

Research Article

Learning Organization Strategy for Globalization Challenges in the Public Sector: A Bibliometric Analysis

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Abstract.

In the face of rapid globalization, public sector organizations are under increasing pressure to innovate and adapt to remain efficient and relevant. The aim of this research is to examine the ways in which learning organizations can effectively tackle the obstacles presented by globalization within the public sector. Through a thorough literature review, this study synthesizes findings from multiple scholarly sources to identify key frameworks and strategies that support organizational learning in public institutions. Particularly in developed nations, there has been a notable surge in public sector research on learning organizations in recent times. Based on publication trends, the data suggest a surge of research in 2023, although there is a decline in the following year. Most of the research focuses on social science disciplines (44.8%), covering managerial and public policy aspects, as well as on business, management, environmental science, and computer science. Visualization of the keyword network through VOS Viewer highlights key concepts such as learning, innovation, policy, and public sector, illustrating the importance of innovation and policy in organizational learning in the public sector. Countries such as the United Kingdom and the United States dominate the number of publications, followed by other European countries. The dominance of developed countries reflects infrastructure readiness and higher attention to improving public sector efficiency through organizational learning. Going forward, it is predicted that research in this area will increasingly focus on technology integration and sustainability, along with the need for the public sector to continue to innovate in the face of global change.

Keywords: learning organization, globalization challenges, public sector

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1. Introduction

Globalization has become an unavoidable phenomenon in this modern era, affecting various sectors, including the public sector [1]. The process of globalization brings significant challenges and opportunities to government organizations around the world [2]. According to the United Nations Development Programme [3], more than 50% of the world's population now lives in urban areas, which requires governments to adapt to the evolving needs of society. In this context, a learning organization strategy is crucial to ensure that the public sector can adapt and thrive amidst rapid global change. This shows that the public sector must be able to innovate and adapt to the dynamics that exist, in order to provide optimal services to the community. Learning organizations, as described by Senge [4], are organizations that actively create, distribute and apply knowledge to improve performance and innovation. In the public sector, implementing this strategy can help improve the efficiency and effectiveness of public services. A study by [5] shows that learning-oriented organizations tend to be better able to respond to environmental changes and better meet the needs of society. This suggests that to face the challenges of globalization, the public sector needs to adopt a systematic learning approach. Thus, it is important for the government to create an organizational culture that supports continuous learning and innovation, so that it can face the challenges posed by globalization.

Data from the World Economic Forum [6] shows that countries that have successfully implemented a learning organization strategy in the public sector show improvements in the public satisfaction index of public services. For example, Singapore and Estonia have implemented various learning initiatives in their public administrations, resulting in increased transparency and accountability. These successes show that learning approaches can have a significant positive impact on the quality of public services. Therefore, it is important to explore how learning organization strategies can be integrated into public sector policies and practices to meet the complex challenges of globalization. Further research is needed to understand best practices that can be applied by governments in other countries.

Through a better understanding of learning organization strategies, it is expected that the public sector can be better prepared to face the challenges of globalization and provide better services to society. As such, this article not only contributes to the academic literature, but also provides practical guidance for decision-makers in the public sector in formulating policies that are responsive to global dynamics. One of the main challenges facing the public sector in the face of globalization is the need to adapt

quickly to changes that occur [7]. This includes changes in technology, policies, and societal expectations. A study by [8] shows that government organizations that are able to adapt quickly to environmental changes tend to perform better in delivering public services. Therefore, it is important for the public sector to develop learning mechanisms that enable them to learn from experience and apply new knowledge quickly.

Furthermore, it is important to create an environment that supports learning within public organizations. This involves developing an organizational culture that encourages collaboration, innovation and knowledge sharing. According to research by [9], organizations that facilitate learning at all levels tend to be more successful in achieving their goals. In this context, the government needs to create policies that support employee capacity building and encourage active participation in the learning process. Thus, the public sector can be more responsive to changes and the needs of society. In addition, another challenge facing the public sector is limited resources. Many government organizations operate with limited budgets, which can hinder their ability to implement effective learning strategies. However, a study by [10] shows that even with limited resources, organizations can leverage technology and innovation to improve their learning processes. Therefore, it is important for governments to explore new ways of utilizing existing technologies and resources to support learning and innovation.

