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# Strategic-operational alignment in times of turbulence: a bibliometric and systematic review

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**ABSTRACT**

In an era of escalating environmental turbulence and operational disruption, aligning strategy with operations has become a cornerstone of organizational resilience. This study employs a hybrid method combining bibliometric mapping and systematic literature review (SLR) to explore how strategic-operational alignment evolves under uncertainty. Drawing from 376 Scopus-indexed publications (2015–2025), and synthesizing 14 rigorously screened core articles, the study uncovers three dominant thematic clusters: (1) strategic agility and alignment, (2) operational resilience in uncertain environments, and (3) sustainability-digital transformation convergence. Citation analysis identifies Treiblmaier (2018), Wamba (2020), and Centobelli (2020) as the most influential works, collectively cited over 1,500 times, highlighting the prominence of digital and resilient strategies. The findings emphasize a paradigm shift from static fit models to dynamic alignment frameworks—enabled by real-time sensing, digital integration, and adaptive capabilities. The study proposes an integrative framework combining Resource-Based View, Dynamic Capabilities, and Environmental Turbulence Theory to conceptualize alignment as a recursive, multi-level process. Contributions include a comprehensive knowledge map, key thematic trajectories, and practical insights for designing resilient strategies in volatile environments.



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## 1. INTRODUCTION

In recent years, the business world has been increasingly confronted with a complex and unpredictable reality. Various disruptions such as global pandemics, escalating geopolitical conflicts, global inflation, supply chain disturbances, and massive digital transformation have contributed to an unstable and high-pressure external environment. Amid such uncertainty, organisations can no longer rely solely on having a solid strategy on paper. They are required to align their strategic vision with agile and adaptive operational decisions to remain relevant and competitive. Accordingly, this study seeks to answer the following research question: How has strategic-operational alignment been conceptualised and operationalised in the context of environmental turbulence during the

2015–2025 period? This objective guides the systematic investigation conducted through bibliometric and literature review methods.

The concept of strategic-operational alignment has long been recognized in the management literature as a critical foundation for achieving superior organizational performance (David, 2023; Hill, 2014). This alignment goes beyond mere harmonization between planning and execution—it reflects the integration of capabilities between strategic decision-making and operational execution, especially in the face of rapidly changing conditions. However, in reality, this integration often becomes fragile when organizations are exposed to turbulent environments where assumptions of stability and predictability no longer hold.

Previous literature indicates that conditions such as market turbulence, technological disruption, and regulatory shifts can undermine the continuity between strategy formulation and operational implementation (Arora, 2016; Bühler, 2016). While several studies highlight the importance of adaptive capabilities such as resilience and agility in responding to external pressures, the integration of strategic and operational perspectives within a systematic framework remains underexplored (Cerchione, 2019).

Recent advances in strategic thinking also suggest that alignment must go beyond structural matching and be rooted in strategic sensing—a firm's ability to detect early signals of environmental change and adjust operational systems accordingly (Day, 2011; Dubey, 2021). In increasingly digitized ecosystems, this sensing capability becomes crucial for avoiding misalignment traps and fostering real-time responsiveness. According to IMF projections, the post-pandemic global economy continues to face prolonged volatility driven by debt restructuring, geopolitical tensions, and fragmented supply systems (International Monetary Fund, 2024). These macro-level conditions reinforce the urgency for alignment not as a static design but as a dynamic, iterative process involving feedback loops and contextual adaptation (Rothaermel, 2023).

Furthermore, recent developments in global economic policy have added to the internal complexity faced by organizations. For example, the tariff policies introduced by the United States in early 2025—including a 20% tariff on European Union products and a 34% tariff on Chinese goods—have raised concerns regarding an escalation in trade conflicts and global logistics disruptions ("U.S. Trade Policy Sparks Market Uncertainty in Q1 2025," 2025). These developments further underscore the urgency for companies to reassess the alignment between strategy and operations in navigating external shocks (Bag, 2024; Das, 2023).

Although the importance of integrating strategy and operations has been widely discussed in academic forums, the majority of existing studies remain sectoral, normative, or focused on only one dimension either strategy or operations in isolation. Comprehensive thematic mapping that explores the interrelationship between strategy, operations, and external turbulence concurrently is still lacking.

