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THE IMPLICATIONS OF ORGANIZATIONAL BLINDNESS ON EMPLOYEES AND ORGANIZATIONS: A BIBLIOMETRIC PERSPECTIVE

*ÖRGÜTSEL KÖRLÜĞÜN ÇALIŞANLAR VE ORGANİZASYONLAR
ÜZERİNDEKİ YANSIMALARI: BİBLİYOMETRİK BAKIŞ*

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Abstract: Organization employees may exhibit behaviors such as ignoring, showing indifference, or neglecting issues or disruptions related to work activities. In organizations where organizational blindness is exhibited, serious problems can arise. The study highlights the harmful consequences of organizational blindness, a research area with limited studies in the literature. A bibliometric analysis method was applied within the scope of the research objective. The research sample consists of 179 data points. In the study, considering the field of social sciences, the authors who researched the topic, publication years, productivity, frequently emphasized keywords and conceptual relationships are included. As a result of the study, it was found that organizational blindness has strong associations with the concepts of diversity, multiculturalism, race, inclusion, colorblindness, diversity ideologies, gender, assimilation, belonging, intergroup relations, and ideology. In terms of centrality and density in examining organizational blindness, it was observed that the notion of theory, disability, environment, institutions, and organization displayed strong relationships. Some concepts frequently emphasized by the authors include diversity, multiculturalism, blindness, race, inclusion, and discrimination. The results of the study have provided new dimensions to the idea of employee psychology, organizational behavior, organizational productivity, policies, and continuity in the examination of organizational blindness.

Keywords: Bibliometric Method, Employees, Organizations, Organizational Blindness (Myopia)

JEL: M10

Öz: Organizasyon çalışanları iş faaliyetlerine ilişkin aksaklıkları veya problemleri, görmezden gelme, ilgisizlik sergileme ya da umursamama gibi davranışlar sergileyebilmektedir. Bu açıdan örgütSEL körlüğün sergilediği organizasyonlarda, ciddi problemler oluşabilir. Araştırmada literatürde sınırlı bir araştırma alanına sahip örgütSEL körlüğün zararlı sonuçlarına vurgu yapılmıştır. Araştırma amacı çerçevesinde bibliyometrik analiz yöntemi uygulanmıştır. Araştırma örneklemi 179 veriden oluşmuştur. Araştırmada sosyal bilimler alanı dikkate alınarak konu üzerinde araştırma gerçekleştiren yazarlara, yayın yıllarına, verimliliklere, sıkılıkla vurgulanan anahtar kelimelere ve kavramsal ilişkilere yer verilmiştir. Araştırma sonucunda örgütSEL körlüğün, çeşitlilik, çok kültürlülük, ırk, kapsayıcılık, renk körlüğü, çeşitlilikideolojileri, cinsiyet, asimilasyon, aidiyet, gruplar arası ilişkiler ve ideoloji kavramları ile güçlü ilişkilere sahip olduğu anlaşılmıştır. Merkezilik ve yoğunluk açısından örgütSEL körlük incelemesinde, theory, disability, environment, institutions, organization kavramlarının güçlü ilişkiler ortaya koyduğu gözlemlenmiştir. Yazarların sıkılıkla vurgu yaptığı kavramların bazısı ise diversity, multiculturalism, blindness, race, inclusion, discrimination şeklinde sıralanmıştır.

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Araştırma sonuçları ile örgütsel körlük incelemesinde, çalışan psikolojisi, örgütsel davranış, organizasyon verimliliği, politikaları ve sürekliliği kavramlarına yeni boyutlar kazandırılmıştır.

Anahtar Kelimeler: Bibliyometrik Yöntem, Çalışanlar, Organizasyonlar, Örgütsel Körlük (Miyopi)

1. Introduction

Organizational blindness or myopia is one of the actions that organizations need to pay attention to in their business activities. Organizational blindness emotionally and behaviorally affects the way all employees view events. Organizational blindness can stem from employees themselves, workplace activities, or be influenced by organizational and competitive market conditions. Several factors can play a role in the emergence of organizational blindness, such as policies implemented in organizational activities, organizational culture, employee communication, employee psychology, performance evaluation, workload, employee motivation, and measures taken toward technological change and development. In organizations, employees may display behaviors such as ignoring, disregarding, or showing indifference to problems in their business activities. These factors support the formation of organizational blindness. The presence of organizational blindness in organizations affects the activities and behaviors of managers or employees. The study aims to reveal the relationships between the principle of organizational blindness, which has a limited research area in the literature, with other concepts. In this regard, it is aimed to clarify what concepts may cause the emergence of organizational blindness. It is anticipated that the results of the research will contribute to the limited research gap in the literature.

Organizational blindness prevents organizations from evaluating their internal and external environments healthily. It is seen in the literature that research on organizational blindness is quite limited, and it is examined under the titles of 'innovation myopia, management myopia, learning myopia, and ethical myopia' (Seymen, Kılıç and Kinter, 2016: 213-214). In this regard, organizational blindness is related to the inability to see potential threats to the organization (Uysal and Aydemir, 2022: 2). Blindness in organizations can turn into an adaptation activity to gain legitimacy in terms of the structure of the institutions and organizational responses (Shanks-Meile and Dobratz, 1996: 61). Organizational blindness can be observed in organizations that display routine behaviors and are closed to change (Seyrek, 2024: 86). This situation leads to silence regarding known malfunctions or problems within the organization. Employees' reluctance to change their habits can also trigger the formation of organizational blindness. Employees' indifferent approach to organizational problems can cause significant harm to organizational activities in the long term. Ignoring problems and adapting to the work environment deepens these problems.