Globalization brings both challenges and opportunities to the public sector around the world [11]. To meet these challenges, it is important for government organizations to adopt a learning organization strategy that enables them to adapt and evolve. By understanding and applying the principles of effective learning, the public sector can improve the quality of services provided to the public. Therefore, further research and implementation of best practices in learning organization strategies are essential to ensure that the public sector can face the challenges of globalization successfully. With the right approach, the public sector can not only survive, but also thrive in the ever-changing global era.

2. Theoretical Study

2.1. Learning Organization Concept

Learning organization is a concept introduced by Peter Senge in his book “The Fifth Discipline” (1990) [4]. This concept emphasizes the importance of continuous development in an organization to be able to adapt to environmental changes, especially in the context of increasingly complex globalization. In recent research, learning organizations

are defined as organizations that are able to create, distribute, and apply knowledge to improve performance [12]. Thus, learning organizations play an important role in facing the challenges of globalization, especially in the public sector which is often hampered by bureaucracy and resistance to change.

In the context of the public sector, learning organizations can increase adaptive capacity through the development of employee competencies and increased collaboration between units. Research by [13] shows that organizations that apply learning principles tend to perform better than those that do not. Data shows that 70% of organizations that implement learning strategies experience improved operational performance within the first two years of implementation [14]. This suggests that learning organizations are not just a theoretical concept, but also have significant practical implications. For example, the City Government of Barcelona applied learning organization principles to address the challenges of urbanization and social change. Through employee training and development programs, they managed to improve public services and community satisfaction. The results showed that 85% of citizens were satisfied with the public services provided after the implementation of the program [15]. This case shows that by adopting a learning organization strategy, the public sector can be more responsive to people's needs.

Furthermore, learning organizations also serve as a platform for innovation. In facing the challenges of globalization, innovation is key to staying relevant and competitive. According to research [16], organizations that implement a learning culture have higher levels of innovation. In the context of the public sector, innovation can be in the form of service improvement, new policy development, or the application of more efficient information technology. Thus, learning organizations not only improve performance, but also encourage the innovation needed to face global challenges. The importance of learning organizations lies not only in improving performance, but also in creating a positive work culture. Organizations that support learning tend to have higher levels of employee engagement, which in turn impacts employee productivity and retention. According to [17], organizations with high levels of employee engagement perform 21% better than those with low engagement. This suggests that creating an environment that supports learning is a worthwhile investment for the public sector.

2.2. Challenges of Globalization in the Public Sector

Globalization has brought various challenges to the public sector, including increased complexity in resource management, changing public expectations, and intensified

competition. According to a report from the United Nations [18], more than 50% of the world's population now lives in big cities, leading to increased pressure on public services. This requires governments to be more responsive and efficient in resource management. One of the key challenges faced is the need to adapt to rapid technological change. Digitalization has changed the way governments interact with citizens, and public organizations must be able to leverage technology to improve services. According to [19], 70% of public organizations that do not adapt to digital technology risk declining performance and losing public trust. This suggests that the public sector must develop learning strategies that can facilitate the effective utilization of technology.

In addition, globalization also brings challenges in terms of cultural diversity. In an increasingly diverse society, the government must be able to understand and meet the needs of various groups of people. Research by [20] shows that awareness of cultural differences can improve the effectiveness of communication and decision-making in organizations. Therefore, learning organizations in the public sector need to integrate training on cultural diversity to improve understanding and collaboration among employees. Another challenge faced is the increasing public expectation of transparency and accountability. Modern society demands more open and accountable information from the government. According to a Transparency International [21] survey, 60% of citizens feel that their government is not transparent enough in budget management. In this context, learning organizations can play a role in improving transparency through developing better information systems and training employees on the importance of accountability.

The challenges of globalization also include issues of climate change and sustainability. Governments around the world are faced with pressure to implement environmentally friendly and sustainable policies. According to a report from the Intergovernmental Panel on Climate Change (IPCC, 2021), urgent action is needed to reduce carbon emissions and mitigate the impacts of climate change. Learning organizations can assist the public sector in formulating and implementing sustainable policies through training and knowledge development on environmental issues.