In response to this gap, the present study aims to contribute to the literature through a bibliometric and systematic literature review (SLR) approach. Specifically, this study seeks to Map the scientific publication trends on the topic of strategic-operational alignment in the context of turbulence over the period 2015–2025; Identify key actors in the global literature, including the most productive and influential authors, institutions, and countries; Analyze the conceptual and thematic structure of the literature using bibliometric techniques such as co-occurrence and thematic mapping; Synthesize key findings from selected articles that explicitly discuss the relationship between strategy, operations, and environmental uncertainty; Propose a future research agenda based on thematic, methodological, and contextual gaps identified in the literature landscape.

Importantly, this study also considers the methodological challenges often encountered in literature reviews, particularly related to endogeneity—a condition where strategic variables and organizational performance influence each other simultaneously, making it difficult to establish valid causal conclusions. To mitigate this risk, article selection in this study adheres to the PRISMA 2020 standards and employs a descriptive bibliometric approach that is neutral with respect to causal assumptions, thereby preserving the objectivity of interpretation.

Through this approach, the study is expected to provide contributions that are not only relevant to the theoretical development of strategic and operational management but also practical for organizational decision-makers, particularly in designing aligned and resilient strategies in an increasingly unpredictable world.

## 2. METHOD

### 2.1 Research Design

This study adopts a mixed methodological approach by combining bibliometric analysis and a systematic literature review (SLR). This dual approach was selected to enable a scientific mapping that is not only quantitative and exploratory (through bibliometrics) but also in-depth and structured (through SLR). Bibliometric techniques facilitate the identification of trends, key contributors, and conceptual linkages across studies, while the SLR enables thematic synthesis of highly relevant articles within the scope of the research focus.

### 2.2 Search Procedure and Inclusion Criteria

The data were systematically collected from the Scopus database using a hierarchically structured Boolean search strategy. The process was divided into four sequential stages:

**Table 1**. The selection process is constructed according to the PRISMA 2020 guidelines

| Stage | Process | Result |
|---|---|---|
| 1. Identification | The initial search was conducted using keywords related to operations management and strategy:<br>("operations management" OR "operational management" OR "production management" OR "process management" OR "supply chain management")<br>AND<br>("strategic management" OR "business strategy" OR "competitive strategy" OR "strategic alignment" OR "strategic capability") | 104,206 documents |
| 2. Screening | Filtering criteria applied included:<br>Publication year: 2015–2025<br>Subject area: Business, Management, Accounting<br>Document type: Article<br>Language: English | 376 documents |
| 3. Eligibility | Selection was refined by identifying documents that explicitly mentioned terms such as: “environmental turbulence,” “market turbulence,” “uncertainty,” “resilience,” “crisis,” and “instability.” | 27 documents |
| 4. Included | Manual evaluation was conducted on the abstracts and full texts to assess the thematic alignment based on the following criteria:<br>• Addressing the integration of strategy and operations<br>• Incorporating the context of uncertainty or environmental turbulence<br>• Demonstrating theoretical relevance to the present research scope<br>• Openly Access | 14 documents |

### 2.3 Data Analysis Techniques

#### 2.3.1 Bibliometric Review

This technique was applied to map dominant keywords, author collaboration networks, and thematic structures using VOSviewer and the Bibliometrix R Package. Techniques such as co-occurrence, co-authorship, and thematic mapping were utilized to construct a knowledge map of the field.

#### 2.3.2 Systematic Literature Review (SLR)

The SLR was conducted on the 14 selected articles. Each article was analyzed based on its methodology, sectoral focus, theoretical framework, and key findings. These elements were then coded into a thematic matrix to facilitate structured synthesis.

### 2.4 Quality Assessment of Selected Articles

To ensure the methodological rigour of the systematic review, all 14 selected articles were subjected to a structured quality appraisal. The evaluation was guided by five principal criteria adapted from (Tranfield et al., 2003):

a. Theoretical contribution, assessing the extent to which the study advances conceptual understanding.
b. Methodological robustness, evaluating the research design, validity, and risk of bias.
c. Contextual relevance, particularly concerning environmental turbulence or uncertainty.
d. Publication impact, based on journal ranking and citation metrics.
e. Practical implications, evaluating the utility of the findings for aligning strategic and operational dimensions.

This evaluative framework aligns with established protocols for systematic literature reviews in management research, emphasising transparency, reproducibility, and theory-practice relevance

(Tranfield et al., 2003). The emphasis on turbulence and uncertainty further enhances contextual specificity, in line with current frameworks addressing VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environments (Tuma, 2022).