Organizational blindness (myopia) can be evaluated in three ways from an organizational learning perspective. First, it is the tendency to ignore the long term. The long-term is valuable for survival. Second, it is the tendency to ignore the big picture. The survival of comprehensive systems is difficult. The third form of blindness is the tendency to ignore failures. It is related to underestimating the risks associated with failure (Levinthal and March, 1993: 101). This situation shows that blindness can negatively impact many activities such as organizational learning,

innovation, opportunity, and gaining experience. Organizational blindness can harm workplace goals, policies, and continuity in the long term.

2. Organizational Blindness (Myopia) and Employees

Organizational blindness is a self-produced blindness of individuals to information with destructive potential (Knudsen, 2011: 982). Organizational blindness refers to the inability to perceive situations such as opportunities, risks, problems, changes, and threats in the internal and external environment, influenced by individual and organizational factors (such as leadership and culture) (Seymen et al., 2016: 214). Organizational blindness (organizational myopia) is also expressed as the failure to follow the changes demanded by the new order, even though members of the organization or group are aware of a particular situation (Çelebioglu, 2024: 4). Organizational myopia refers to an organization becoming accustomed to routine and having a short-term perspective so narrow that it cannot see opportunities. This situation is dangerous for the organization (Sezen-Gültekin and Argon, 2020: 1483). In companies with organizational myopia, low performance is observed (Mızık, 2010: 609). In organizational blindness, employees do not make predictions about organizational goals. Many factors may cause this situation. For example, concerns about being laid off or potential negative experiences with the management mechanism can trigger the formation of organizational blindness. When employees prioritize their interests over the organization's, it may lead to organizational blindness. Employees' indifference to work activities is another factor leading to blindness.

From an organizational perspective, spatial myopia means overlooking distant places and the big picture (Sato, 2012: 46). In the literature, positive myopia in terms of organizational blindness is explained as a positive situation that arises from the inability to see negative situations within organizations (Bay and Kavurgacı, 2020: 837). This situation, especially in organizational blindness, creates the perception that there are no organizational problems due to the failure of the objection mechanism. This situation may have positive aspects from the perspective of the management mechanism. Additionally, the lack of awareness of organizational problems leads employees to believe that there are no disruptions in the continuity of work. The inability to observe existing problems, in reality, leads to the increase of organizational problems, particularly in the long term. This situation can result in the big picture being overlooked in many organizational activities.

In the literature, Levinthal and March (1993: 101) identify three types of myopia associated with organizational learning, a tendency to disregard the long term, overlook the broader context, and ignore failures. They argue that such forms of myopia pose a significant threat to the long-term survival of complex systems, primarily by causing organizations to underestimate the risks of failure. Sato (2012: 52) notes that myopic tendencies that favor exploitation over exploration can become problematic when they dominate organizational behavior. Similarly, Park, Choi and Lee (2015: 75) highlight that blindness—or myopia—toward learning adversely impacts organizational activity and productivity by obstructing awareness of the consequences of time, place, and action. Sato (2015: 331) further asserts that when managers prioritize short-term outcomes, employees tend to adhere to familiar, proven work methods rather than pursue innovative approaches, ultimately leading to temporal myopia within the organization.

Recognizing organizational realities requires an impartial perspective. In this context, employees mustn't remain silent in the face of dysfunctions within organizational processes. However, concerns related to job security, workplace harmony, personal welfare, positional authority, and fear of criticism may contribute to the emergence of organizational blindness. In the literature, Uysal and Aydemir (2022: 2) assert that excessive identification of employees with their organizations can result in organizational blindness, preventing them from perceiving organizational realities. Similarly, Acar and Mete (2023: 41) emphasize that rotating employees and integrating their ideas and suggestions into organizational practices are effective strategies for preventing such blindness. Çelebioğlu (2024: 4) highlights that organizational blindness can gradually become normalized among employees, leading to adverse consequences for the organization. It is further emphasized that organizations affected by this condition may become incapable of responding to internal and external environmental factors, fail to take timely action, and risk institutionalizing these dysfunctional patterns. In a related vein, Kılıç (2024: 287) notes that in organizations characterized by high power distance, employees' critical thinking and alternative perspectives are often suppressed, thereby increasing the prevalence of organizational blindness.

The study aims to express the variables that may play a role in the formation of organizational blindness. In this regard, the literature reviews studies on organizational blindness. Particularly, themes that may influence organizational employees in exhibiting organizational blindness behaviors are being interpreted. There is a very limited research area on this topic in the literature. It is believed that organizational blindness exists in many organizations from both the employee and manager perspectives. Research conducted on this topic can contribute to the emotions, thoughts, and behaviors of employees in organizational activities. It is anticipated that the research findings will help organizational managers, employees, and other relevant individuals take measures against organizational blindness.

3. Methodology

Bibliometric analysis provides an overall overview of research on a specific topic in the literature. By using R packages for data analysis, easier access is achieved, clearer results are obtained, and many contributions can be made through visualizations. The Biblioshiny web interface is quite practical due to its continuous updates and its ability to map the analysis results. Using RStudio and Biblioshiny, research on the subject can yield various results, such as year-based scientific production, the most productive authors, frequently used keywords, the most popular journals, and country collaborations (Rashid, 2023: 26). The R programming language offers considerable flexibility in bibliometric analyses (Aria and Cuccurullo, 2017: 960). With bibliometric analyses, researchers can organize analytical discussions and use bibliometric visualizations. When interpreting findings, it is important to know the content and meaning of each thematic cluster. Researchers can examine the connections between the words obtained from studies (Donthu, Kumar, Mukherjee, Pandey and Lim, 2021: 295). In this regard, the study examines organizational blindness research in general using the WoS database, which contains numerous publications. The scope of the study is determined through RStudio and Biblioshiny applications. The research results are presented visually. The study generally clarifies the concepts that authors frequently emphasize in organizational blindness studies and the strength of relationships between those concepts.