2.3. Learning Strategies in the Public Sector

Learning strategies in the public sector must be designed to address the challenges posed by globalization. One effective strategy is to create a learning culture that supports collaboration and innovation. According to research by Garvin et al. [22], organizations with a strong learning culture tend to be more innovative and responsive

to change. Therefore, the public sector needs to adopt an approach that encourages collaboration between departments and stakeholders. The development of ongoing training programs is also an important part of the learning strategy. Research by [23] shows that investment in employee training and development can significantly improve organizational performance. In the context of the public sector, training programs should be designed to improve skills that are relevant to community needs and global challenges. For example, training in the use of information and communication technology can assist employees in improving services to the community.

In addition, the public sector needs to utilize technology to support learning. E-learning platforms and knowledge management systems can be used to distribute information and knowledge efficiently. According to a report by the World Economic Forum [6], 80% of organizations that use technology for learning experience increased efficiency in operations. Therefore, the application of technology in learning strategies can help the public sector to be more responsive and adaptive. Collaboration with the private sector and academia can also be an effective strategy in developing a learning organization. Research by Bryson et al. [24] shows that collaboration between sectors can lead to better innovation and more effective solutions to challenges faced. In this context, the public sector can establish partnerships with universities and companies to develop relevant training and research programs.

Continuous evaluation and feedback is an important part of a learning strategy. Public organizations need to regularly evaluate the effectiveness of learning programs and make necessary adjustments. According to research by Kirkpatrick and Kirkpatrick [25], systematic evaluation can help organizations identify areas for improvement and ensure that training programs provide maximum benefits. Thus, continuous evaluation will assist the public sector in developing more effective learning strategies that are responsive to global challenges.

3. Methods

This study used a combined approach of Bibliometric Analysis and Systematic Literature Review to investigate Learning Organization as a Strategy to Meet the Challenges of Globalization in the Public Sector [26]. Bibliometric Analysis was used to quantitatively analyze the literature production and interaction among researchers in the field of Learning Organization. Meanwhile, a Systematic Literature Review identifies, evaluates and synthesizes key findings from the relevant literature [27]. The research methodology began with identifying primary sources of information such as international journals

indexed in Scopus metadata from 2019 to 2024 to collect articles relevant to Learning Organization studies. Strict inclusion criteria were developed to select articles based on publication year, language, and publication type, e.g., primary research articles [27].

Two researchers independently conducted article selection to ensure consistency and validity of results, with disagreements resolved through discussion or consensus [28]. Data extraction involves collecting bibliographic information, research methodology, key findings and other relevant details for bibliometric analysis and systematic literature review [29]. Bibliometric techniques such as citation analysis, cluster analysis, and network visualization were used to identify research trends, centers of expertise, and topic evolution in the learning organization literature. The Systematic Literature Review applied a systematic approach to synthesize key findings from selected articles, identify dominant themes, evaluate methodological quality, and uncover knowledge gaps [30].

The authors used the following keywords to conduct a thorough literature review: TITLE-ABS-KEY (*learning AND organization*) AND TITLE-ABS-KEY (*sector AND public*). This research was conducted on October 11, 2024, with the final search query as follows: (TITLE-ABS-KEY (*learning AND organization*) AND TITLE-ABS-KEY (*sector AND public*)) AND PUBYEAR > 2018 AND PUBYEAR < 2025 AND (LIMIT-TO (SUBJAREA , "SOCI")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (OA , "all")). The final dataset consisted of 210 documents, which were selected based on the criteria that the best ones were open access journals only. Overall, this research methodology aims to provide a comprehensive understanding of Learning Organization as a Strategy to Meet the Challenges of Globalization in the Public Sector, enrich the existing literature, and support evidence-based decision-making in learning organizations in various global contexts. Figure 1 illustrates the

4. Results and Discussion

4.1. Mapping global publication trends: Year of publication, country and subject area

Mapping global publication trends is a crucial aspect of this research, which focuses analysis on the year of publication, country and subject area related to Learning Organization Strategy for Globalization Challenges in the Public Sector. This information provides a comprehensive picture of the evolution of research and the geographic

