

KNOWLEDGE MAPPING FOR THE STUDY OF LEARNING ORIENTATION PERSPECTIVES IN CHINA: BIBLIOMETRICS AND LITERATURE REVIEW

Wang, M.¹, Sukpasjaroen, K.², and Chankoson, T.^{3*}

¹ Min Wang, ² Khunanan Sukpasjaroen, ^{3*} Thitinan Chankoson,

^{1,2} Chakrabongse Bhuvanarth International Institute for Interdisciplinary Studies (CBIS),
Rajamangala University of Technology Tawan-OK, Thailand.

^{3*} Faculty of Business Administration for Society, Srinakharinwirot University, Thailand.

Abstract

Learning orientation, as an essential idea impacting the sustainable growth of organizations, the fundamental achievement of successful human resource management, and a critical component in improving company competitive advantage, has steadily attracted the attention of studies. However, few studies have systematically and fully assessed the relevant learning-oriented literature internationally. The CiteSpace methodology is employed to detect prominent areas of research, cutting-edge developments, and emerging patterns in the domain of learning orientation spanning the years 2012 to 2022. The results of this study suggest that the volume of published literature has continued to rise over the same time period, and that authors and research institutions have occasionally displayed insufficient collaboration and have yet developed a more general environment of academic collaboration. Furthermore, the environment and market demand have a significant impact on the development of learning-oriented research hotspots. Entrepreneurial orientation, innovation, market orientation, and firm performance are the key themes of the LO field. Learning orientation is critical to company success, particularly in terms of long-term growth. In a highly competitive market, learning orientation may assist businesses in maintaining competitive advantages. As a result, the ultimate purpose of learning-oriented research is to promote a long-term approach to organizational growth.

Keyword: *Learning Orientation; Performance; Bibliographic analysis*

1. Introduction

As an important concept affecting the sustainable development of enterprises (Van Mierlo, B., et al., 2020), learning orientation (LO) is the core achievement of effective human resource management (López, S.P., et al., 2006). The key factors to enhance the competitive advantage of enterprises (Calantone, R., et al., 2002) have gradually become the focus of researchers.

Since the beginning of the 21st century, a large number of valuable studies have emerged in the field of LO research, with many papers reviewing the previous literature on LO research (Wilson, G.A., & Liguori, E.W., 2022; Onețiu, D., 2019). Reviews usually investigate specific cause-and-effect relationships, for example, linking competitive intelligence, LO, and export performance of SMEs (Isichei, E.E., et al., 2023), or the relationship between LO and new product

development capability et al (Moreno Espinoza, P.A., 2023). In contrast, all these have made necessary contributions to the study of learn-oriented literature, but there are still limitations in the lack of systematic literature analysis. In terms of methods, subjective content interpretation is the main focus, and objective analysis is made using scientometrics tools. Only one researcher has systematically reviewed the literature on learn-oriented related achievements. Alerasoul, S.A., et al. (2021) Proposed An integrative review and framework through the literature in the Scopus database: organizational learning, LO, and learning organization. According to Alerasoul, S.A., et al., organizational learning, LO, and learning organization. However, they combine organizational learning and learning organizations related to LO to study together and do not carry out systematic literature on LO alone, and the full text takes organizational learning as the lead. As a result, Alerasoul, S.A., et al.'s literature review of learning-oriented systems was not in-depth and focused enough to conduct a systematic and holistic review of learning-oriented systems. Based on this, we attempt to answer what the scope of research on LO is and where future research is likely to go based on existing topics in the field. Traditional literature reviews rely on subjective criteria for paper selection and classification of research contributions (Akoev, M.A., et al., 2020; Moed, H.F., et al., 2004). In order to overcome some limitations of traditional literature reviews and deepen and diversify the opinions in literature reviews, the dynamic method of systematic literature network analysis (SLNA) was adopted in this paper. Essentially, combining the core strengths of systematic literature review (SLR) with bibliographic network analysis (BNA) helps identify key papers that determine knowledge flows "in a more scientific and objective way" (Kim, S., et al., 2018). The CiteSpace tool was used for literature analysis, and LO literature published in the Web of Science core collection database from 2012 to 2022 was systematically reviewed. Attempts to address the following issues: (1) the number of representative LO publications; (2) a description of the distribution and cooperation between authors and research institutions; (3) identifying research hotspots and exploring the evolution of research hotspots in 2012 and 2022; (4) determining the research trend.