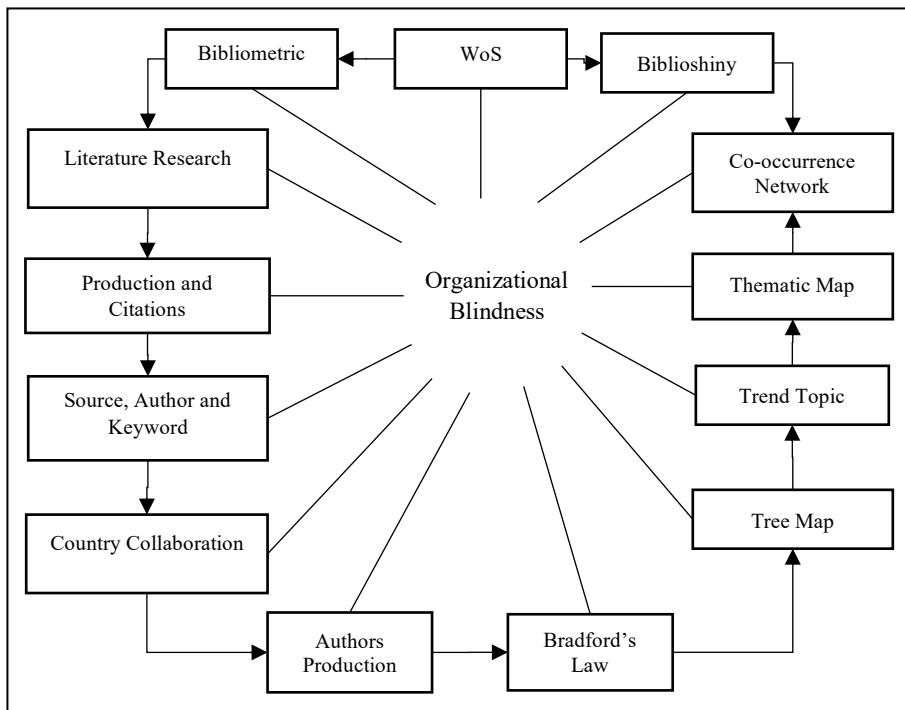


Figure 1. Organizational Blindness Examination Research Methodology

Bibliometric maps can be evaluated from a methodological or application perspective. In the methodological approach, the correct interpretation of bibliometric maps and focusing on technical issues related to the maps are emphasized. In the application-oriented approach, bibliometric maps are used for various purposes. For example, they can be used to provide an overview of the field or to make decisions based on scientifically solid foundations (Eck, 2011: 15). In this regard, bibliometric analysis applications need to have a well-designed structure. Research questions, objectives, methods, and logical connections between the results obtained must be stated. The interpretation of outputs is necessary for determining the relationships between results and the integrity of the research (Öztürk, Kocaman and Kanbach, 2024: 3356). With bibliometric analyses, how keywords are connected in the literature can be visualized. Evaluations regarding the shortcomings of research, comments, or collaborative relationships can be made (Ellegard, 2018: 197). In Figure 1, a general framework for organizational blindness research is presented. Data downloaded as a Bibtex file from the WoS database were analyzed using R and Biblioshiny programs for bibliometric analysis. The research examined studies conducted in the literature. The authors who conducted intense research on the topic, the country addresses of corresponding authors, author productivity, citation rates, relevant sources, keywords, country collaborations, the relationship strength of emphasized keywords, trending topics, thematic maps, and the evaluation of concepts in terms of centrality and density were included. Considering the research universe, studies in the literature were reviewed alongside relevant results. The research sample consists of 179 documents. Some inferences have been made within the framework of organizational blindness research. It is believed that the research results could provide new perspectives to the literature.

In the study's search strategy, the concept of organizational blindness was filtered at the organizational level. The keyword "organizational blindness" was searched within the WoS database. Studies related to medicine, health sciences, and biological research were excluded from the scope. The analysis primarily focused on studies conducted within the field of social sciences and at the organizational level. A wide range of publication types—including journal articles, books, book chapters, and conference proceedings—were included without any restrictions. During the data selection process, studies representative of the sample were incorporated into the analysis, with particular emphasis placed on research examining organizational blindness in business settings.

4. Results

In the research findings, organizational blindness studies have been evaluated at the organizational level. In this regard, 179 studies from the WoS literature were included in the analysis. No year limitation was imposed in the examination of organizational blindness. Additionally, there were no restrictions on articles, books, or book chapters. The research boundaries were defined within the context of businesses or organizations. The study primarily focused on collecting data at the organizational level in the field of social sciences, considering WoS publications. In this regard, research related to the health and medical fields was excluded from the scope of the study. The findings of the research are presented in Table 1.

Table 1. Organizational Blindness Literature Basic Information (WoS)

Basic Information	Result	Basic Information	Result
Timespan	1994:2025	International co-authorship	27.37 %
Sources	118	Co-authors per doc	4.45
Documents	179	Author's keywords	608
Annual growth rate	0%	References	10905
Authors	717	Document average age	7.89

Source: Biblioshiny

It has been found that research on organizational blindness has been conducted between 1994 and 2025 in the literature. The studies were published in 179 publications across 118 different sources. The annual growth rate of organizational blindness research has been 0%. Therefore, it is evident that there is a significant need for new research in the field of organizational blindness. A total of 717 authors have conducted research on the topic, with 33 single-author publications. The proportion of international co-authors in organizational blindness studies is 27.37%, and it has been observed that the average number of authors per study is 4.45. The authors have used 608 keywords and cited 10,905 sources in their research. The average age of the publications is 7.89 years, and the average number of citations per publication is 32.98. These results suggest that there is a high demand for research on the construct of organizational blindness at the organizational level and that new studies on the topic could be conducted in the future. Organizational blindness studies could bring new perspectives such as employee psychology, organizational behavior, organizational productivity, policies, and continuity.