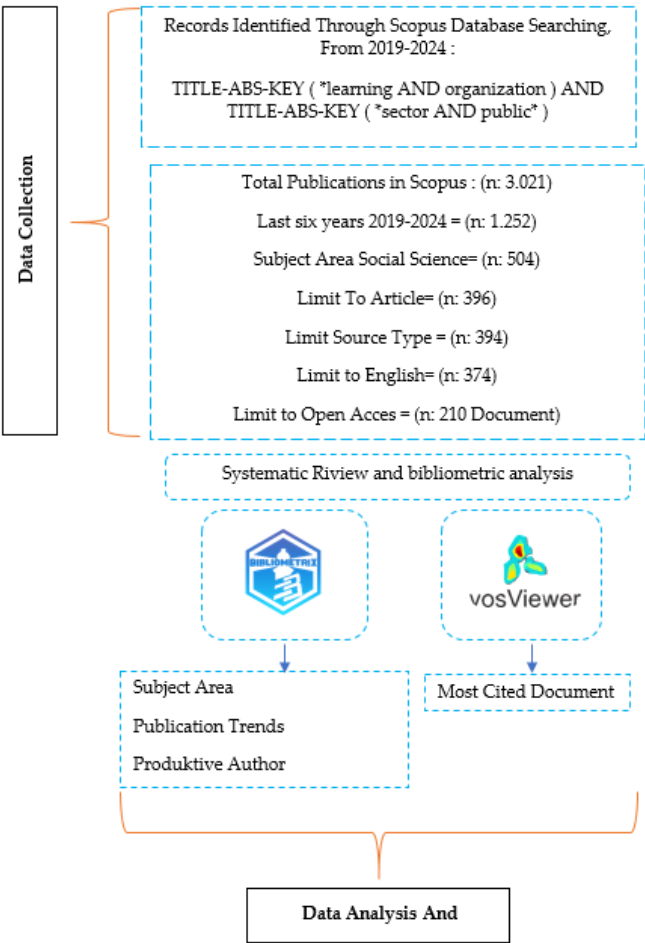


Figure 1: Research Workflow for Bibliometric Analysis.

distribution and expertise of authors contributing to the learning organization in public sector literature.

4.1.1. Number of Publications by year

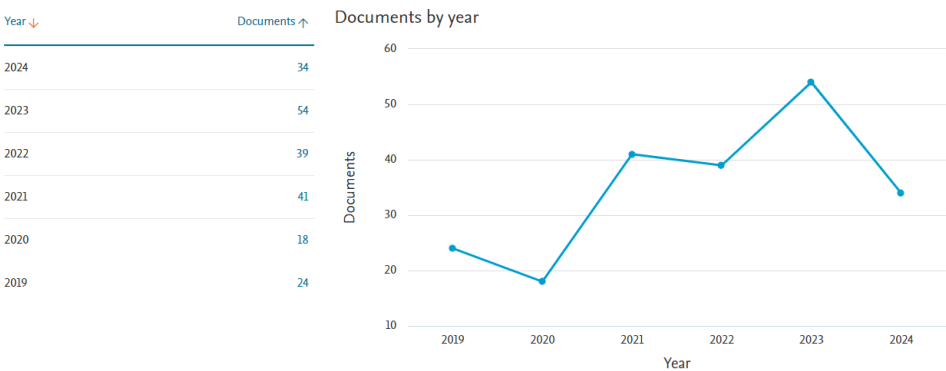


Figure 2: Distribution of Publications by Year. (Source by Scopus).

The annual distribution of scientific publications is an important measure of research activity, trends, and developments in a particular discipline [31]. The analysis of annual documents from the graph shows the trend of publications related to Learning Organization in the public sector over the last five years, from 2019 to 2024. In 2019, the number of publications stood at around 20 documents, but decreased in 2020 with publications close to 15 documents. This trend then changed with a significant increase in 2021, where publications reached around 35 documents, and this number remained stable in 2022. The peak came in 2023, when publications reached almost 60 documents, reflecting a huge surge of interest in this topic. However, in 2024, the number of publications decreased back to around 35 documents. Overall, despite some fluctuations, this trend shows a general increase in research interest in Learning Organizations in the public sector over the past five years.

