

Innovation and Collaboration in Organizations: A Bibliometric Research

Syamsul Hadi, Nabila Wahyuningtyas, Anggita Putri Rachmawati, Lois
Lutria Tang, Ghea Mentariningtyas

Departemen of Master Management, Sarjanawiyata Tamansiswa University, Indonesia

Abstract

Purpose - This article is a bibliometric study of innovation research and internal collaboration in organizations at three levels (i.e., individual, work team, and organization).

Design/methodology/approach - This research was conducted using Publish or Perish software and VOS Viewer to analyze 6,356 academic articles from 2000 to 2022 in four aspects: temporal distribution of published papers, the scientific community (country/region/authors cited), intellectual structure (journals) cited/references cited), and research centers.

Findings and Discussion – The results show that the number and growth rate of publications at the organizational level is much higher than the other two levels (individual and teamwork). This is based on innovation which is often related to collaboration within the organization. The publications with top three countries for the most publications are the United States, China, and the United Kingdom. The top five most cited authors were identified and listed from the individual, work team, and organizational levels

Originality - The author combines innovation and collaboration as an interesting subject because not many have made a review of this material. These findings provide a snapshot and comparison of innovation research in management at three levels namely, individual, work team, and organizational levels, which are useful for researchers and students to understand and explore innovative behavior in organizations from a multilevel perspective.

Keywords - Organization, Collaboration, Innovation, Bibliometrics

Introduction

As a competitive advantage in an organization, innovation research has been explored in depth among researchers in management (Anderson et al., 2014). Research on innovation in organizations dates back to the late 1960s, when scholars conducting innovation research from an organizational perspective, especially in industries focused on innovation diffusion and centralization within organizations. From the early 1980s to the late 1990s, a great deal of research used topics from the

organizational level, such as the innovation process and the determinants of innovation (complexity of structure, size, resource slack, and culture, at the individual and work-team levels. Research on innovation in organizations involves personality characteristics, motivation, cognitive abilities, team structure, team climate, and team processes (Peng, Chen (Hadi et al., 2023; Hidayati et al., 2022) & Wu, 2021). Due to the existence of innovation at the individual and work team levels, it has generally been studied in terms of the factors that determine creativity (Gupta et al., 2007), with a great deal of overlap between research on innovation and creativity in organizations. Thus, the difference between creativity and innovation at the two levels is ignored in this study. Since the twenty-first century, innovation research has been conducted from a multilevel perspective involving topics such as task and goal dependability, job characteristics, transformational leadership, social networks, and a climate of reflexivity (Peng, Chen & Wu, 2021). with much overlap between research on innovation and creativity in organizations. Thus, the difference between creativity and innovation at the two levels is ignored in this study. Since the twenty-first century, innovation research has been conducted from a multilevel perspective involving topics such as task and goal dependability, job characteristics, transformational leadership, social networks, and a climate of reflexivity (Peng, Chen & Wu, 2021). with much overlap between research on innovation and creativity in organizations. Thus, the difference between creativity and innovation at the two levels is ignored in this study. Since the twenty-first century, innovation research has been conducted from a multilevel perspective involving topics such as task and goal dependability, job characteristics, transformational leadership, social networks, and a climate of reflexivity (Peng, Chen & Wu, 2021).

With reference to a number of articles on innovation in organizations, this article reviews and synthesizes these findings made over the last decades through the use of a bibliometric approach. As an application of mathematics and statistical methods to the study of scientific publications (Peng, Chen & Wu, 2021), bibliometric analysis is more objective and efficient than traditional qualitative analytical methods. To provide a comprehensive and systematic overview of innovation research in organizations, this research adopts Publish or Perish and VOS Viewer, bibliometric mapping software which is widely used to analyze the distribution of research publications, scientific communities (countries/regions/authors cited), intellectual structures (cited journals/ cited references) and research centers. As for the classification of innovation levels, although the literature is verified in all fields of management studies, the meaning is basically the same, such as individual innovation and employee innovation, work team innovation, and workgroup innovation. Therefore, this study categorizes three levels of innovation which are individual, teamwork, and organizational levels. The knowledge framework identified for innovation research at three levels is useful for students to understand and explore the boundaries of innovation research.