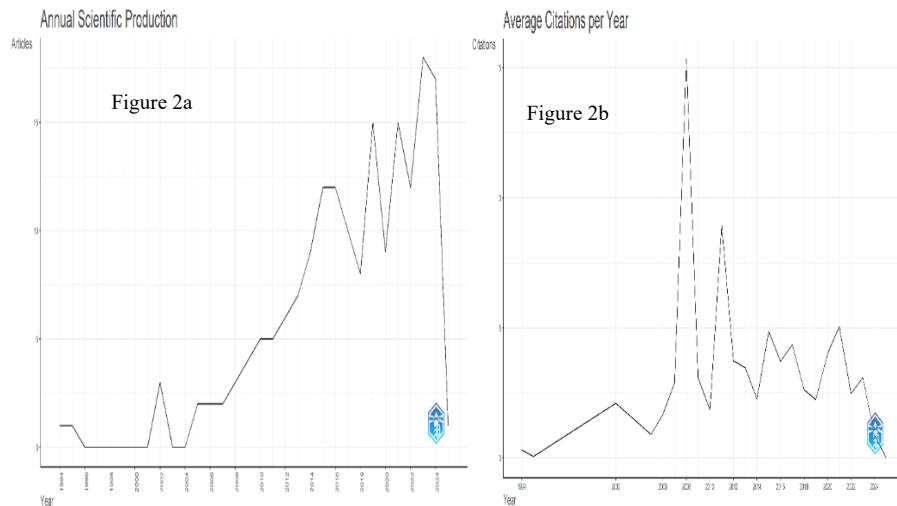


Figure 2. Annual Scientific Production and Citation Rates of Organizational Blindness

Figure 2 shows the annual productivity of organizational blindness research and the number of citations received by the studies. The results indicate that organizational blindness research reached its peak in 2023. The findings suggest that, especially after 2007, organizational blindness research generally increased, decreased in 2018, and followed a fluctuating trend with rises and falls. Citations for organizational blindness research peaked in 2008. The results also show high citation rates in 2011. Overall, both publication productivity and citation rates followed a fluctuating pattern over the years. The results indicate that more research is needed on the topic. The low publication and citation numbers as of 2025 are due to the research data being obtained on January 17, 2025. It is anticipated that more publications and citations will emerge by the end of 2025.

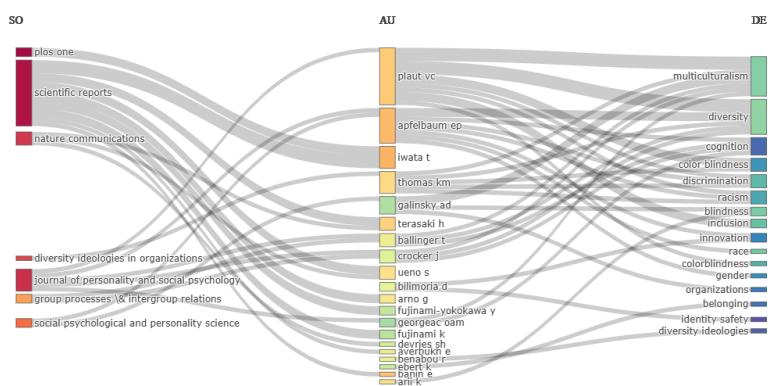


Figure 3. Organizational Blindness Examination Source, Author, and Keyword Matching

Figure 3 presents the source, author, and keyword matching in the organizational blindness examination. Sources that focus on intensive research on the topic of organizational blindness include Plos One, Scientific Reports, Nature Communications, Diversity Ideologies in Organizations, Journal of Personality and

Social Psychology, Group Processes & Intergroup Relations, and Social Psychological and Personality Science. When considering the author lists in the matching, they are listed as Plaut VC, Apfelbaum EP, Iwata T, Thomas KM, Galinsky AD, Terasaki H, Ballinger T, Crocker J, Ueno S, Bilimoria D, Arno G, Fujinami-Yokokawa Y, Georgeac OAM, Fujinami K, Devries SH, Averbukh E, Benabou R, Ebert K, Banin E, Arii K. The frequently used keywords in the authors' research include multiculturalism, diversity, cognition, color blindness, discrimination, racism, blindness, inclusion, innovation, race, colorblindness, gender, organizations, belonging, identity safety, and diversity ideologies. The results reveal the frequently used keywords in the author's research and the sources in which they have published. For example, Plaut VC frequently used concepts such as multiculturalism and diversity in their research and published in the Journal of Personality and Social Psychology.

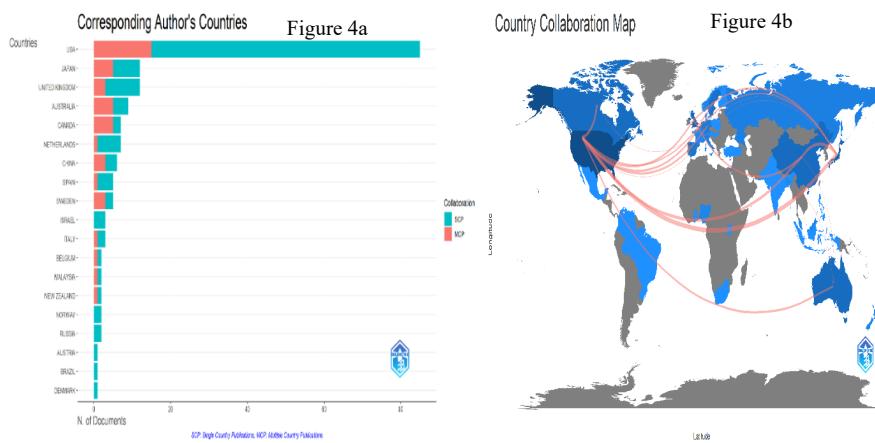


Figure 4. Organizational Blindness Examination Corresponding Author Country Addresses and Country Collaboration

Figure 4 presents the country addresses (Figure 4a) and country collaborations (Figure 4b) of corresponding authors publishing on organizational blindness. The figure shows single-country publications and multi-country publications in the context of collaborations. When considering single-country publications and multi-country publications, it is observed that most publications on organizational blindness are from the USA. Other countries with high publication output from corresponding author country addresses include Japan, United Kingdom, Australia, Canada, Netherlands, China, Spain, Sweden, Israel, Italy, Belgium, Malaysia, New Zealand, Norway, Russia, Austria, Brazil, and Denmark. As seen in Figure 4b, the USA, Japan, United Kingdom, Australia, Canada, Netherlands, China, Spain, Sweden, Italy, Belgium, Malaysia, and New Zealand authors have international collaborations. There is a need for authors from other countries to conduct new research on the topic.