4.1.2. Documents by Country/Territory

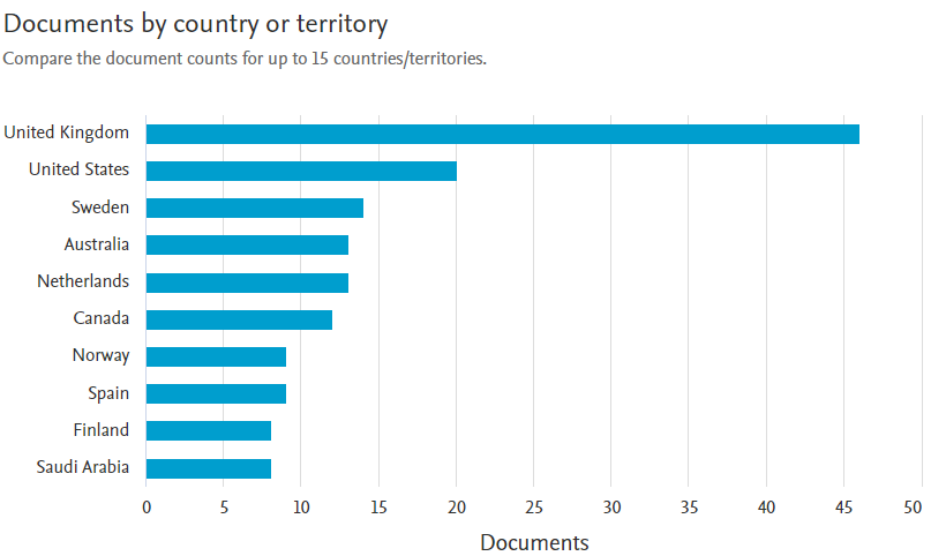


Figure 3: Documents by country/territory.

Based on graph 2 above, research trends on Learning Organization in the public sector show that the United Kingdom has the highest number of publications, with almost 50 documents produced. In second place, the United States contributes around 30 documents. After that, European countries such as Sweden, the Netherlands, and Finland also show significant contributions, each with around 10-15 publications. Countries like Australia and Canada are also active in this research, while Norway, Spain, and Saudi Arabia have a lower number of publications, but still visible participation in this field. This data reflects the dominance of Western countries, especially the United

Kingdom and the United States, in research related to Learning Organization in the public sector. This may indicate greater attention from these countries towards the development of learning organizations in the public sector.

4.1.3. Document By Subject Area

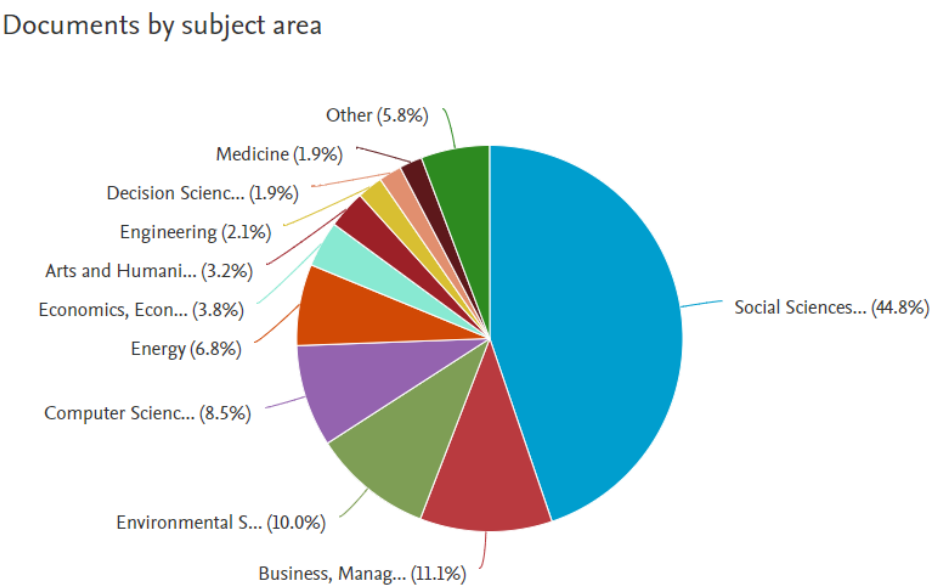


Figure 4: Distribution by Subject Area.

