



BIBLIOMETRIC ANALYSIS OF RESEARCH TRENDS IN ORGANIZATIONAL CHANGE MANAGEMENT

Evans Afriant Nugraha¹, Agung Surya Dwianto²

Universitas Paramadina

Korespondensi penulis : evans.nugraha@students.paramadina.ac.id

agung.dwianto@paramadina.ac.id

*email Koresponden: evans.nugraha@students.paramadina.ac.id

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Abstract

This study presents a systematic mapping of Change Management and Organizational Change research using bibliometric analysis. The specific objectives are to identify research development trends in this field and to visualize the keyword network for the period 2016–2025 using VOSviewer. Data were collected from Google Scholar via the Publish or Perish (PoP) software, with Mendeley utilized for reference management. The findings indicate that studies on organizational change management between 2016 and 2025 remain predominantly focused on internal organizational aspects, specifically structural transformation, leadership, intervention strategies, and employee resistance. The bibliometric visualization generated five main clusters centered on the core keyword "change management," which showed extensive connections to related terms such as reorganization, leadership, and employee.

Keywords: Change Management, Organizational Change Management, Bibliometric Analysis, VOSviewer, Publish or Perish and Google Scholar.

I. INTRODUCTION

The business environment is experiencing rapid developments in science and technology, along with increasing global competition and globalization (Gölgeci et al., 2020). These changes can come from many things, both from the external environment of the organization and from within the organization itself, such as its goals, values, structure and management.(Chowdhury & Chandra Shil, 2022). In facing an increasingly of complex and competitive environment, an organization's ability to manage change effectively becomes a key factor in maintaining sustainability and competitive advantage (Mahamoud Hasan et al., 2025).

As the need for organizational adaptation increases, organizational change management is attracting increasing attention from academics and practitioners. Change management practices are supported by a broad literature and various theoretical frameworks designed to assist industrial sectors in managing and mitigating the risks that arise during transformation processes (Oliver et al., 2025). One of the main focuses in change management studies is the transition of organizations towards more sustainable practices, which has become an increasingly in-depth and relevant research topic in recent years (Delmas in Garcia-Torea et al., 2023).

Conceptually, organizational change and change management are closely related. Organizational change refers to the process or condition in which an organization undergoes significant transformations in its structure, teams, and individuals committed to the change



(Karasvirta & Teerikangas, 2022). Meanwhile, change management includes a systematic and planned approach to guide the change process so that it can be implemented effectively and sustainably (Phillips & Klein, 2023). Furthermore, change management is also understood as a social process that emphasizes human aspects, such as employee involvement, communication, and organizational culture (Jalkanen, 2023).

Although research on change management continues to grow, studies that comprehensively map its trends and development directions are still limited. Most previous studies focused on the application of the concept at the organizational level without systematically examining the dynamics of the science. Therefore, bibliometric analysis is used as an approach capable of identifying publication patterns, dominant topics, and research developments through the processing of large-scale scientific data (Donthu et al., 2021).

2.1 Organizational Change

In a dynamic business environment, organizations are required to consistently carry out continuous change cycles to remain competitive (Khan et al., 2022). Organizational change discusses how a company or institution makes adjustments to the work procedures, technology, structure, and strategies implemented, and examines the implications that arise as a result of this change process (Kumarasinghe & Dilan, 2021). Several studies have highlighted that most organizational change initiatives fail, with estimated failure rates of 60–70% (Errida & Lotfi, 2021). High failure rates increase continued attention and interest in factors that can reduce failure and increase the success of organizational change (Hughes, 2022).

In literature studies William (2016) summarizes several models of organizational change that explain the important sequences to follow in effective change management.

