviews, focus groups, and depth studies, to provide richer insights into quantitative data.

7. Conclusions, limitations, and final remarks

Drawing on 140 peer-reviewed journal articles published between 1983 and 2023, this study offers a systematic and comprehensive review of the literature on organizational culture, creativity, and innovation. Using a dual-method approach that combines bibliometric analysis with the TCCM framework, the study identifies the most influential contributions and presents key research gaps across theoretical, contextual, and methodological dimensions. The structured selection protocol applied in this study, using initial keyword-based searches, citation count manual screening, and full-text review, ensured that only high-impact, methodologically sound, and thematically relevant research articles were included in the final analysis. The three-stage filtering process, 1) the depth and selectivity of this review; 2) modestly try to contribute to the reliability of its findings; and 3) the originality of its synthesis.

The findings confirm that a substantial body of research recognizes organizational culture as a major factor that influences innovation and creativity within firms, serving as a critical driver of innovation performance, productivity, and product development (Schein, 1983; Cameron & Quinn, 2006). Specifically, cultural values that emphasize flexibility, autonomy, collaboration, and openness to experimentation are positively associated with innovation performance and creative outcomes. Among various cultural types, adhocracy culture emerges as the most dominant to support innovation due to its flexibility, adaptability, and openness to risk-taking (Naranjo Valencia et al., 2010; Naranjo-Valencia et al., 2017). Creativity plays a mediating role in the innovation process, with firms that cultivate a strong creative culture demonstrating higher levels of innovation output (Amabile et al., 1996; Hunter et al., 2007). Managers should focus on organizational values, communication styles, and incentive structures to support creativity and innovation. Additionally, organizations aiming for creativity and innovation should focus on cultural elements such as collaboration, autonomy, and openness to experimentation.

Despite the growing research on organizational culture, creativity, innovation and their relations, several gaps in research remain. Industry-specific studies are limited or lacking, particularly in retail, fashion, agriculture, and pharmaceuticals, limiting the generalizability of findings across different sectors. Furthermore, regional studies are disproportionately concentrated in Western economies, with limited research on organizational culture and innovation in the Western Balkans and other potentially emerging markets. This geographic concentration raises questions about the generalizability of existing theories and models across different cultural environments. Additionally, innovation performance and innovativeness, while widely acknowledged as important outcome variables, remain underexplored in empirical studies. This review suggests further investigations on larger-scale samples by widening the context in different countries and by using comparative analyses in different industries. Findings highlight the need for multidisciplinary research approaches, integrating perspectives from other disciplines such as organizational behaviour, psychology, and strategic management. Moreover, the study highlights the limitations of current methodologies, which rely mostly on quantitative approaches, and calls for more qualitative and mixed-method research to provide deeper insights on the relationship between culture and innovation.

Despite the authors' best efforts, there are certain limitations in this study. The filtration process may have introduced biases, as only English-language papers were considered, and the selection was limited to articles with more than 100 citations. Additionally, the focus was restricted to organizational culture, creativity, and innovation, excluding other potential factors influencing innovation, such as leadership, organizational learning, and technological capabilities. While creativity was explored as a mediator, other potential mediators and moderators, such as knowledge management and market orientation, were not analyzed. While the use of bibliometric tools and the TCCM framework has strengthened the reliability of our conclusions, some degree of human error remains possible. To the best of the authors' knowledge, this research represents the first application of the TCCM framework to examine the combined roles of organizational culture, creativity, and innovation, providing a new lens for advancing the literature.

Future research can be developed in several important directions. First, additional empirical studies are needed in underexplored sectors such as retail, fashion, agriculture, and pharmaceuticals to understand how organizational culture influences innovation in different market and operational contexts. Second, future research should prioritize cross-regional and cross-cultural studies to explore the role of national and organizational culture in under-researched areas, including the Western Balkans. Third, further research is needed to examine creativity as a mediator in greater depth and to explore how firms can activate creativity strategically to improve innovation outcomes. Finally, future studies should embrace more diverse research methodologies, including longitudinal, qualitative, and mixed-method designs, to complement existing quantitative findings in the mentioned fields.

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