### 2.5 Validity and Reliability

To ensure the validity and objectivity of the review: The PRISMA protocol served as a systematic guideline for literature selection. The bibliometric review was conducted descriptively to avoid inferential bias. Potential endogeneity bias resulting from reciprocal relationships between variables in the reviewed literature was minimized by avoiding quantitative correlation-based synthesis and instead focusing on conceptual models, themes, and structural patterns.

## 3. RESULTS AND DISCUSSION

### 3.1 Results

#### 3.1.1 Scientific Production and Citation Analysis

An analysis of 376 documents related to operations management and strategy management from 2015 to 2025 reveals a fluctuating trend, indicating variations in academic interest concerning the integration of strategy and operations under conditions of uncertainty. A significant increase in publication volume occurred in 2020 and 2021, which may reflect heightened attention to adaptive strategic approaches in the aftermath of the global pandemic. The notable decline in 2025 is likely attributed to indexing delays during the early part of the year.

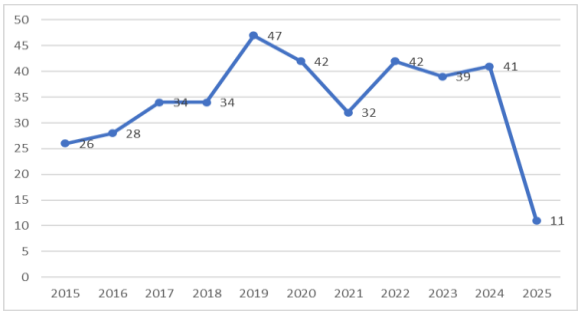


**Figure 1**. Annual Scientific Production

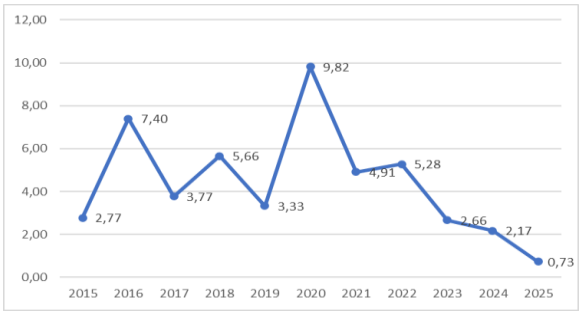


**Figure 2**. Average Article Citation Per Year

On the other hand, citation analysis reveals that Treiblmaier (2018) article, published in Supply Chain Management, ranks first with 608 global citations. The study emphasizes the integration of supply chain strategy and blockchain technology as a response to continuously evolving market dynamics—highlighting the growing recognition of technological dimensions as strategic elements in operations design. Wamba, (2020), in their publication in the International Journal of Production Economics, underscore the importance of digital capabilities in building resilient supply chains. With 516 citations, this work stands as one of the most referenced contributions in the past decade.

Centobelli, (2020) also made a significant impact through their article in Business Strategy and the Environment, which has received 436 citations. Their study explores the interconnection between sustainability, digitalization, and dynamic capabilities as an integrative foundation for aligning strategy and operations in times of disruption. Other works, such as those by Hitt 2016) and Yang (2021), further affirm that dynamic, adaptive, and capability-oriented corporate strategies are essential for navigating volatile and complex business environments.

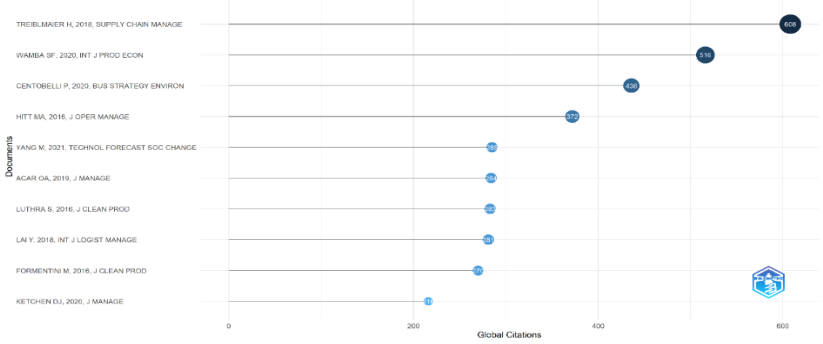


**Figure 3**. Most Global Cited Documents

### 3.1.2 Keyword Co-occurrence and Thematic Clustering

Bibliometric mapping of keywords reveals three primary clusters within the knowledge structure:

a. Strategic Cluster: Keywords such as strategic management, strategic alignment, and competitive strategy appear as central nodes in the discourse.
b. Operational-Resilience Cluster: Comprising terms like supply chain management, agility, crisis, turbulence, and uncertainty, this cluster reflects the operational urgency in responding to environmental unpredictability.
c. Sustainability-Digitalization Cluster: This cluster connects keywords such as sustainability, digital transformation, green supply chain, and circular economy.