Table 1. Organization Change Models

Critical success factor	Kotter (1996)	Pendlebury et al. (1998)	Paton and McCalman (2000)
Compelling need for change	Establishing sense of urgency	Mobilising	Problem description
Visible, aligned and committed leadership	Creating guiding coalition	Handling power issues	Visible and tangible senior management
Clarity and direction of targets	Developing a vision and strategy	Defining vision	Formulating objectives and success criteria
Broad based participation	Empowering employees	Obtaining participation	Participation of those affected
Targeted and effective communication	Communicating change vision	Communicating actively	Communicate openly
Generating quick wins	Generating short wins		
Training & Mentoring		Training and coaching	
Motivating people to change behaviour	Anchoring new approaches in culture	Handling the emotional dimension	consolidation

Source : (William, 2016)

1.2 Change Management

Change management is a strategic and tactical aspect that helps organizations adapt and increase their resilience in a competitive environment. Generally, change management is defined as the process of continuously updating an organization's direction, structure, and capabilities to meet evolving customer needs (Dempsey et al., 2021). According to Rousseau & ten Have (2022) the change management approach is based on two main principles, namely: (1) changes designed using science-based practices have a higher chance of success, and (2) consistent application of four sources of evidence, namely scientific evidence, organizational



experience, stakeholder views, and practitioner knowledge can improve the quality of decision-making in the change process.

Furxhi & Dollija (2021) states that there are three main factors that influence the success of change management: leadership, communication, and commitment. Any form of change in an organization has the potential to fail if it is not accompanied by effective communication, strong leadership, commitment from all members, and a readiness and willingness to adapt to the change.

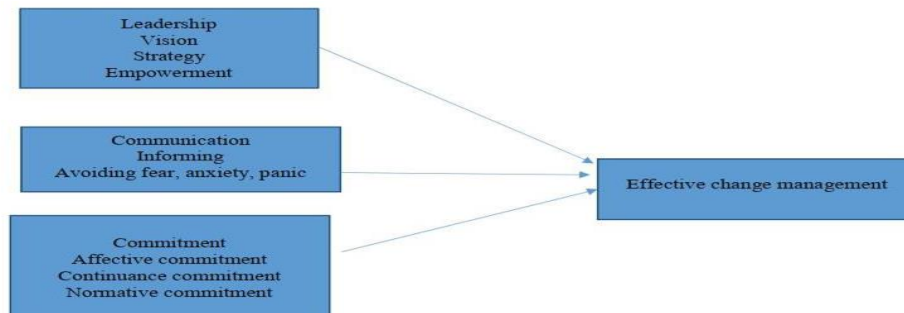


Figure 1. Important factors that can influence change management

Source:(Furxhi & Dollija, 2021)

Therefore, these three main factors are interconnected and play a vital role in creating successful change management. Effective leadership includes the ability to understand the needs and expectations of organizational members, while simultaneously conveying a clear and inspiring vision (Ausat et al., 2022). Effective communication enables organizations to convey their vision, goals, and change plans openly and convincingly to all their members (Jankelová & Joniaková, 2021). Meanwhile, organizational commitment reflects the level of individual involvement and loyalty to the organization, accompanied by the desire to remain part of it and provide the best performance to achieve common goals (Hadi & Tentama, 2020).

1.3 . Bibliometric Analysis

Bibliometric analysis is an analytical method for measuring and evaluating the quantity, quality, and trends of scientific publications, through the use of reference data from various academic sources, such as journal articles, conference proceedings, and books (Natalia & Ekowati, 2024). (Bouckennooghe et al., 2021) conducted a bibliometric analysis of research on attitudes towards organizational change, but the researchers did not specifically focus on the extent of readiness to change as the main focus.

Therefore, understanding how change management concepts and practices support organizational change processes is crucial for the development of both managerial theory and practice. Through a bibliometric approach, researchers and practitioners can gain a more comprehensive understanding of the scientific landscape of change management, while simultaneously identifying open research gaps. This usefulness lies primarily in its ability to generate high research impact and process large amounts of scientific data (Donthu et al., 2021). Thus, bibliometric analysis plays an important role in strengthening the theoretical and practical foundations for developing organizational change management strategies that are more effective and relevant to current organizational challenges.



2. RESEARCH METHODS

This study uses a quantitative descriptive approach with bibliometric analysis methods. Research data were obtained from scientific articles downloaded through the Google Scholar database using the Publish or Perish application with the keywords "change management" and "organizational change" in the article title and keywords categories within the time period 2016–2025. From the initial search results, 247 publications were found with the keyword organizational change and 951 publications with the keyword change management. After going through the verification and filtering process, 1176 relevant publications were obtained. All data were then exported in RIS format and processed using VOSviewer software for further analysis.