The figure above shows the distribution of research documents on Learning Organization in the public sector by subject area. Most of the research is in the Social Sciences field which dominates with 44.8% of the total documents. Business, Management and Accounting accounted for 11.1%, followed by Environmental Science with 10%, and Computer Science with 8.5%. Energy also made a significant contribution with 6.8%, while Economics, Econometrics, and Finance contributed 3.8%. Meanwhile, Arts and Humanities came in at 3.2%, followed by Engineering with 2.1%, and Decision Sciences and Medicine at 1.9% each. The Other category includes other smaller fields, totaling 5.8%. This distribution shows that Learning Organization in the public sector is most explored in the context of social sciences and business, reflecting the research focus on managerial and social aspects of organizational learning in the public sector.

4.2. Mapping Research Themes & Identifying Gaps

4.2.1. Dominant themes and Recent Research

Exploring dominant themes and identifying research novelty remains pivotal in advancing scholarly discourse within any academic discipline [32]. As researchers delve into the intricacies of their fields, understanding the prevalent themes that shape current knowledge and uncovering novel insights that propel the field forward are essential for fostering innovation and academic rigor [33]. This article endeavors to elucidate the dominant themes that have emerged in recent scholarship while concurrently highlighting the unique contributions of this study that distinguish it from extant literature. By addressing the prevailing paradigms and the novel approaches introduced, this work aims to provide a comprehensive understanding of the subject matter, enriching the ongoing academic conversation and offering new avenues for future research. Figure 3 shows the dominant themes in the 2019 to 2024 timeframe based on density visualization analysis using the Vosviewer application. In the process of conducting a thorough bibliometric analysis using VOSviewer, a comprehensive map based on text data was created. The data was carefully extracted from bibliographic database files, specifically from Scopus. The extraction focussed on terms contained in the titles and abstracts of publications. The minimum threshold was set at ten occurrences per term using the complete count method, which ensures inclusive counting of term occurrences. From a total of 1,284 initially identified terms, 94 terms met the specified threshold. From this pre-screened pool, 94 terms were selected, ensuring a solid representation of the most significant terms relevant to the research focus. This rigorous selection process confirms the analytical depth and precision essential for high-quality academic research and advances scientific knowledge in this field.

4.2.2. Discussion

Based on the data that has been displayed and analyzed, the trend of research on Learning Organization as a Strategy to face global challenges in the public sector shows a significant development. Several important things can be observed from the available data, including in terms of annual publication trends, research subject distribution, keyword network analysis, and geographical distribution of the research. From the graph of the number of publications per year, it can be seen that the trend of research on Learning Organization in the public sector shows growth with certain fluctuations. The year 2023 is the peak of publications, with a significant number compared to previous

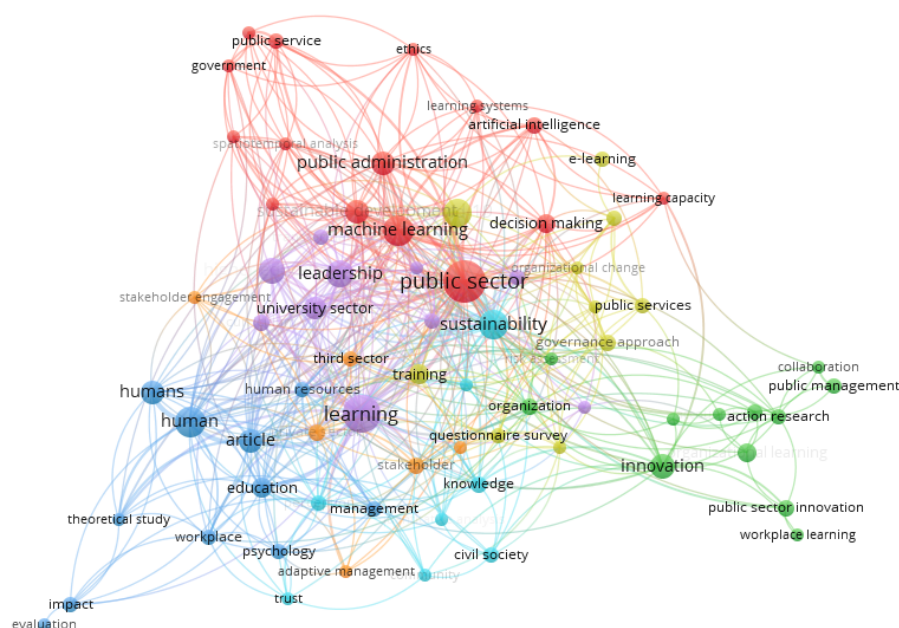


Figure 5: Network Visualisation based on dominant themes.