2. Data Sources and Research Methods

2.1. Research Methodology

The CiteSpace software developed by Professor Chen Chaomei can visually reveal the hot knowledge in a certain research field and dig out the future research trend (Chen, C., 2006). Since its publication in 2004, CiteSpace has been widely used by scientometrics and researchers, and has played an important role in literature mining, which has been confirmed (Wu, M., 2020). Furthermore, we discover that one of its primary purposes is to aid researchers in examining the structure of knowledge and identifying areas of active research. It also facilitates the tracking of advancements and changes in research topics, as well as the identification of cutting-edge areas and emerging trends in connected domains of knowledge (Niazi, M.A., 2016). Therefore, this study will employ CiteSpace software as a tool for conducting literature co-citation study, co-occurrence study, clustering study, and keyword burst study. (Chen, C., 2006) to support our research.

2.2. Data Source

Web of Science is an online database that offers scholars access to a wide range of high-quality papers (Zhu, J., & Liu, W., 2020). Considered to be the most common (Le, Z., et al., 2018) and the most comprehensive data source (Thelwall, M.A., 2008; Ding, X., & Yang, Z., 2020), the advent of Web of Science facilitates the acquisition of information. An extensive volume of bibliometric statistics (Kemeç, A., & Altınay, A.T., 2023). Web of Science Core Collection is the world's influential multi-disciplinary academic literature abstracts index database. Therefore, the data selected in this study is Utilizing the Web of Science core collection as a foundation as the source, and TS("Learning orientation ") as the search condition. The limited index date is from January 1, 2012 to December 31, 2022, and the limited publication period is from 2012 to 2022. At the same time, the limited document types are Article, and the language is set to English. The retrieval time was July 31, 2023, and a total of 868 relevant documents were retrieved and saved in the format of "full record + cited document".

Before running CiteSpace software, set the corresponding parameters: In this study, the time span was set as 2015-2022, the Years Per Slice was set as 1, the node types were selected as author, institution, country, reference, and keywords in turn, and the threshold standard was set as g-index=25. Other parameters were adopted as default initial parameters of the system.

3. Analysis and Results

3.1. Distribution of selected papers in LO research areas

From 2012 to 2022, a total of 868 literature pieces linked to LO were published, with an average annual publication rate of 87. Figure 1 illustrates the evolution in the number of selected research papers during this period. Three separate periods can be observed: a period of consistent expansion from 2012 to 2017, a period of rapid expansion from 2018 to 2020, and a subsequent fall from 2021 to 2022.

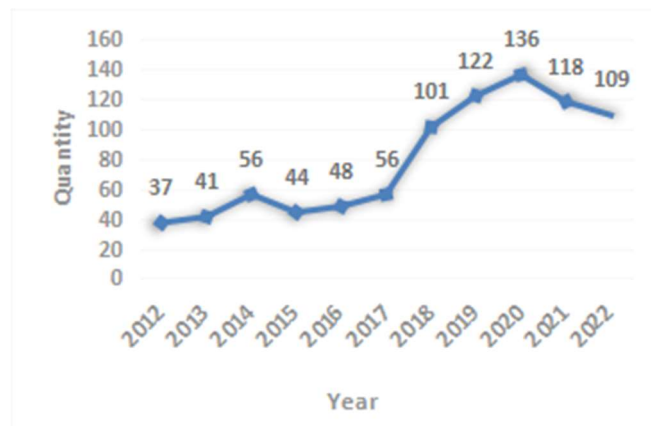


Figure 1. Distribution of selected LO papers from 2012 to 2022

During the steady growth phase (2012-2017), there was a relatively low number of published articles. In 2012, only 37 articles were published, which accounted for the least proportion at 4.26%. Furthermore, the mean annual publication count stands at 47, representing 32.49%. This could be attributed to the fact that research on LO is still in its nascent stage. This was followed by a period of rapid growth (2018-2020) with more research results and there has been a significant surge in the annual publishing count, reaching 120. From 2018 to 2020, the number of published articles was 359 (41.36%). Due to the emphasis on LO research, the number of papers published peaked at 136 in 2020, The year having the greatest quantity of papers. In the last decline period (2021-2022), despite the decline, the average annual number of publications remained at a high level (114), indicating the gradual maturity of LO research. During this period, the number of publications will fluctuate at a high level, and the continued interest in LO research will continue.