Innovation in the organization is not separated from collaboration. Collaboration in the organization/workplace is the base of building the right team. Collaborative teams work together to brainstorm new ideas, complete projects and

achieve goals. Collaborative teams are teams that achieve more together than team members do individually (Hajiali, et al. 2022). According to Hajiali (2022), for team leaders, team collaboration can help leaders allocate work so that subordinates achieve success simultaneously, broaden various skills, and help enhance their careers. As individual contributors, team collaboration helps to communicate with teams more effectively and work together to complete great initiatives. For cross-functional collaborators, team collaboration is essential to ensure work runs smoothly. Without a clear way of working together and communicating, the team will work on its own and the work becomes unmanageable.

To build a collaborative team the things that need to be improved are: developing collaboration as a value, establishing communication agreements, encouraging co-creation and open communication, allocating time with the team, appreciating successful teamwork, mentoring and supervising the team, setting goals collaboratively, and being flexible. Collaboration at work can have a positive impact on teams and organizations. Collaboration can increase efficiency, innovation, and relationships between teams. Bringing teammates together can spark innovative ideas and create solutions to complex problems that might not exist if they were alone (Hajiali, et al. 2022). The reason why the authors choose to combine innovation with collaboration is that the authors see a lot of compatibility with innovation-related journals. The author finds the amalgamation of this material an interesting subject because not many have made a review of this material. In this study, the authors focused on one type of collaboration, namely internal collaboration.

Therefore, the writer investigates the formulation of the problem as follows:

1. What is the distribution of innovation research publications at different levels (individual, work team, and organizational levels)?
2. What is the scientific community innovation research at different levels (individual, work team, and organizational levels)?

Literature Review

Innovation

Innovation can be interpreted as changes made within the organization which includes creativity in creating new products, services, ideas, or processes that already exist within the organization or develop from outside the organization. In general, the aim of innovation is to create conditions so that the business sector can develop properly. Innovation starts with a new idea, and the ability to bring up a new idea which is called creativity. Without creativity, innovation will not work, because the two things are inseparable. Innovation is a combination of creativity and commercialization (Stamm, 2008). A company or organization needs an effective process, procedure, and structure so that it can produce innovative products or ideas.

Collaboration

Collaboration is a process of cooperation between two or more people to achieve

success for both parties which is a form of social process that helps each other in activities to achieve common goals (Widyarto, 2017). A collaboration includes joint involvement in coordinated efforts to solve problems together. Collaborative interactions are characterized by common goals, and a symmetrical structure with high-level negotiations and interdependence (Lai, 2011). Collaboration is important in order to achieve the best results when solving complex problems. For collaboration to be successful, when and how to collaborate must be identified. Team building activities can create the right environment for learning to collaborate.

Collaboration in Innovation

Collaboration in innovation is a cooperative effort to mutually explore and develop each other's potential to achieve common goals. The success of the collaboration is determined by how the collaboration process is fostered in determining shared goals, then the collaboration gives rise to innovation (Rudi, 2021). In a company or organization, employees or members work together to produce ideas that lead to innovation, therefore collaboration is an important factor in innovation. Innovation and collaboration are key in efforts to improve quality and competitiveness in the modern era.

Methods, Data, and Analysis

This research uses qualitative and quantitative methods. This article is a bibliometric review that uses literature study and bibliometric mapping with the VOS application. The author uses the Publish or Perish application to get bibliometric raw data. This research includes organizations especially those engaged in the business sector by using bibliometric research.

Research Questions In the last two decades, innovation research in the field of management has emerged in enormous numbers, requiring systematic and scientific analysis of the literature. Thus, the scientific community (country/region/author cited), knowledge structure (cited journals/cited references), and research have become the main indicators for conducting bibliometric analysis in literature reviews (Pan et al., 2018).

Data collection This article selected the subject from articles in the Publish or Perish database as well as the National Library of Indonesia. First, we conducted **an initial search for the keywords “organizational, collaboration, organizational value, innovation, and creativity” at different levels (individual, team, and organizational levels)**. The keywords that meet the requirements at the three levels are input “employees, individuals, work teams, work groups, and organizations”. Second, during the data purification process, the time range is set from 2000 to 2022, the document type is set as “article”, the research area is set as “management”, and the language is set as “English”. Third, some articles that are not directly related to innovation or do not really focus on innovation are eliminated through manual screening. Meanwhile, the classification level is further determined through the filtering of article abstracts. Finally, the authors obtained a

total of 6,356 articles, including 923 articles at the individual level, 1,205 articles at the work team level, and 4,228 articles at the organizational level.