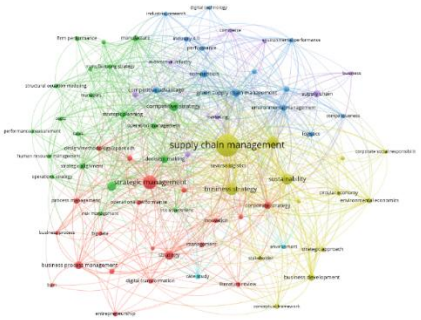


**Figure 4**. Co-occurance network

These findings suggest that the discourse on strategic-operational alignment is no longer confined to internal efficiency, but is increasingly oriented toward environmental responsiveness, digitalization, and long-term sustainability (Bag, 2024; Centobelli, 2020).

### 3.1.3 Thematic Evolution and Intellectual Structure

Thematic evolution analysis indicates a significant shift in the scholarly discourse: In the early period (2015–2018), dominant themes included efficiency, performance measurement, and quality management. However, since 2020, there has been a discernible transition toward concepts such as dynamic capabilities, strategic agility, resilience, and the circular economy.

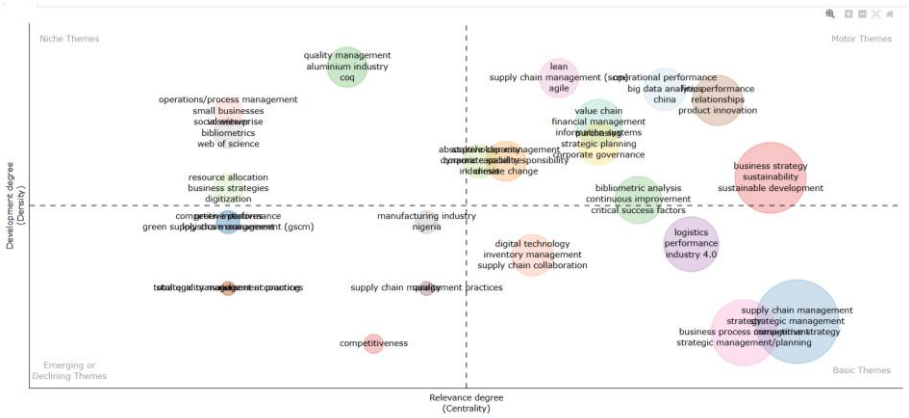


**Figure 5**. Thematic map

This transformation reflects an evolving perspective in which strategy is no longer perceived as a static document but as an organizational capability to continuously adapt (Rothaermel, 2023; Teece, 2007). The co-citation network further illustrates that Teece (2007), Barney (1991), and Porter (1996) serve as foundational intellectual anchors in this body of literature.

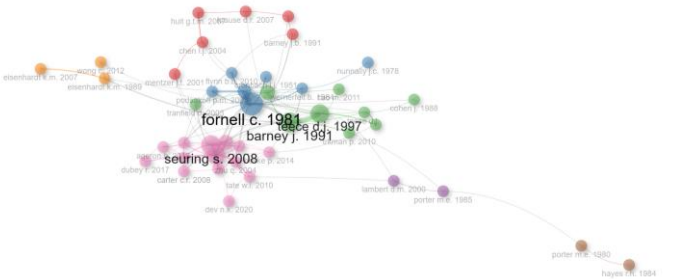


**Figure 6**. Co-citation network

### 3.1.4 Synthesis of Selected Articles

Out of the initial 376 articles, 27 were identified as relevant to the context of turbulence. Following a manual screening process based on topical and methodological alignment, 14 articles were selected as the core literature for conceptual and thematic synthesis. These selected studies are detailed in a comprehensive synthesis table, which includes: Methodological approach, Sectoral context, Theoretical framework, Key findings. This synthesis serves as the foundation for the subsequent discussion, the construction of an integrative theoretical framework, and the formulation of future research directions.