3. RESULTS AND DISCUSSION

Research growth on the topic of Organizational Change Management (OCM) between 2016 and 2025, taken from the Google Scholar database using the Publish or Perish software, shows fluctuating growth. The highest publication growth occurred in 2023 for the keyword "organizational change," with 38 (17%), while the highest number of publications for the keyword "change management" occurred in 2024 with 153 (16%).

Table 1. Development of Organizational Change Management research publications

Tahun Publikasi	Jumlah Dokumen		Presentase	
	Organizational Change	Change Management	Organizational Change	Change Management
2016	18	56	8%	6%
2017	20	66	9%	7%
2018	25	79	11%	8%
2019	18	67	8%	7%
2020	15	78	7%	8%
2021	16	103	7%	11%
2022	22	111	10%	12%
2023	38	116	17%	12%
2024	22	153	10%	16%
2025	31	122	14%	13%

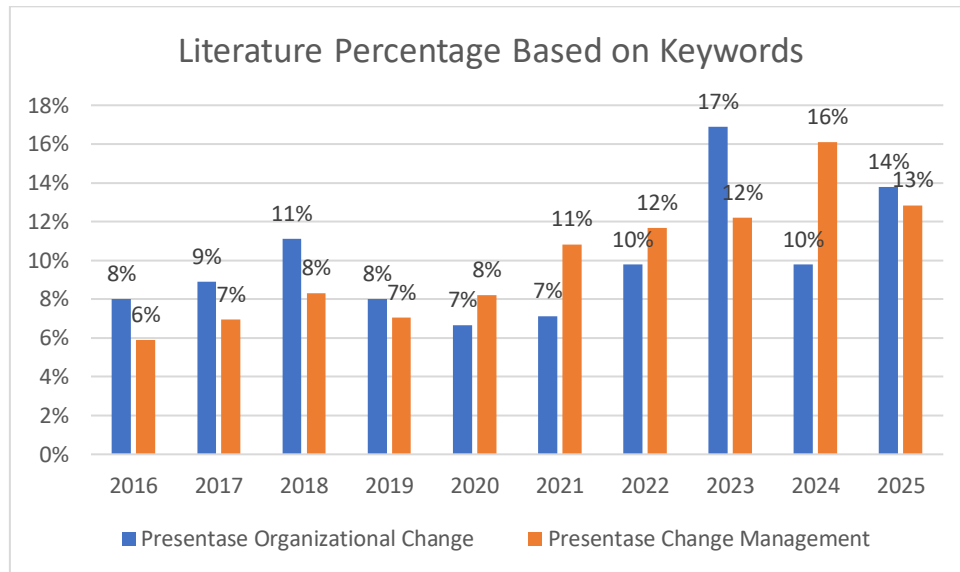


Diagram of the development of research publications on Organizational Change Management based on percentage from 2016-2025

Source: Author's data processing results, 2025

Despite a decline in recent years, research on OCM remains a topic of interest and continues to grow year after year in Indonesia. Using bibliometric analysis with the Vosviewer application, we can map the development of research publications on Organizational Change Management (OCM) based on keywords (Co-Occurrence). Bibliometric analysis is performed by presenting visualizations in the form of networks, overlays, and density to illustrate the connections between articles or online publications based on downloaded metadata.(Fitria et al., 2021).The mapping and clustering processes using VOSviewer software complement each other, providing a more comprehensive analysis. This clustering also serves to display patterns and provide insight into the structure and relationships within the bibliometric map.