Discussion and Results

In research publications, it shows changes in the volume of innovation research publications at various levels, namely the level of individuals, work teams, and organizations carried out from 2000 to 2022. This study involved a total of 6,356 articles including related bibliographic analysis, which corresponded to around 234,000 references and was published in in 2000 and 2022. Although the number of published papers on innovation research at all three levels shows an increasing trend overall, the total number and growth rate of publications at the organizational level is significantly higher than at the other two levels. As the pressure for organizational change has increased with the advancement of globalization and competition in the twenty-first century, growing attention has been attached to organizational innovation (Poole and Van de Ven, 2004). After 6 years of steady development, the number of organizational innovation publications increased markedly from 2006 to 2011 (the number of publications increased from 95 to 297), which may be due to the merger and acquisition (M&A) wave around 2006 (Bhaskaran, 2006). With a decrease in the number of organizational innovation articles from 2011 to 2013 (the number of publications increased from 297 to 256) but the volume of articles continued to increase from 2013 to 2020 (the number of publications increased from 256 to 379), giving rise to quite intense competition between companies from environmental changes business and tough challenges from the use and connection of new internet technology.

The integrative model of implementing creativity and innovation in work groups establishes a basic model that contains dynamic and interactive processes of workgroup innovation and provides constructive suggestions for supervisors to lead teams to innovate from the perspective of task characteristics, different supports during the innovation process, and skills development. Among them, some contribute substantially to the theoretical discussion of innovation research at the work team level and others enlighten students and researchers to further explore some of the mechanisms of influence of team-level variables and constructs of team psychological safety. At the organizational level, the first most cited article, Organizational Ambidexterity: Antecedents, outcomes, and moderators (Raisch and Birkinshaw, 2008), provide a multidisciplinary knowledge base on organizational ambidexterity by identifying antecedents, moderators, and outcomes, which can accelerate cross-fertilization across multiple disciplines and lay a theoretical foundation for studying the impact of organizational ambidexterity on organizational innovation. The second most cited topic, Explaining dynamic capabilities: the nature and micro-foundations of firm performance with regard to sustainable teamwork (Teece, 2007), identifies the most important management capability, entrepreneurial managerial capitalism, for the sustainable development of firms by integrating strategy and innovation literature, which can accelerate cross-fertilization across different disciplines and lay the theoretical foundation for

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Table 1 Citations reference innovations at various levels