3.2. Distribution of selected papers in LO research areas

The figure in Figure 2, generated by CiteSpace, displays the author collaboration network. It may be utilized to determine an author's publishing status and the level of cooperation they engage in. Maps are depicted using nodes and lines. Every node is labeled with its respective author. The nodes' size corresponds to the frequency at which the relevant data is observed: As the size of the node increases, so does the frequency. As depicted in Figure 2, the largest node indicates that Feifei Han has the highest quantity of published scholarly articles. The linkage between the two nodes indicates that the two writers collaborated on the research and co-authored a publication. A bold line signifies a robust partnership. Figure 2 depicts sparse and fragmented lines, suggesting that the majority of writers engage in autonomous academic research and possess little collaboration connections. However, there are still small clusters of cooperatives. As an illustration, Pesämaa, O., et al. (2013) in their representative paper "How a LO affects drivers of innovativeness and performance in service delivery. There is a relatively close cooperative relationship. Aviv Shoham and Itzhak Gnizy wrote several articles together, For example, "Uncovering the influence of the international marketing function in international firms" (Gnizy, I., & Shoham, A., 2014). The relationship between these authors is typically characterized by a combination of mentorship and collaboration.

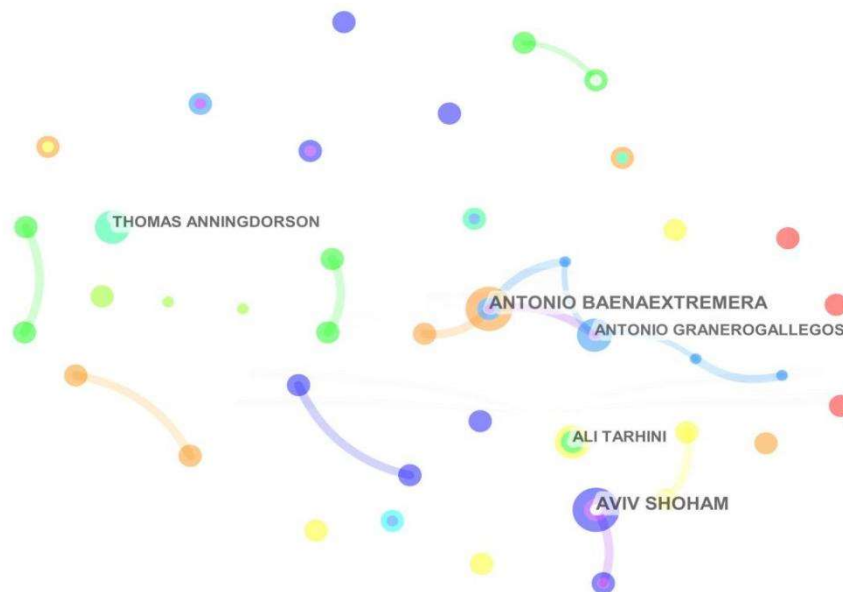


Figure 2. Map of LO author collaboration network 2012-2022

According to the famous Price law proposed by Derek Price, the father of scientometrics, the specific formula is $M=0.749$, where M represents the minimum number of core authors in a certain field, and N_{max} represents the number of authors with the most papers in their field. According to the formula, the M value in this study is 1.67, so the minimum number of publications by core authors in the LO research field is 2. According to the analysis, 44 authors published two papers in the field of LO, and 6 authors published more than two papers. Table 2 presents a comprehensive overview of the six most exceptional authors in this study. Hence, their study uncovers the specific research trajectory and emphasis within the domain of LO. It is worth noting that three of the top six authors have research directions in education, mainly focusing on students' skill learning and sports training. Among them, two authors co-published two articles on students' sports training. The other three authors focused their research on companies. For example, Pesamaa, O., et al. (2013) published a paper "How a LO affects drivers of innovativeness and performance in service delivery".