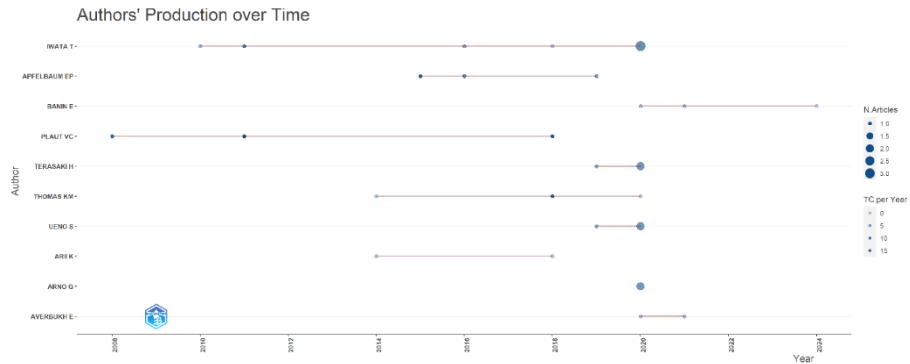


Figure 5. Organizational Blindness Examination Author Productivity

In Figure 5, the productivity timelines of authors who have conducted extensive research on organizational blindness are presented. The analysis shows that Iwata T. conducted intensive research between 2010 and 2020, with the most publications on the topic in 2020. The research indicates that Apfelbaum E.P. worked on organizational blindness between 2015 and 2019. Banin E. has produced very recent research on organizational blindness between 2020 and 2024. In practice, Plaut V.C. conducted organizational blindness research over a long period, from 2008 to 2018. Terasaki H. conducted research in the years 2019-2020. Thomas K.M. was involved in organizational blindness studies between 2014 and 2020. ARII K. conducted research on organizational blindness from 2014 to 2018. The analysis also observed that Arno G. worked on organizational blindness research in 2020, and Averbukh E. conducted research in 2020-2021. The analysis shows that the most intense research occurred in 2020. The findings indicate a need for more researchers to conduct studies on the topic, especially in recent years.

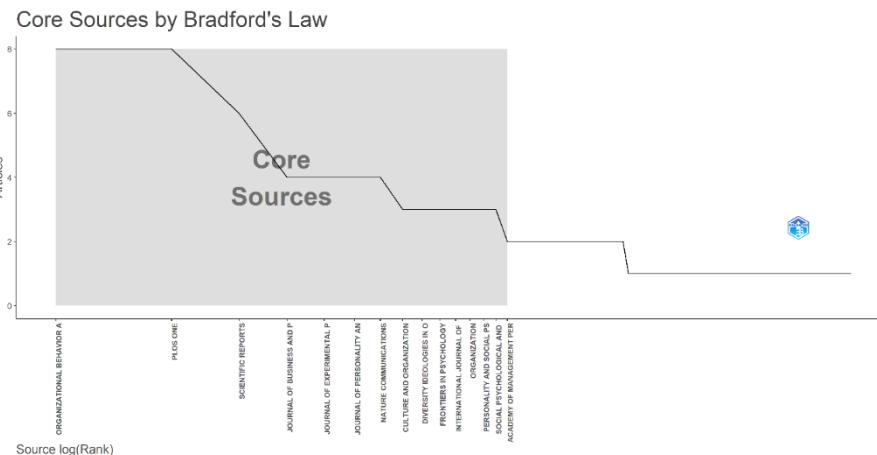


Figure 6. Organizational Blindness Study Bradford's Law Sources

In Figure 6, the impact of sources in the research dataset is presented. The source with the strongest presence in the dataset is shown to be *Organizational Behavior and Human Decision Processes*. Other sources with a significant presence in the organizational blindness field include *Plos One*, *Scientific Reports*, *Journal of Business and Psychology*, *Journal of Experimental Psychology-Human Perception*,

Journal of Personality and Social Psychology, Nature Communications, Culture and Organization, Diversity Ideologies in Organizations, and Frontiers in Psychology. Considering the publication sources, it can be observed that organizational blindness research has connections with the fields of organization, human behavior, psychology, sociology, communication, and culture. From this perspective, organizational blindness can have a significant impact on employee psychology, the sociological environment, and organizational behavior.