Tingkat	Pangkat	Jumlah kutipan	Referensi yang dikutip	Penulis dan tahun
Individu	1	54	Menghubungkan kepemimpinan yang memberdayakan dan kreativitas karyawan: Pengaruh pemberdayaan psikologis, motivasi intrinsik, dan keterlibatan proses kreatif	Zhang dan Bartol, 2010
	2	54	Inovasi dan kreativitas dalam organisasi: Tinjauan mutakhir, komentar prospektif, dan kerangka panduan	Anderson et al., 2014
	3	48	Orientasi pembelajaran karyawan, kepemimpinan transformasional, dan kreativitas karyawan: Peran mediasi efikasi diri kreatif karyawan	Gong dkk., 2009
	4	34	Perilaku inovatif di tempat kerja: Peran ekspektasi kinerja dan hasil citra	Yuan dan Woodman, 2010
	5	25	Efek dari karakteristik pribadi dan kontekstual pada kreativitas: Ke mana kita harus pergi dari sini?	Shalley et al., 2004
	6	17	Pengembangan kemandirian diri yang kreatif dan kinerja kreatif dari waktu ke waktu	Tierney dan Petani, 2011
	7	17	Mewujudkan kreativitas: Implementasi ide-ide kreatif dalam organisasi	Baer, 2012
	8	14	Efek interaktif dari pertumbuhan membutuhkan kekuatan, konteks kerja, dan kompleksitas pekerjaan pada kinerja kreatif yang dilaporkan sendiri	Shalley dkk., 2009
	9	12	Kebutuhan orang lain adalah ibu dari penemuan: Motivasi intrinsik dan prososial, pengambilan perspektif, dan kreativitas	Grant dan Berry, 2011
	10	11	Penyesuaian ganda dalam konteks yang mendukung: Kontribusi bersama dari suasana hati positif, suasana hati negatif, dan perilaku pengawasan terhadap kreativitas karyawan	George dan Zhou, 2007
tim kerja	1	86	Prediktor inovasi tingkat tim di tempat kerja: meta-analisis komprehensif yang mencakup tiga dekade penelitian	Hölsheger et al., 2009
	2	71	Inovasi dan kreativitas dalam organisasi: Tinjauan mutakhir, komentar prospektif, dan kerangka panduan	Anderson et al., 2014
	3	45	Menghubungkan kepemimpinan yang memberdayakan dan kreativitas karyawan: Pengaruh pemberdayaan psikologis, motivasi intrinsik, dan keterlibatan proses kreatif	Zhang dan Bartol, 2010
	4	31	Keamanan psikologis dan perilaku belajar dalam tim kerja	Edmondson, 1999
	5	28	Air mancur berkilau atau kolam tergenang: Model integratif implementasi kreativitas dan inovasi dalam kelompok kerja	Barat, 2002
	6	26	Keangkuhan kelompok kerja	Van Knippenberg dan Schippers, 2007
	7	25	Efek dari karakteristik pribadi dan kontekstual pada kreativitas: Ke mana kita harus pergi dari sini?	Shalley et al., 2004
	8	20	Keragaman kelompok kerja dan kinerja kelompok: model integratif dan agenda penelitian	Van Knippenberg dkk., 2004
	9	19	9 Kreativitas dalam organisasi	George, 2007
	10	17	Membina kreativitas tim: pengambilan perspektif sebagai kunci untuk membuka potensi keragaman Ketangkasan organisasi: Antecedent, hasil, dan moderator	Hoever dkk., 2012
Organisasi	1	88	keragaman Ketangkasan organisasi: Antecedent, hasil, dan moderator	Raisch dan Birkinshaw, 2008
	2	81	Menjelaskan kemampuan dinamis: sifat dan fondasi mikro kinerja perusahaan (berkelanjutan)	Teece, 2007
	3	80	Inovasi eksplorasi, inovasi eksploitatif, dan kinerja: Pengaruh antecedent organisasi dan moderator lingkungan	Jansen dkk., 2006
	4	69	Interaksi antara eksplorasi dan eksploitasi Pembelajaran	Gupta et al., 2006
	5	53	yang disengaja dan evolusi kemampuan dinamis	Zollo and Winter, 2002
	6	50	Eksploitasi, eksplorasi, dan manajemen proses: Dilema produktivitas ditinjau kembali	Benner dan Tushman, 2003
	7	47	Eksploitasi vs. eksploitasi: Tes empiris hipotesis ambidexterity	He and Wong, 2004
	8	47	Ketegangan eksploitasi-eksplorasi dan ambidexterity organisasi: Mengelola paradoks inovasi	Andriopoulos dan Lewis, 2009
	9	46	Ambidexterity organisasi: Menyeimbangkan eksploitasi dan eksplorasi untuk kinerja yang berkelanjutan	Raisch dkk., 2009
	10	43	Terbuka untuk inovasi: peran keterbukaan dalam menjelaskan kinerja inovasi di antara perusahaan manufaktur Inggris	Laursen dan Salter, 2006

The third most cited topic, exploratory innovation, exploitative innovation, and performance: Effects of organizational antecedents and environmental moderators (Jansen et al., 2006), empirically testing exploratory and exploitative innovations with quantitative methods (eg, questionnaires). Jansen et al. (2006) offer empirical evidence for researchers and managers to understand the complex process of coordinating the development of exploratory and exploitative innovations in ambidextrous organizations. The fourth most cited topic, the interrelationships between exploration and exploitation (Gupta et al., 2006), addresses central issues of exploration and exploitation, including definition and connotation, orthogonality vs. continuity, ambidexterity vs. punctuated equilibrium, and duality vs. specialization, which is useful to better understand how complex organizational systems can gain competitive advantage and further study exploratory innovation and exploitative innovation. The most cited top five, Deliberate learning and the evolution of dynamic capabilities (Zollo and Winter, 2002), emphasize the role of intentional learning (including experiential accumulation, knowledge articulation, and knowledge codification processes) in the mechanisms of developing dynamic capabilities in organizations, which advance the understanding of the function of dynamic capabilities on long-term firm success and provide a theoretical and empirical foundation of inquiry for studying the impact of dynamic capabilities on innovation.