3.3. Distribution of Core Institutions in the Field of LO

The depicted institutional cooperation network in Figure 3 was constructed via CiteSpace. Section 3.2 provides a comprehensive explanation of the nodes and lines depicted in the map. The results are presented in Figure 3, which shows a sparse arrangement of fine lines, indicating a limited level of coordination among LO research institutions.

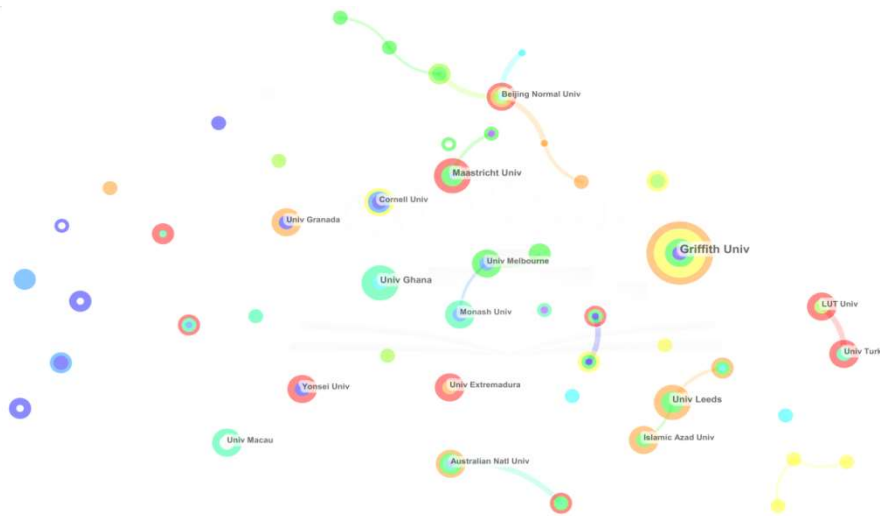


Figure 3. Map of collaboration network of LO institutions, 2012-2022

As can be seen from Figure 3, among the four institutions with more than four published papers, only two institutions have interinstitutional cooperation, indicating that the cooperative relationship between research institutions is limited. Specifically, Griffith University, the institution with the highest number of publications, does not cooperate with other institutions, but is more a collaboration between teachers and students on campus. Recent research in the field of LO focuses on how to improve the key skills of college graduates (Ellis, R.A., et al., 2020). of course, there are also some institutions working together in the overall situation, such as University of Strathclyde, Loughborough University, Cyprus University of Technology & Teesside University has a close cooperation, Published a paper on "Technological innovation and employee psychological well-being: The moderating role of employee LO and perceived organizational support "journal paper (Zahoor, N., et al., 2022). In general, LO's research has not yet fostered a more extensive academic collaboration environment to enhance the optimization of LO's research.

3.4. Distribution of Core Institutions in the Field of LO

According to Chen C. (2006), keyword analysis is an appropriate approach for identifying popular research areas, as well as pertinent research trends and advancements. In the subsequent chapters, CiteSpace is employed to do keyword analysis and build a co-occurrence knowledge graph as well as a time zone view.

3.4.1. Main Research Interests in the LO Field: Keywords Co-occurrence Analysis

An examination of the co-occurrence of frequently used keywords might uncover important areas of research focus in a certain discipline (Song, J. H., 2006). During this procedure, it is possible to identify relevant terms as focal points of LO research. Figure 4 displays the knowledge map of co-occurring LO research keywords spanning from 2012 to 2022.

We merged overlapping keywords such as "business performance," "firm performance," and "performance," while removing the search term (learning orientation). Figure 4 displays the top five terms with the highest frequency and centrality. Efficiency (frequency = 410; Centrality = 0.01); market orientation (frequency = 246; Centrality = 0.02); innovation (frequency = 165; Centrality = 0.03); entrepreneurial orientation (frequency = 149; Centrality = 0.05); And impact (frequency = 138; Centrality = 0.03). By considering the factors of frequency and intermediary centrality, five areas of research that are now receiving significant attention are identified: performance, market orientation, innovation, and entrepreneurial orientation. This text presents an analysis of the primary areas of study focus, together with the corresponding articles authored by prominent researchers.