years, indicating that this topic is getting more attention from researchers. However, the drop in 2024 may signal a shift in focus or a temporary decline in research contributions. This could be due to a variety of factors, including changes in research policy or shifting global priorities, such as the impact of a pandemic or economic policies.

The division of research subjects displayed in the pie chart shows that almost half of the research related to Learning Organization in the public sector focuses on social sciences (44.8%). This is very logical considering that social science covers managerial aspects, public policy, organizational behavior, and interactions between individuals in organizations, which are very relevant to the concept of Learning Organization. In addition, other subjects such as business and management (11.1%), environmental science (10.0%), and computer science (8.5%) also play a significant role. This combination of disciplines reflects the multidimensional nature of the Learning Organization, which requires a cross-cutting approach, especially with regard to technology implementation, human resource management, and innovation in organizational management practices.

The visualizations generated by the VOS Viewer provide a comprehensive view of the topics and themes that frequently appear in the related literature. Key words such as learning, public sector, organization, policy, innovation, and research appear predominantly in the clusters, indicating that the main focus in this study revolves around how the public sector seeks to become a learning organization that continuously adapts and innovates. The existence of clusters that connect concepts such as employee

engagement, leadership, and implementation indicates that in the implementation of a Learning Organization, leadership and employee engagement factors are key in its success. The role of public policy is also very prominent, considering that the public sector tends to work within a bureaucratic framework controlled by policies and regulations.

The geographical distribution of research shows that developed countries such as the UK and the US dominate publications in this field. The UK contributes almost twice as many documents as the US, followed by European countries such as Sweden, the Netherlands, and Finland. This suggests that Learning Organization is of particular interest in countries with more developed public sectors, where challenges such as globalization, technological change, and increased demands for public services encourage organizations to continuously learn and innovate. In contrast, the involvement of developing countries is relatively lower, which may reflect different priorities or limited resources in developing research in this area. From these findings, it can be seen that the concept of Learning Organization in the public sector is gaining more attention, especially in the context of digital transformation and improving the efficiency of public services. Countries with developed public sectors, especially in Europe and North America, seem to be leading the way in the research and implementation of this concept. The implication of this research shows that public organizations need to continuously improve their learning capacity to adapt to changes that occur, be it in terms of policy, technology, or the increasingly dynamic needs of society.

Going forward, research on Learning Organization in the public sector is likely to increasingly focus on the integration of technology, especially related to artificial intelligence, automation, and big data analysis to accelerate organizational learning processes. In addition, with increasing attention on sustainability and social responsibility issues, research in this area may also explore how Learning Organization can contribute to efforts to achieve sustainable development goals (SDGs).

5. Conclusion

From the analysis of research trends on Learning Organization as a strategy to face global challenges in the public sector, it can be seen that this topic has received significant attention from researchers, especially in recent years. The growth of publications shows that the public sector in developed countries such as the UK and the US are leading the way in this research, with the main focus on the application of Learning Organization to drive innovation, effective public policies, and employee engagement.

Keywords such as leadership, employee engagement, and policy emphasize the important role of leadership and employee engagement in the successful implementation of this concept. Although developing countries still have low engagement in this research, digital transformation and efforts to improve public services encourage the sector to continue learning and adapting. Future research is expected to increasingly focus on technology integration and the contribution of Learning Organization to sustainability. Overall, Learning Organization in the public sector continues to grow and attract the attention of scholars around the world, focusing on organizational improvement through continuous learning, innovation, and adaptation to changes in the external environment.

Learning Organization in the public sector is an increasingly important area of research, especially in the face of global challenges that require organizations to continuously learn, adapt, and innovate to remain relevant and effective in serving society. Public organizations should prioritize the integration of technology, such as artificial intelligence and big data, within the Learning Organization framework to accelerate the learning process and improve service efficiency.

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