Keywords are the concentration and generalization of the core content of the literature, keyword analysis is useful for identifying research points from a particular research field or discipline. The keywords related to "organizational collaboration" are shown in the keyword mapping attachment of the VOS application. The basic theme of this article is collaboration within organizations as collaboration is often involved in innovation. To support research on the subject of innovation collaboration, a bibliometric search of the keyword "organizational collaboration" can be used to measure the ability of individuals, work teams, and organizational levels based on performance creativity. With the existence of collaborative innovation within an organization it can facilitate the achievement of the vision, mission and goals of the organization as well as relations between individuals to be better. In a collaborative innovation where each element is interrelated, it can influence the creativity of each individual's performance.

In the Figure 1, the topics related to organizational collaboration show variations, so the authors adapted the combination of themes contained in the bibliometric map. The author adapts organizational relationships, chain collaboration, organizational values, behavior, and productivity in explaining the meaning of the linkages of innovation and collaboration within an organization. Thus, this linkage can be used as a writer a reference for research.

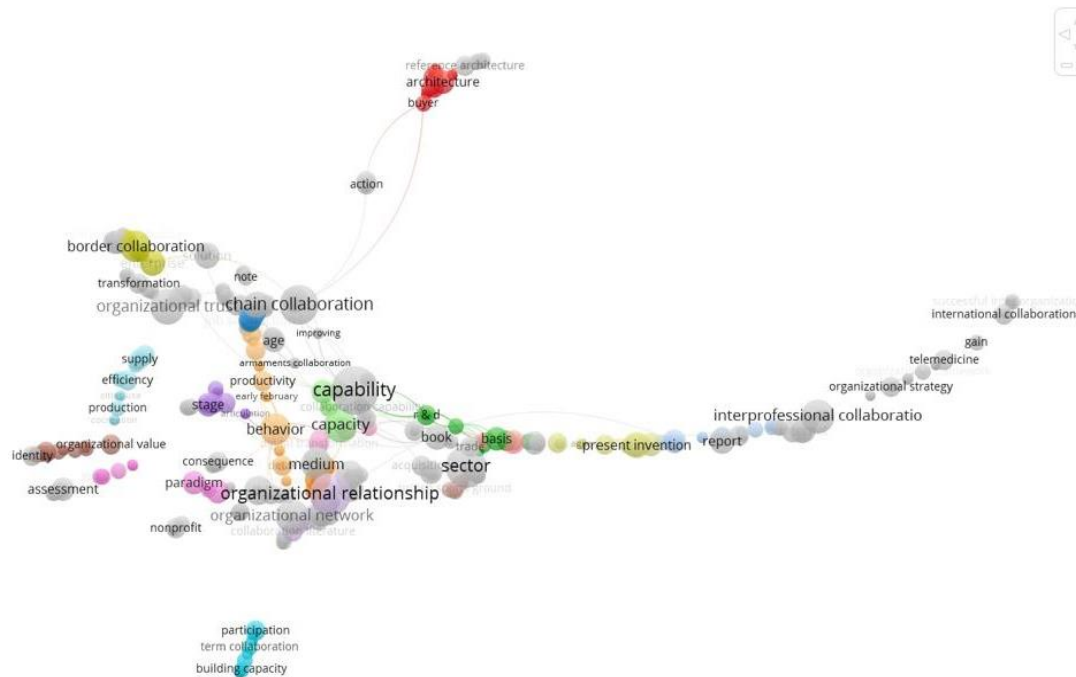


Figure 1. Map of “organizational collaboration”

Conclusion

This study identifies a knowledge framework for innovation and collaborative research in organizations in 2000-2022 at three levels (i.e., individual, teamwork, and organizational level), which includes the dimensions of temporal distribution and scientific community. The main findings are as follows: First, published data showing an overall increasing trend at the three levels and the main research position at the organizational level among the three levels. Second, the common division of the scientific community for innovation research at different levels includes a large number of articles published in countries such as the United States, China, and the United Kingdom, and widely cited authors such as (Amabile, 1997) and Christina Shalley, thereby demonstrating the possibility of cross-level research at the individual-team and team-organizational interfaces. Therefore, in particular, there are empirical studies and literature reviews that are more influential at the individual and work team levels, and studies that are influential on organizational innovation pay more attention to theoretical interpretations.

With the existence of several other databases involving innovation research in organizations such as Proquest One Business are ignored and may be included in future studies. On the other hand, even though some manual screening criteria have been established to screen articles, there may be subjective bias. In addition, further research can be carried out with a meta-analysis to build a model of multilevel innovation research mechanisms.

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