Research on performance

The primary objective of LO research is to ensure the long-term viability and growth of an organization. Therefore, the causation that best reflects the effectiveness of learning focuses on performance. In terms of LO, the most concerned performance research is mainly distributed in enterprise performance, innovation performance, new product performance, team performance and growth performance, and the research scope is generally small and medium-sized enterprises, among which manufacturing and technology enterprises are the most popular, mainly because small and medium-sized enterprises have relatively many problems, relatively weak ability to solve problems and lack of experience. It is worth noting that in recent years, studies related to the hotel industry have gradually increased. For example, Fraj et al. took 232 hotels in Spain as research samples, indicating that LO is not only considered as a driving force for adopting environmental protection policies, but also a determining factor for enterprise competitiveness (Fraj, E., et al., 2015). This study has been cited more than 245 times.

Research on market orientation

Market orientation is an effective strategy to survive in a competitive environment as it provides a sustainable competitive advantage for a company (Kumar, V., et al., 2011). Although researchers accept the concept of market orientation as a major strategic element for success in competitive environments, there is much debate in the literature about its role, mainly arguing that developing a market-oriented culture is only the first step towards market success, and that an organization's ability to learn faster than its competitors may be a more important source of its sustainable competitive advantage. Based on this, Mahmoud, M.A., et al. (2016) took a developing country (namely Ghana's banking industry) as the research background, and the results showed that, the relationship between market orientation and LO is strongly positive, with market orientation accounting for 64% of the variability in LO within the sample. This research shows that in the banking system, market orientation and LO are mutually reinforcing, and only when they play their roles can they better make the banking enterprises more competitive and sustainable development. Deutscher, F., et al. (2013) took high-tech enterprises as the research background, and the results showed that having a high level of market-oriented and LO allocation constituted a

unique combination of resources that was valuable, rare and difficult to imitate, and produced a synergistic effect, enabling enterprises to gain advantages in highly competitive high-tech enterprises. At the same time, the study also emphasizes the important role of market-oriented high-tech enterprises, even under the configuration of low LO level, will have a positive impact on the short-term and long-term sales and profits of high-tech enterprises, mainly because market-oriented enterprises are closer to the needs of customers. Subsequently, Peng, Y., & Lin, K. (2017) took the international smes as the research object and conducted an international study on the market orientation and LO of enterprises, which further confirmed that the market orientation and LO can improve the performance of international enterprises. Previous studies mainly focused on the field of small and medium-sized enterprises to international small and medium-sized enterprises, and there was no research on a certain industry, so relevant researchers began to engage in research on a certain industry from 2019. The rapidly changing and highly competitive market in the hotel industry requires that hotel management strategies focus on both current success and future competitive advantage. Chen, Z.. & Presutti, M., et al. (2020) tested the sample of 120 small hotels operated by mature tourist destinations in Italy, and the research showed that market orientation had a positive driving effect on hotel performance, while LO had little effect on hotel performance. This conclusion is contrary to that of most researchers. His research has all focused on a single orientation, without considering how complementary they are to firm outcomes. It is worth noting that Cho, Y.H., & Lee, J. (2020) showed that the complementary or sharing effect of market orientation and LO explained a large part of the differences in firm performance, but from a unilateral perspective, market orientation has a positive correlation with firm performance, and LO will not significantly affect firm performance. This phenomenon may be caused by the impact of the epidemic. Subsequently, Wilson, G.A., & Liguori, E.W. (2022) proposed a study on market orientation, failure LO and corporate financial performance in response to this phenomenon, and the research results show that market orientation and failure LO complement each other and have a single impact on corporate performance. To sum up, there is a complementary relationship between market orientation and LO. At the same time, previous literatures generally start from the general direction to study market orientation and LO. Up to now, only detailed analysis has been carried out on hotel enterprises.