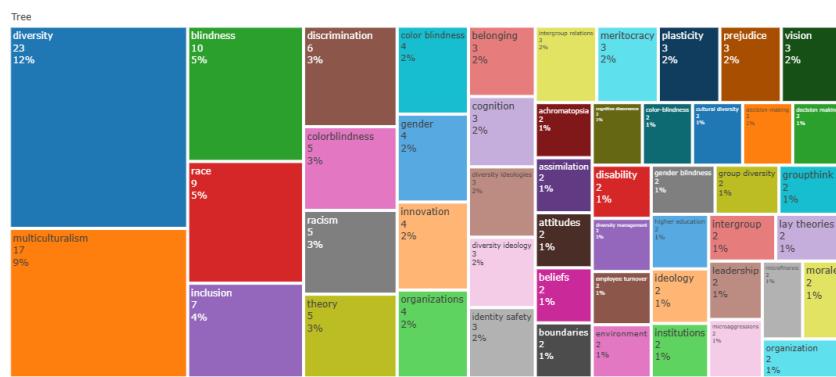


Figure 7. The Most Emphasized Concepts by Authors in Organizational Blindness Studies

In Figure 7, a tree map of the key concepts emphasized by authors in organizational blindness studies is presented. In organizational blindness reviews, authors most frequently emphasized the concept of diversity. Other key concepts highlighted by authors in organizational blindness studies include multiculturalism, blindness, race, inclusion, discrimination, colorblindness, racism, theory, color blindness, gender, innovation, organizations, belonging, cognition, diversity ideology, identity safety, intergroup relations, meritocracy, plasticity, prejudice, vision, achromatopsia, assimilation, attitudes, beliefs, boundaries, cognitive dissonance, cultural diversity, decision-making, decision making, disability, diversity management, employee turnover, environment, gender blindness, higher education, ideology, institutions, group diversity, intergroup, leadership, microaggressions, groupthink, lay theories, microfinance, morale, and organization.

The results indicate that in organizational blindness studies, many concepts from both within and outside the organization are frequently emphasized by the authors. It is observed that, in addition to an individual's personal actions, many concepts related to organizational activities are also emphasized. Thus, organizational blindness is understood to be a behavioral approach that all employees and relevant other organizations must pay attention to in organizational activities.

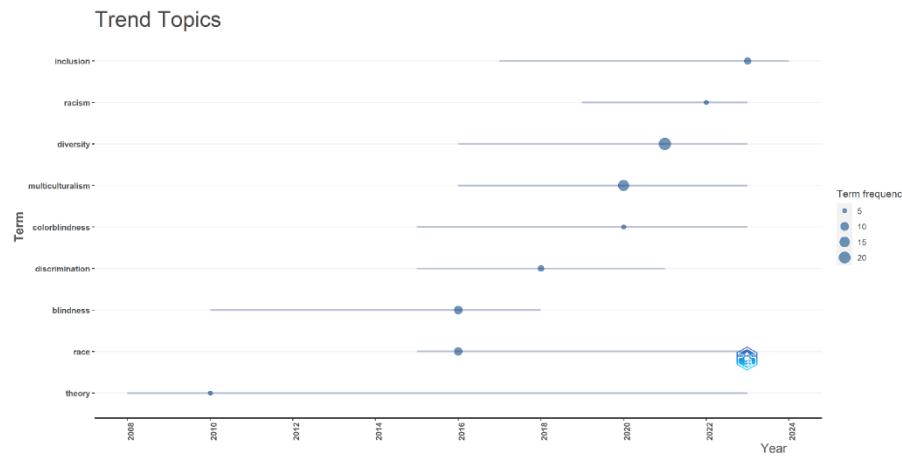


Figure 8. Organizational Blindness Research Trend Topics

Figure 8 presents the trend topics in organizational blindness research. The analysis reveals that the idea of 'inclusion' has been particularly popular and current between 2017 and 2024. The term 'racism' gained popularity from 2019 to 2023. Concepts such as 'diversity' and 'multiculturalism' were prominent between 2016 and 2023, with 'diversity' being especially emphasized in 2021 and 'multiculturalism' in 2020. The term 'colorblindness' was popular from 2015 to 2023. 'Discrimination' showed significant popularity from 2015 to 2021. The perspective of 'blindness' was a trend from 2010 to 2018. The term 'race' was frequently used between 2015 and 2023. Lastly, the term 'theory' showed strong popularity from 2008 to 2023.

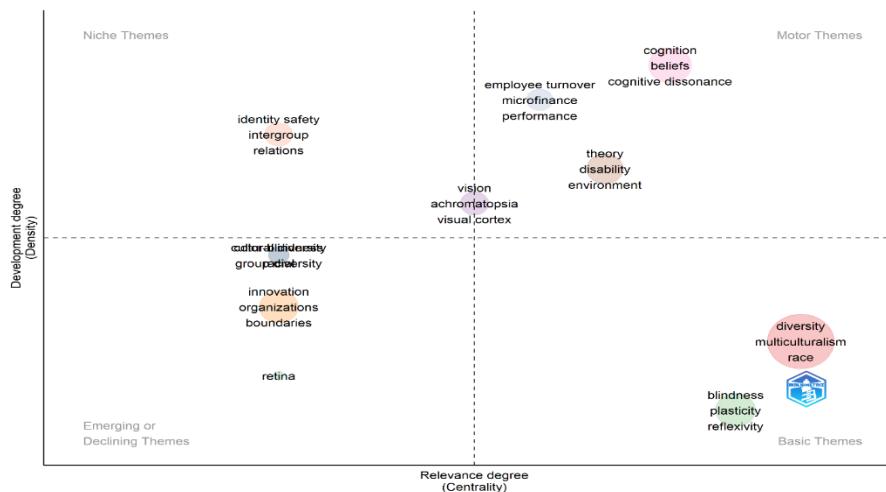


Figure 9. Organizational Blindness Thematic Map in Terms of Centrality and Density

In Figure 9, the motor themes located in the top right section represent the most frequently discussed concepts in the research field of the topic. The niche themes in the top left section consist of well-developed but isolated themes. The core and cross themes in the bottom right section include concepts with low development but high centrality. The bottom left section contains emerging or disappearing themes.

(Madsen, Berg and Nardo, 2023: 9-10). In the thematic map, the keywords in each group and their connections with each other form a network graph referred to as a thematic network. Each thematic network is generally defined by the central keyword of the related theme (Cobo, López-Herrera, Herrera-Viedma and Herrera, 2011: 151). In this figure, the relationship strengths of the keywords most frequently emphasized by authors in organizational blindness research in terms of centrality and density are presented.