**Table 2.** Comprehensive synthesis article

| No | Article Title | Methodological Approach | Sectoral Context | Theoretical Framework | Key Findings |
|---|---|---|---|---|---|
| 1 | *The impact of the blockchain on the supply chain* (Treiblmaier, 2018) | Conceptual model development | General supply chain | RBV, Blockchain theory | Blockchain enhances transparency and strategic traceability in SCM design. |
| 2 | *A proposed hybrid VUCA theory and decision making* (Abdul Rahman et al., 2023) | Theoretical-propositional | Logistics and transport | VUCA framework | The hybrid VUCA model enables more robust decision-making under volatility. |
| 3 | *Managing supply chain resilience to pursue business and environmental strategies* (Cerchione et al., 2019) | Quantitative survey (PLS-SEM) | Manufacturing firms | RBV, Dynamic Capabilities | Strategic integration improves dual performance: environmental and economic. |
| 4 | *Operations management impact on achieving strategic fit* (Majukwa & Haddud, 2016) | Case study | Retail (Zimbabwe) | Strategic Fit Theory | Localized operations facilitate better alignment with strategic goals. |
| 5 | *Relationships among supply chain strategies and performance* (Arora et al., 2016) | Questionnaire-based quantitative | Cross-sectoral | Contingency Theory | Market turbulence weakens strategy-performance links unless adaptive mechanisms are applied. |
| 6 | *Role of logistics strategy in improving firm performance under disruption* (Das et al., 2023) | Quantitative (PLS-SEM) | Manufacturing/logistics | RBV, Resilience Theory | Strategic logistics play a vital role in enhancing firm resilience under disruption. |
| 7 | *Building sustainable supply chain resilience* (Bag et al., 2024) | Mixed-method (survey + case) | Multi-industry | Strategic Resilience Theory | Strategic planning across layers strengthens multi-tier resilience. |
| 8 | *Systematic assessment of multi-dimensional risk factors* (Das et al., 2023) | Systematic literature review (SLR) | Sustainability and development | Risk Management Framework | Risk classification and mapping are prerequisites for long-term sustainability. |
| 9 | *Exploring the enabling role of digital technology for supply chain resilience* (Ethirajan et al., 2022) | Qualitative (interviews) | FMCG & retail chains | Technology adoption, Resilience | Digital technologies accelerate response and recovery in crises. |
| 10 | *Identification and evaluation of supply chain disruptions* (Shashi et al., 2019) | Content analysis | Global supply chains | Disruption Management Theory | Organizations must adopt contextual strategies to deal with multi-level disruptions. |
| 11 | *Accounting for external turbulence of logistics organizations* (Bühler et al., 2016) | Exploratory qualitative | Logistics firms | Environmental Turbulence Theory | External shocks necessitate adaptive structures in logistics management. |
| 12 | *Sharing economy and operations strategy* (Yoon et al., 2021) | Conceptual + exploratory validation | Service operations | Sharing Economy, RBV | Sharing-based models offer resilience, efficiency, and flexibility in operations. |
| 13 | *Risks of adopting circular economy in operations* (Jabbour et al., 2022) | Delphi + Fuzzy DEMATEL | Industrial operations | Circular Economy Theory | Adoption of circular initiatives requires managing stakeholder risk and financial viability. |
| 14 | *Strategic-operational alignment in food supply chains* (Ghosh et al., 2023) | Systematic case study | Food/agri-supply chains | Strategic-Operational Alignment | Strong alignment supports agility and continuity in food systems under pressure. |

## 3.2 Discussion

### 3.2.1 Understanding the Global Intellectual Landscape

The bibliometric analysis reveals a growing and interdisciplinary interest in the intersection of strategy, operations, and environmental turbulence. Articles with the highest global citations are often those that integrate strategic theory with digital and operational innovations. For instance, Treiblmaier (2018) led citation impact with 608 global citations by proposing blockchain as a means to align supply chain operations with strategic intent. Similarly, Wamba (2020) emphasized the role of digital capabilities in building agile and responsive supply chains, receiving 516 citations.