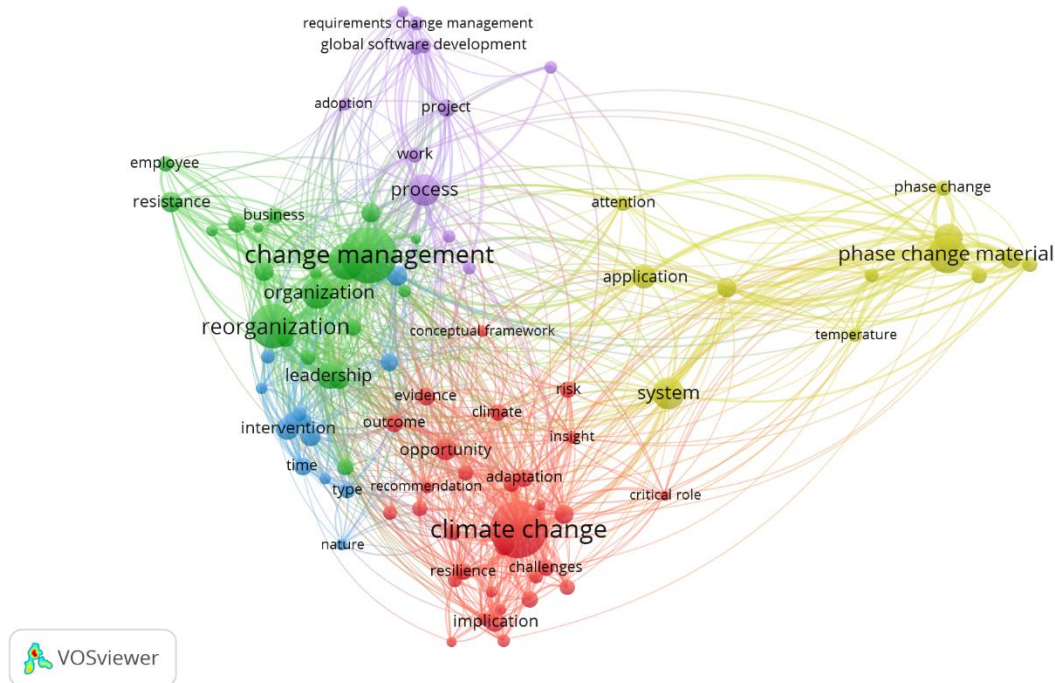


Figure 1 Map of developments in the topic areas of change management and organizational change in the period 2016 – 2025

Source: data processed with VOSviewer, 2025

The development map of articles on the topic of organizational change management, by article title and keywords, between 2016 and 2025, forms five clusters with 89 items. These clusters are color-coded and contain variables typically used to research change management and organizational change. The keyword "organizational change management" falls into cluster 2 with 18 substantial links and a link strength of 72.

ClusterThe green color is the most prominent and dense, with key keywords such as change management, organization, reorganization, employee, and resistance. This indicates that the core of the OCM literature focuses on structural transformation within organizations and how that change is managed internally. The strong link between "change management" and "reorganization" reflects that many studies examine change as a formal process that directly impacts organizational structure and employee dynamics, including resistance to change.

Table 2. Results of the formed clusters

Cluster 1	Cluster 2	Cluster 3
Adaptation	Business	Effectiveness
Case study	Change management	Importance
Challenges	Change management practice	Individual
Climate	Concept	Intervention
Climate change	Culture	Nature
Climate change adaptation	Digital transformation	Patient



Climate change effect Climate change management Climate change mitigation Conceptual framework Contribution Critical role Environmental change Era Evidence Fisheries management Forest management Implications Insight Land management Management change Mitigation Opportunity Outcome Policy Recommendation Resilience Response Risk Sustainability Sustainable management Water management	Employee Influence Innovation Knowledge management Leadership Literature reviews Organization Organizational change management Readiness Relationship Reorganization Resistance Successful organizational change Technology adoption topic	Person Self-management Success Technique Time Treatment Type
Cluster 4		Cluster 5
Application Attention Battery Thermal Change Btms Comprehensive review Pcm Performance Phase management System Temperature Thermal management system	Adoption Change management model Gap Global software development Process Project Rcm Requirements change management Requirements change management Synthesis work	