In Figure 9, the concepts located within the motor themes, which have high centrality and density, are presented. In the research, the concepts within each group form strong relationships when considered together. The first group of motor themes includes theory, disability, environment, institutions, and organization. These concepts in the first group reflect the strongest relationships in terms of centrality and density. The second group of words includes cognition, beliefs, cognitive dissonance, groupthink, morale, organizational culture, overconfidence, psychology, speculative bubbles, and wishful thinking. In the third group, the construct of employee turnover, microfinance, and performance have shown strong relationships.

The perspective of the other themes of the research has been evaluated in terms of centrality and density. Niche themes, with high density and low centrality, have been examined. The niche themes in the first group include the principle of identity safety, intergroup, and relations. The second group consists of the framework of vision, achromatopsia, and visual cortex. In the research, concepts with both low centrality and low density have been considered as emerging or disappearing themes. The first group of these emerging or disappearing themes includes the idea of innovation, organizations, boundaries, decision-making, and transparency. The second group consists of the concepts of cultural diversity and group diversity, while the third group contains retina. In practice, the core themes with high centrality but low density have been identified. The core themes of the research in the first group include the notion of diversity, multiculturalism, race, inclusion, discrimination, colorblindness, racism, color blindness, gender, and belonging, which have shown strong relationships. In the second group, the concepts of blindness, plasticity, reflexivity, and transient ischemic attack are present.



Figure 10. Organizational Blindness Co-occurrence Network

The co-occurrence analysis of the keywords used by the authors is a highly useful tool for identifying the framework of the research (Liu and Mei, 2016: 958). Through co-

occurrence analysis, intellectual structures can be mapped, and definitions, classifications, typologies, comparisons, models, processes, and frameworks can be developed (Klarin, 2024: 16). In this context, Figure 10 presents the relationship strength of the concepts frequently emphasized by the authors, considering the framework of organizational blindness.

In organizational blindness studies, the two concepts with the strongest relationship were "diversity" and "multiculturalism". Additionally, "diversity," "multiculturalism," "race", "inclusion", "colorblindness", "diversity ideologies", "gender", "assimilation", "belonging", "intergroup relations", and "ideology" demonstrated strong relationships. The analysis also revealed relationships between "color blindness", "discrimination", and "racism". In practice, a relationship was observed between "plasticity" and "blindness". In the study, "groupthink" and "cognitive dissonance" also showed relationships. Furthermore, connections between "microfinance" and "employee turnover" were observed.

The results indicate that in organizational blindness studies, in addition to activities within the organization, concepts from outside the organization also play a significant role. It is understood that relationships between work groups, multiculturalism, ideological approaches, the sense of belonging, as well as concepts like gender and race, have an impact. Furthermore, cognitive approaches, employee harmony, groupthink, and financial approaches in the workplace were found to be influential in the study.

5. Discussions

Organizational blindness is a situation that employees may encounter in their work activities in many organizations. Several factors such as supervisor-subordinate dialogue, organizational and employee expectations, motivation, organizational culture, performance, communication, attitudes, work environment, and organizational policies can all contribute to the emergence of organizational blindness behavior.

As a result of the analysis, it is understood that in organizational blindness studies, several values play a significant role, including cultural structures, diversity, racial distinctions, gender-based discrimination, intra-group relations in organizational activities, ideologies, leadership, meritocracy, flexibility, employees' attitudes, thoughts, cognitive structures, beliefs, and sense of belonging. In organizations, particularly, the work environment created by managers should provide an atmosphere in which employees feel comfortable expressing their problems. When employees feel comfortable, free, and confident in the workplace, it may help them to freely share their opinions. Such practices can prevent the emergence of organizational blindness.

The research reveals that organizational blindness directly or indirectly affects employees' activities. It has been observed that organizational blindness is related to many different concepts. The factors causing organizational blindness are not solely related to the internal workings of the organization; external factors also have a significant impact. It has been concluded that organizations need to consider the content of organizational blindness, and that identifying the boundaries of blindness when developing solutions to problems could be effective.

Levinthal and March (1993: 110) stated that organizational myopia has three fundamental limits: temporal, spatial, and failure myopia. From a temporal perspective, they argued that if organizations cannot survive in the short term, they will also fail in the long term and that short-term strategies increase vulnerability in the long run. From a spatial perspective, myopia refers to individuals' tendency to prefer actions that occur close to them. Failure myopia, on the other hand, relates to underrepresenting failures or overrepresenting successes. They explained that these elements of myopia endanger organizational learning. Proudfoot, Kay and Mann (2015: 118) found that fluctuations in the labor market limit employees' opportunities to leave their organizations and that employees tend to overlook the flaws in their organizations.

In the study, the concepts of decision-making and diversity management appeared in the key terms emphasized by the authors, as well as in the emerging or disappearing keywords. Decision-making in organizations, particularly in management mechanisms, is one of the policies that guide activities. The decisions made are critical in influencing the implementation of various activities. Miller (2002: 693) emphasized that, from an organizational blindness perspective, the foresight of management mechanisms is crucial for investment decisions in technology. Mizik (2010: 609) highlighted that a myopic management approach leads to inefficient decisions and a decrease in the organization's value. To prevent myopic management in organizations, he suggested that managers should be motivated to focus on long-term activities. Manhal, Al-khalidi and Hamad (2023: 7) stated that, from a management perspective, myopia causes concerns about trust among stakeholders, and it prevents the formation of a clear vision. They asserted that this short-sightedness undermines the organization's capacity to respond effectively to external variables, ultimately impeding optimal decision-making.