Research on innovation

In a dynamic and constantly changing social environment, innovation is essential to stimulate long-term stability, growth, shareholder returns, sustainable performance and maintaining a strong market share (Cook, P.J., 1998). Continuous innovation is what helps enterprises to survive in highly discontinuous competition and effectively enables enterprises to develop sustainably (Kumar, D., et al., 2022). The orientation of learning and innovation is seen not only as a driver for the adoption of environmentally friendly policies, but also as a determinant of competitiveness (Fraj, E., et al., 2015). So there may be a link between LO and innovation. According to the research of Mahmoud, M.A., et al. on the banking industry in Ghana, LO has a significant impact on innovation (Mahmoud, M.A., et al., 2016). Sheng, M.L., & Chien, I. (2016) also found that

high-level LO promotes progressive innovation. For high-tech industries and entrepreneurial enterprises, excellence in a specific field will lead to developmental learning and foster progressive innovation. At the same time, Ramos-Sandoval, R., et al. (2016) also found in their research on agricultural enterprises that LO makes the agricultural innovation process more inclusive. In addition, Xie, Y., & Zheng, X. (2019) found in their research on B2B companies that LO contributes to the development of innovation ability, which in turn improves industrial brand equity. However, other studies have found that LO has no direct impact on innovation (Kumar, P., et al., 2020). In summary, it can be found that studies focus on a single orientation without considering their complementarity to firm outcomes. The relationship between LO and innovation is still debated, so it needs to be analyzed from a deeper and broader perspective in order to have a more comprehensive understanding of their complementary role and their impact on the sustainable development of enterprises.

Research on entrepreneurial orientation

Entrepreneurial orientation has always been the core issue of enterprise entrepreneurship research. Entrepreneurial orientation refers to the character of senior managers in risk-taking, innovation and initiative, which is characterized by actively seeking new opportunities in an uncertain environment, through which dramatic growth may be achieved (Mrabure, R.O., et al., 2018). While entrepreneurial orientation is helpful in pursuing new opportunities to improve performance, there is a growing consensus that adopting a strong entrepreneurial orientation is necessary, but not sufficient, for new ventures to create wealth (Stam, W., & Elfring, T., 2008). In order to achieve sustainable development of enterprises, entrepreneurial orientation requires a large amount of resource commitment (Su, Z., et al., 2011). However, due to lack of resources, new enterprises often cannot meet this resource demand (Su, Z., et al., 2015). Therefore, enterprises need not only entrepreneurial orientation but also LO complementarity in order to better create wealth and sustainable development. Through a sample of 105 complete responses from ceos/presidents of smes, Wolff, J.A., et al. (2015) found that corporate cultural values are embodied in LO and transformed into action behaviors by entrepreneurial orientation, which is positively correlated with the growth and adaptation of smes. The study also found that smes that are open to learning are likely to identify entrepreneurial opportunities and sustain business growth in the face of dynamic external environments and competitive conditions. Sikora, A., et al. (2016) found through literature that most studies on LO and entrepreneurial orientation were conducted in stable economic systems, ignoring the background of transition economy. They therefore studied 101 forest contractors in Poland and found that both entrepreneurial orientation and LO had a positive and significant impact on financial performance. Business owners who focus on learning, innovation, competitive enterprise, autonomy and initiative seem to perform better. As a result, owners must grow their companies by more actively seeking out entrepreneurial opportunities and choosing business strategies that make their companies more competitive. This management style will require the owners of the business to continuously improve their knowledge and management capabilities, valuing the exchange of experience with others. The literature shows