Geographically, the most influential contributions originate from institutions in Western Europe and Asia, underscoring the global nature of the topic. This global distribution highlights that collaborative, interdisciplinary, and context-aware approaches are increasingly valued in the discourse on strategic-operational alignment (Centobelli, 2020; Wang, 2020). The co-citation network further points to foundational scholars such as Barney (1991), Teece (2007), and Porter (1996) as central figures in the theoretical development of the field. This indicates that despite the

field's recent methodological diversification, its core theoretical roots remain embedded in RBV, dynamic capabilities, and competitive strategy.

### 3.2.2 Patterns of Strategic-Operational Response in Practice

Drawing from the 14 systematically selected articles (see Appendix A), several dominant patterns emerge across sectors and methodological approaches:

a. Strategic Resilience as a Foundational Design Principle. Studies by Bag (2024) and Das (2023) emphasize that resilience cannot be treated as a post-hoc reaction. Instead, it must be embedded at the strategy formulation stage. This reflects a shift from protection to preparation—resilience by design, not by recovery.
b. The Role of Dynamic Capabilities. Cerchione (2019) and Ghosh (2023) identify dynamic capabilities—especially sensing, responding, and reconfiguring—as essential mechanisms that enable operational units to align with evolving strategic direction. These align with Teece's (2007) original propositions on strategic flexibility.
c. Technology as a Strategic Integrator. The study by Treiblmaier (2018) shows that technologies such as blockchain can provide not only transparency but also real-time feedback mechanisms between strategy and execution. Similarly, Ethirajan (2022) emphasize the role of digital tools in resilience and traceability.
d. Sectoral and Contextual Nuances. Majukwa (2016) and Shashi (2019) illustrate that in contexts like retail or logistics in developing countries, operational constraints and institutional limitations must be considered when designing strategic alignment models.
e. Hybrid and Emerging Organizational Models. Novel frameworks such as circular economy Jabbour (2022) and sharing economy Yoon (2021) add complexity by involving multiple stakeholders. These require rethinking alignment not only within the firm but across networks.

These findings highlight the need for an integrative understanding of alignment as both strategic foresight and operational adaptability—a dynamic fit that evolves through iterative feedback and contextual adaptation.

### 3.2.3 Redefining Alignment in Complex Environments

In the current era marked by pandemics, supply chain disruptions, and climate volatility, alignment cannot be reduced to a linear matching of strategy and structure. Instead, it must evolve as a living system of strategic guidance and operational learning. Gibbons (2022) found that temporary misalignment can in fact generate adaptive learning, provided that reflective mechanisms are in place.

Menzies (2022) further propose that resilient organizations exhibit three operational capabilities: Real-time adaptation: adjusting operational systems as conditions shift, Cross-functional digital collaboration: enabling seamless communication across units, Decentralized, data-informed decision-making: empowering local teams to act autonomously yet strategically. Traditional approaches that focus narrowly on cost or process efficiency (e.g., lean operations) are increasingly being replaced by approaches that prioritize responsiveness, agility, and collaborative capability (Ivanov, 2020; Sheffi, 2015).

### 3.2.4 Toward a Dynamic and Integrative Theoretical Framework

The evolution of this discourse calls for a robust theoretical framework that accommodates the complexity of modern strategic-operational interplay. Based on the empirical patterns and citation landscape, the following integrative triad is proposed: Resource-Based View (RBV): to anchor the importance of internal resource configuration and competitive advantage (Barney, 1991). Dynamic Capabilities Theory: to explain how organizations update and reconfigure resources under environmental turbulence (Teece, 2007). Environmental Turbulence Theory: to contextualize strategy and operations within external complexity and uncertainty (Chakravarthy, 1997). This fusion allows scholars and practitioners to move beyond isolated constructs and embrace alignment as a system of strategic sense-making and operational co-creation.

### 3.2.5 Research, Practice, and Methodological Implications

This study contributes to the conceptual development of dynamic alignment by synthesizing RBV, DC, and environmental turbulence as an integrated lens. It calls for more refined conceptualizations of alignment as a multilevel, recursive process. For managers and decision-makers, findings suggest the importance of: Involving operational leaders in strategic planning, Designing real-time monitoring systems to track environmental signals and Creating flexible structures that foster internal innovation and external responsiveness The combination of bibliometric mapping and SLR proves effective for revealing both intellectual structure and empirical trends. Future research should apply longitudinal

case studies, meta-analytical models, and simulation-based methods to validate the causal links within dynamic alignment models.

Findings from recent literature also suggest that alignment in turbulent contexts is inseparable from a firm's digital maturity and organizational learning capabilities. Firms that embed feedback loops and cross-functional communication channels are more capable of transforming misalignments into strategic learning opportunities (Gibbons, 2022).