The analysis observed that the concept of multiculturalism is frequently used and holds significant relationships in the co-occurrence network. Particularly, the presence of a multicultural structure in large organizations could trigger the formation of organizational blindness. Behavioral problems arising from communicative or cultural differences among organizational employees can strengthen the emergence of organizational blindness. Wong (2005: 328) emphasized that, from a collective perspective, myopia has a restrictive impact on organizational learning and leads to intercultural incompatibility among individuals. Plaut, Thomas, Hurd and Romano (2018: 204) noted that colorblindness, which refers to the understanding of multiculturalism, could lead to interpersonal discrimination and solidify social order. They also highlighted that multiculturalism could cause prejudice or threat among white individuals and that practices towards multicultural people in various institutional contexts could positively contribute to participation and outcomes.

It has been observed that the principle of innovation is frequently used by authors in organizational blindness studies and appears in the section on lost or emerging themes. Channeling innovations into business activities in organizations can help overcome organizational blindness. Additionally, organizational policies (such as training programs) can be effective in helping employees adapt to innovation. Leonardi (2011: 367) emphasized that organizations can address innovation blindness by reframing uncertainty issues and restructuring development processes.

In the study, it has been observed that the concepts of organization, organizational, and organizations are frequently emphasized by authors and are associated with

various other concepts. Organizations carry out numerous activities to achieve their goals or objectives for the future. In particular, decisions are made during the implementation of business activities, and policies are created based on these decisions. Organizational policies affect employees' perspectives toward the organization. Both internal and external factors contribute to the development of organizational blindness for employees, managers, and organizations. Rapid changes in organizational activities today can contribute to the formation of organizational blindness. Walrave, Oorschot and Romme (2011: 1731) highlighted that myopia can frequently be observed in organizations with a long history, especially during periods of environmental change. Ridge, Kern and White (2014: 611) emphasized that when understanding the complexity of organizations' competitive dynamics and strategic actions, managers' myopic tendencies must be considered. They stated that when managers examine competitive dynamics only in terms of environmental or organizational characteristics, they may ignore awareness of environmental realities and information-processing activities. Bay and Kavurgacı (2020: 837) also expressed that organizations are always at risk of developing blindness.

In the study of organizational blindness, strong correlations have been identified between employee turnover, microfinance, and performance within the motor themes section. For employees to engage in long-term organizational activities, they must experience both financial and emotional well-being. Accordingly, organizations must strike a balance between policies aimed at reducing employees' vulnerability to organizational blindness and those focused on achieving performance outcomes. Fotaki and Hyde (2015: 457–458) argue that the idealization of tasks, misalignments between policies and actual practices, and the tendency to blame employees contribute significantly to job abandonment. They further emphasize that such internal divisions and blame not only leave organizational problems unresolved but also place undue performance pressures on employees, thereby reinforcing organizational blindness. Similarly, Proudfoot et al. (2015: 118) observe that when employees perceive limited alternative employment opportunities, they are more likely to ignore internal organizational issues, thus perpetuating dysfunctional workplace dynamics.

In the analysis of organizational blindness, it has been observed that the key terms multiculturalism, race, diversity, cultural diversity, and organizational culture are frequently emphasized by the authors and show strong relationships. Culture is related to various actions in organizational structures, such as business activities, the implementation of policies, communication among employees, and supervisor-subordinate relationships. This cultural aspect influences employees' approaches to organizational blindness. Offermann, Basford, Graebner, Jaffer, Graaf and Kaminsky (2014: 505) emphasized that young adults who are more exposed to and value diversity in organizations tend to have attitudes toward blindness that affect racial activities in the workplace. They highlighted the need for workplaces that are equal, fair, and free from discrimination. Seymen et al. (2016: 221) stated that factors such as organizational culture, excessive workload, mobbing, long tenure in the same place, a closed organizational structure, and decision-making by a single individual can influence organizational blindness. Plaut et al. (2018: 202) pointed out that when diversity approaches are evaluated for people with multicultural backgrounds, institutional alignment plays a significant role in interpreting behavioral outcomes.

In practice, it has been observed that the authors frequently emphasize the perspective of higher education. In the educational activities carried out in higher education, the behavior of educators exhibiting organizational blindness is an influential factor.

Ignoring problems in educational institutions can create a significant barrier to both academic and educational achievements. Sezen-Gültekin and Argon (2020: 1482) highlighted that educational organizations need to recognize their blind spots to achieve success in line with their goals. They also pointed out that these organizations must be resilient, developing new skills with a long-term perspective to build a sustainable structure.

6. Conclusion

Organizational blindness has the potential to influence employees' work activities significantly. In a broader context, it may be associated with silence or inaction regarding problems perceived within the organization. Over time, organizational blindness can harm both the organization and employee retention. The research findings indicate that organizational blindness is strongly linked to several concepts. Specifically, organizational blindness creates strong relationships with terms such as diversity, multiculturalism, race, inclusion, colorblindness, diversity ideologies, gender, assimilation, belonging, intergroup relations, and ideology.

When considering centrality and density in the analysis of organizational blindness, it is observed that the notions of theory, disability, environment, institutions, and organization show strong connections. Additionally, the concepts of cognition, beliefs, cognitive dissonance, groupthink, morale, organizational culture, overconfidence, psychology, speculative bubbles, and wishful thinking exhibit high centrality and density. Furthermore, employee turnover, microfinance, and performance also present strong relationships.

Some of the key terms frequently emphasized in the authors' research include diversity, multiculturalism, blindness, race, inclusion, discrimination, colorblindness, racism, theory, color blindness, gender, innovation, organizations, belonging, cognition, diversity ideology, identity safety, intergroup relations, meritocracy, plasticity, prejudice, vision, achromatopsia, assimilation, attitudes, beliefs, boundaries, cognitive dissonance, color-blindness, cultural diversity, decision-making.

The results indicate that many organizational, psychological, emotional, behavioral, internal, and external environmental factors could play a role in the development of organizational blindness. The research is limited to 179 studies in the WoS (Web of Science) database. Future research could explore the relationship between organizational blindness, organizational goals, and employee performance.

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