Source: Processed by the author from the results of VosViewer, 2025

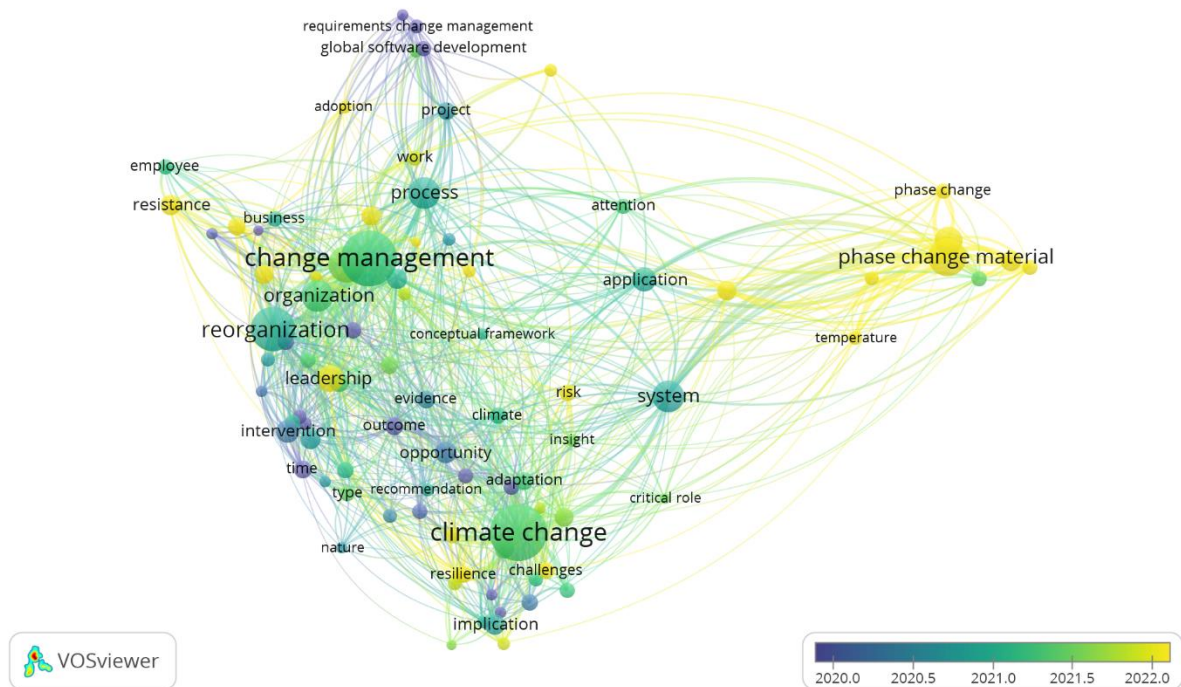


Figure 2 Development of research on management and organizational change from year to year

Source: Data processed by VosViewer, 2025

Based on the overlay visualization results from bibliometric analysis using VOSviewer, research trends in Organizational Change Management (OCM) can be further analyzed through color-coded representations of the average publication year of key terms. This visualization demonstrates shifts in focus and new developments in OCM research from 2020 to 2022.

It can be seen that the term "change management", as the core of the topic, has a bluish-green color, indicating that this topic has long been a concern and has been intensively researched since the beginning of 2020. Other closely related terms such as organization, reorganization, leadership, and intervention also have a similar color, indicating that the discourse on organizational structure and leadership in change has existed since the beginning of the analysis period. This indicates that the main focus of OCM research in recent years has been more focused on the internal aspects of organizations, managerial strategies, and approaches to structural change.