Moreover, strategic-operational alignment is enhanced when supported by real-time decision systems and enterprise platforms. As shown by Liu (2021), digital twins and predictive analytics allow firms to test operational scenarios aligned with strategic shifts before full implementation. This preemptive capacity is particularly vital when navigating high-volatility sectors such as logistics, energy, and agribusiness.

From a systems perspective, alignment is no longer a bilateral relation between two static levels but a dynamic interplay within a complex adaptive system. This requires firms to cultivate resilience not only structurally but cognitively—through sensemaking, unlearning, and experimentation (Weick, 2015). Accordingly, future models of alignment should integrate resilience capabilities as a core design element, not as a downstream outcome.

Recent literature also suggests that achieving alignment in turbulent environments involves more than structural configuration—it requires cognitive and interpretive alignment as well. The concept of strategic sensemaking has emerged as a critical capability that enables organizations to continuously interpret signals from the environment and translate them into operational adaptations (Maitlis, 2014). This interpretive process is especially relevant in industries facing rapid regulatory shifts, such as healthcare, energy, and digital services.

Furthermore, the notion of adaptive fit has gained renewed interest as a counterpoint to the traditional concept of strategic fit. While strategic fit emphasizes congruence between internal capabilities and market position, adaptive fit focuses on the organization's ongoing capacity to reconfigure that congruence over time (Siggelkow, 2001). In contexts of uncertainty, organizations that prioritize strategic plasticity the ability to experiment, pivot, and learn—tend to outperform those that seek only to optimize within existing boundaries.

These insights reinforce the notion that strategic-operational alignment must now be framed as a learning-oriented, dynamic process, requiring managerial attention not only to systems and structures, but also to culture, cognition, and communication.

## 4. CONCLUSION

In light of increasing environmental turbulence and global business disruptions, this study set out to explore how organizations can align their strategic intentions with operational realities in complex and uncertain environments. By integrating a bibliometric analysis with a systematic literature review (SLR) of 14 key articles published between 2015 and 2025, the research has mapped the intellectual landscape, synthesized dominant patterns of empirical and conceptual development, and proposed a dynamic, integrative theoretical framework. The findings confirm that strategic-operational alignment is no longer a question of achieving a static structural fit. Instead, alignment must be conceptualized as an adaptive, iterative process, characterized by feedback loops, contextual awareness, and technological integration. High-impact studies in the field increasingly emphasize resilience-by-design, the role of digital traceability, and the emergence of hybrid models such as circular and sharing economies as new alignment mechanisms. To make sense of these evolving patterns, the study proposes a conceptual triad combining the Resource-Based View (RBV), Dynamic Capabilities Theory, and Environmental Turbulence Theory. This framework offers a robust lens to interpret the alignment process as both an internal transformation and an external adaptation strategy—especially relevant in sectors prone to volatility. This study also highlights the need to redefine how alignment success is measured. Traditional performance indicators such as process efficiency or cost savings may not fully capture alignment effectiveness in high-turbulence environments. Instead, future alignment models should incorporate non-linear indicators such as agility, responsiveness, sensemaking capabilities, and real-time digital coordination as markers of strategic-operational synergy. Ultimately, this research contributes to both the theory and practice of strategic management by advancing a more nuanced, multi-level understanding of alignment in turbulent times. It also provides a structured foundation for further academic exploration and managerial reflection—particularly as strategic-operational alignment evolves from a functional

imperative to a core organizational mindset for long-term resilience. As with all systematic reviews, this study is subject to several limitations: Database and Source Bias: The selection was limited to articles indexed in Scopus. Other reputable databases such as Web of Science, EBSCO, and ProQuest were not included, potentially omitting relevant publications. Language and Document Type Filter: Only peer-reviewed articles in English were considered, excluding conference proceedings, book chapters, or grey literature that may offer valuable insights. Temporal Bias in 2025 Publications: Given the timing of data collection (early 2025), articles published in the same year were likely underrepresented due to indexing lag. Scope of Sectors and Regions: While the study covered a range of industries, certain sectors particularly public administration, healthcare, and MSMEs remain underexplored in the final synthesis. Lack of Quantitative Meta-Analysis: This review did not perform a statistical meta-analysis due to the heterogeneity of methods and outcomes across the selected studies.

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