that family firms constitute a particularly suitable background for EO research due to their uniqueness (Habbershon, T.G., & Williams, M.L., 1999; Nordqvist, M., & Melin, L., 2010). Family participation influences the way resources and strategies are used (Boling, J.R., et al., 2016). A study of 509 Spanish smes by Hernandez-Linares, R., et al. (2018) found that in family businesses, a learn-oriented culture improves the entrepreneurial orientation of the organization while maintaining family status . When the level of LO is high, the family business is more efficient in translating knowledge into entrepreneurial behavior. In other words, in those environments that provide suitable learning conditions, family businesses are more entrepreneurial than non-family businesses. The outbreak of competition, global technological innovation and differentiation has been seen as a must-have for any company (Tajeddini, K., & Trueman, M., 2008), especially after the outbreak of the pandemic in 2020, the hospitality industry has encountered unprecedented difficulties. Hence, Serafim, G.H., et al. (2021) conducted a study on 69 hotels across 4 regions in Angola, revealing that both learning and entrepreneurial orientation significantly enhanced hotel performance. Implementing entrepreneurial-oriented strategies to incentivize hotels to generate fresh opportunities within their current products and services through continuous learning, and to revamp those products and services that do not contribute value, can significantly enhance hotel performance and foster sustainable development in the hotel industry. To sum up, LO plays a role in promoting entrepreneurship orientation, and LO and entrepreneurship orientation can also independently affect enterprises. However, there are few researches on complementarity and other aspects, as well as researches in the industry. It is still necessary to expand relevant researches to enrich entrepreneurial and LO researches, provide more comprehensive reference data for enterprises, and improve the performance and development potential of enterprises.

3.4.2. Main Research Interests in the LO Field: Keywords Time-Zone Map Analysis

CiteSpace's time zone function analyzes the chronological development of prominent areas of research in the field of LO. This study classifies the evolutionary process of LO research into three distinct stages based on the high-frequency phrases shown in Figure 4. Each stage is accompanied by representative articles and noteworthy events from that period.

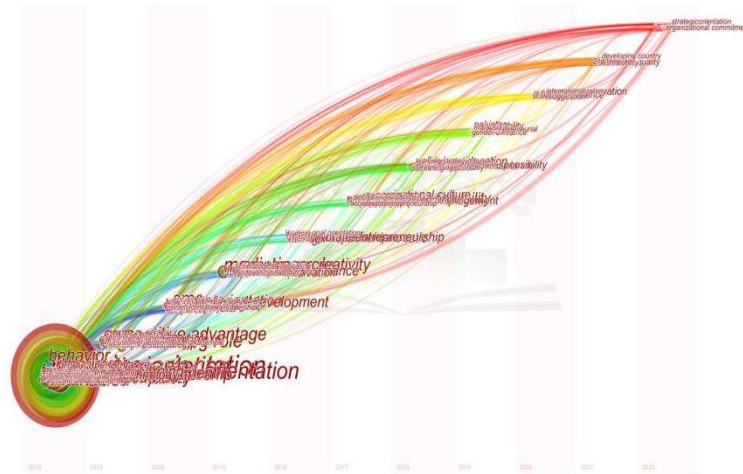


Figure 4. The time-zone view of LO research (2012-2022)

The first stage: 2012-2014

Figure 4 illustrates that throughout the initial phase, significant high-frequency keywords mostly encompass performance, market orientation, innovation, and entrepreneurial orientation. It can be seen that studies related to LO mainly focus on performance. At the same time, market orientation, innovation orientation and entrepreneurship orientation are also added, and their independent and joint effects on performance are discussed respectively. This period coincided with a global economic downturn, and organizations needed to find new competitive advantages to maintain performance. LO, innovation and market orientation become the focus of organizations to meet challenges and enhance competitiveness.

The second stage: 2015-2017

Figure 4 shows that in the second stage, relevant high-frequency keywords mainly include mediating role, employee creativity, innovation performance, organizational innovation and organizational culture. It can be seen that studies related to LO mainly focus on innovation performance. At the same time, researchers have begun to introduce mediating variables into LO studies to further improve the understanding of causality. During this period, with the rapid development of digital revolution and technological progress, organizations need to establish a more perfect system to better serve enterprises, and adapt to changes by focusing on innovation and organizational culture, so that enterprises can achieve long-term development. Employee creativity, as well as organizational culture, are considered key factors in promoting innovation and performance.

The third stage: 2018-2022

Figure 4 shows that the focus of the third phase of research covers corporate social responsibility, value creation, service innovation, sustainability, flexibility and demand, which

may be due to a number of reasons, including the adoption of the 2030 Agenda for Sustainable Development by UN member States in 2015, which aims to achieve the global Sustainable Development Goals. It emphasizes the importance of corporate social responsibility and service innovation, and promotes the research on corporate value creation, service quality and flexibility. It is worth noting that the 2019 pandemic has had a huge impact on the global economy and society, and many companies have had to re-evaluate their social responsibility and sustainability strategies. In addition, the service industry is also facing great challenges and needs to innovate to adapt to new demands and changing market conditions.

