



Evolutionary Mapping of the "Organizational Rejuvenation" Concept as a Research Domain (1965- 2019): Bibliometric Analysis and Research Gaps

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Extended Abstract

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Introduction

The business decline stage can lead to death of the business. Entrepreneurs and business owners apply the organizational rejuvenation to avoid entering this stage. For the first time, Stopford and Baden-Fuller (1990) defined the concept of organizational rejuvenation as creating comprehensive changes in organizational structure, organizational systems, processes, and strategy that affect the whole organization. while according to Covin & Miles (1999), organizational rejuvenation as a form of strategic entrepreneurship refers to the entrepreneurial phenomenon by which a business seeks to maintain or continuously improve its competitive position by making changes in three fields: (1) internal processes, (2) structures, and (3) company capabilities (Kuratko, Morris & Covin, 2011). Further, according to Leung (2006) and Baden-Fuller and Stopford (1990,1994), organizational rejuvenation also includes the changing business strategy.

In fact researchers such as Adenfelt & Lagerström (2006) believe that significant studies have not yet been conducted on the concept and process of organizational rejuvenation. Therefore, following Lampe, Kraft & Bausch (2019), it is the research question "what have been the focus of conceptualizations on "Organizational Rejuvenation" in the identified research clusters?"

In order to answer this research question, we have used the bibliometric method (co-occurrence and co-citation technique) to analyze the published papers in Scopus and WOS databases. However, in the following paper, we have analyzed the main clusters (dimensions) of the phenomenon of "Organizational Rejuvenation" and finally, we are presented research gaps for future research in this field.

Objectives

The main aim of the study is to identify dimensions of the concept of "Organizational Rejuvenation" based on the bibliometric method (co-occurrence and authors co-citation technique) and to offer our research gaps for future research.

Data/Methodology

In this paper, we have used Bibliometric methods for re-conceptualization of "Organizational Rejuvenation. For example, Lampe et al.(2019) to identify the focus of the conceptual domains of the "Entrepreneurial Organization" have applied Bibliometric method to explore the conceptual structure of "emerging organizations".

In this article, two techniques, we have applied both of co-citation and co-occurrence techniques, have been used to implement the Bibliometric method. Co-occurrence technique is statistical analysis of published papers and documents based on keywords (Danvila, Mendozaa and Larac, 2019). Also, we have used co-citation analysis. The technique applies co-citation counts (the frequency with which two articles are cited together by another article) to recognize relations between research papers.

We analyzed 1004 paper published in Scopus and WOS by Bibliometric method. Top ten countries which published most published papers on "Organizational Rejuvenation" are belonged to the United States (363 articles), the United Kingdom (145), Australia (47), and Canada (32). On the other hand, some of the leading writers in this field are Barker (Thematically focusing on business turnaround, decline and innovation), Wright (Thematically focusing on restructuring, industrial modernization) and Bruton (Thematically focusing on restructuring, business turnaround).

Results/Findings

According to the results of the co-occurrence technique, we have identified seven clusters as the focus of conceptualization of "Organizational Rejuvenation" which are : 1.Business Process Improvement, 2.Organizational restructuring, 3.Development of organizational capabilities, 4.Business turnaround strategies, 5.Entrepreneurial leadership development, 6.Innovation, and 7.Business rebranding. The last four dimensions are part of the theoretical contribution of this research.

Also, based on the results of the co-citation technique, 8 clusters of authors (as a scientific community) were identified: 1.Organizational decline, 2.Organizational restructuring 3.Development of organizational capabilities, 4.Business turnaround strategies 5.Entrepreneurial leadership development, 6.Organizational Transformation, 7.Business rebranding and 8. Business turnaround.

The results of co-occurrence and co-citation analysis show that 5 dimensions of "Organizational Rejuvenation" concept are common to both techniques (Organizational restructuring, Development of organizational capabilities, Business turnaround strategies, Entrepreneurial leadership development and Business rebranding). Therefore, co-citation analysis directly

confirms 5 dimensions and the “Innovation” has a strong presence in the three clusters of Co-citation analysis. The results of co-citation analysis, also show that 1004 articles selected to study the field of “Rejuvenation”, have high scientific validity.

Implications

In this study, we identified 7 research clusters for the concept of “organizational rejuvenation”: Business Process Improvement, Organizational restructuring, Development of organizational capabilities, Business turnaround strategies, Entrepreneurial leadership development, Innovation, and Business rebranding.

This means that without changing in organizational strategy (Stopford and Baden-fuller, 1990; Leung, 2006), having an effective entrepreneurial leadership (Thornberry, 2003) and without innovation, especially product innovation (Kreiser and Davis, 2009), the organization cannot be rejuvenated, and finally, modifying and renovating the logo, symbol and vignettes of the business can also create a sense of innovation and organizational rejuvenation in the firm (Lehu, 2006).

Keywords: *Organizational rejuvenation, Business turnaround strategies, Entrepreneurial leadership, re-branding, Innovation*

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