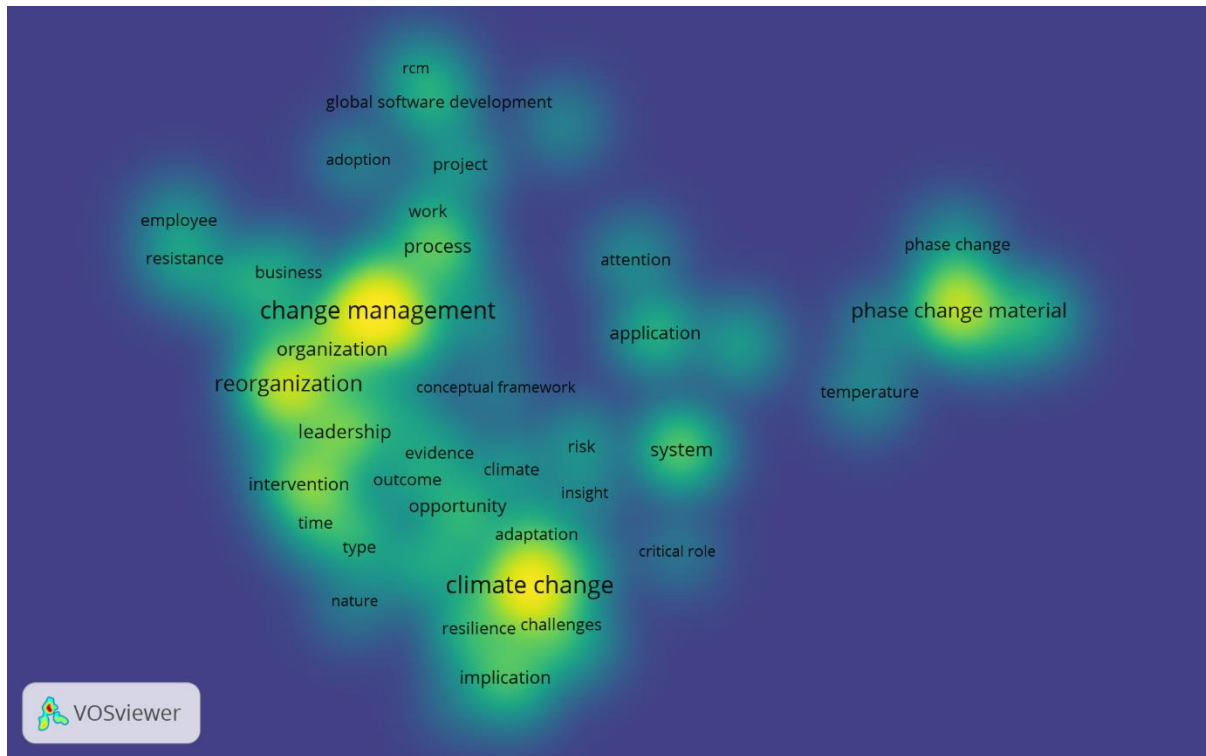


Figure 3. Density visualization of co-occurrence

Source: processed by VosViewer, 2025

Based on the density visualization results from the bibliometric analysis using VOSviewer, it appears that the topic of organizational change management occupies a very central position in the research map. This is indicated by the keyword "change management" which is colored bright yellow, representing high frequency and extensive connections with other terms in the literature. Around this keyword, there are close connections with terms such as reorganization, organization, leadership, intervention, process, employee, and resistance. This pattern indicates that research in the field of organizational change management discusses many aspects of organizational structure, leadership as a driver of change, intervention strategies, and challenges faced by human resources, such as resistance to change.

Furthermore, links were found to more technical and contextual topics such as global software development, indicating a trend in organizational change management research toward digital transformation. Meanwhile, while terms like climate change are found in adjacent areas, this topic has not yet been fully integrated into organizational change management research, but it does open up opportunities for further exploration of how organizations adapt to global challenges like the climate crisis. Other clusters, such as phase change materials, appear separate and lack direct links, indicating a segmentation between organizational management research and engineering or materials science.

Overall, this visualization shows that research trends in organizational change management remain focused on internal organizational aspects, but are beginning to open up to integration with external issues such as digitalization and sustainability. Looking ahead, promising research directions include interdisciplinary approaches that combine organizational change



with global issues, as well as an in-depth study of human behaviour in organizational change processes.

4. CONCLUSION

This research shows that studies on organizational change management in the 2016–2025 period are still dominated by internal organizational aspects, particularly structural transformation, leadership, intervention strategies, and employee resistance. Bibliometric visualization produces five main clusters with the central keyword "change management," which has broad connections with other terms such as reorganization, leadership, and employee. Furthermore, research directions are beginning to emerge that are connected to external issues, particularly digitalization and sustainability, although not yet fully integrated. Thus, future research opportunities lie in interdisciplinary approaches that combine organizational change management with global challenges, while simultaneously deepening the aspects of human behaviour in the change process.

Based on the research findings, it is recommended that studies on organizational change management be developed with interdisciplinary by integrating global issues such as digitalization, sustainability, and climate change. Further research should also delve deeper into the aspects of human behaviour in the face of change, particularly regarding employee resistance and the role of leadership. Furthermore, the use of a broader database and advanced bibliometric methods will provide a more comprehensive picture of research trends. For practitioners, the results of this study can serve as a reference in designing change management strategies that adapt to internal and external dynamics of an organization.

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