3.5. Main Research Trends in the LO Field

Figure 5 represents the top 10 keywords with the strongest citation bursts extracted from LO literature from 2012 to 2022. By analyzing and identifying keywords in the text, it can reveal the hot spots and development directions of the research, and help researchers better understand the frontier dynamics of a certain field.



Figure 5. Top 10 Keywords with the Strongest Citation Bursts(2012-2022)

The first stage: 2012-2014

The research and exploration of LO and knowledge have made remarkable progress, with an intensity of 4.59. This was closely related to the rise of global knowledge economy and the development of knowledge industry at that time. People have a great interest in the acquisition, application and dissemination of knowledge, which promotes the research and exploration of knowledge.

The second stage: 2015-2017

Since 2014, with the deepening of knowledge research, the focus has gradually shifted to the application and development of frameworks and structures. This was related to the rise of interdisciplinary research and comprehensive research methods at the time. People began to pay

attention to how to combine different disciplines and theoretical frameworks to provide more comprehensive and in-depth research perspectives and methods to create a more complete structure. At the same time, with the adoption of the 2030 Agenda for Sustainable Development by UN member States in 2015, people have begun to focus on how to improve business competitiveness and create economic growth through product innovation and organizational innovation. On this basis, people began to attach importance to the role of trust in organizations and teams, which may be related to the increasing importance of organizational change and teamwork on a global scale at that time. Establishing and maintaining trust relationships plays a crucial role in the learning and cooperation of organizations and teams.

The third stage: 2018-2022

With the in-depth study of product innovation and organizational innovation, the focus gradually turns to product development and its impact on financial performance, and explores whether innovation can bring actual profits to enterprises, so as to achieve sustainable development. In 2020, the epidemic has had a huge impact on the global economy and society, and enterprises have begun to consolidate and develop corporate culture. On the basis of maintaining the stability of employees, research on service innovation has gradually received attention, because enterprises need to adapt to new demands and changing market environment through innovation.

4. Discussion

Research findings in the literature on learning organizations indicate a significant increase in the number of published papers from 2012 to 2020. This suggests that academics have maintained a strong interest in studying learning organizations. Although there was a decline from 2021 to 2022, the number of articles published annually remained high, indicating continued interest in LO research. At the same time, the study found that authors and research institutions sometimes showed weak cooperation, and a broader atmosphere of academic collaboration has not yet formed.

This study determines that the development of LO research focal points is primarily impacted by the global context and market requirements. The areas of focus in the field of LO are firm performance, market orientation, innovation, and entrepreneurial orientation. Knowledge management plays a crucial role in the operational success of businesses, particularly in relation to the long-term sustainability of firms. LO can help enterprises maintain competitive advantages in the highly competitive market. Through the study of small and medium-sized enterprises, family enterprises and hotel industry, it is found that LO, entrepreneurship orientation, market orientation and innovation have a positive impact on the performance of enterprises. However, there are still some inadequacies in the current research on LO, which requires further exploration of the relationship and complementarity of relevant variables. In addition, the hospitality industry and the agricultural sector are research objects with practical applications in the LO field, and more research is needed to understand the role and impact of LO, market orientation, innovation and

entrepreneurship orientation in these industries. To sum up, there are still many unexplored and deeply researched directions in the LO field, which need further efforts and exploration to provide more comprehensive reference data and improve the performance and development potential of enterprises.

From the perspective of research trends, we find that in the past few years, the rise of the global knowledge economy and the development of knowledge industries have promoted people's interest in knowledge acquisition, application and dissemination, so the study and exploration of LO and knowledge have made remarkable progress. With the passage of time and the deepening of research, interdisciplinary research and comprehensive research methods provide researchers with more comprehensive and in-depth research perspectives and methods, making people's attention gradually turn to the application and development of frameworks and structures. At the same time, with the adoption of the 2030 Agenda for Sustainable Development by United Nations member States in 2015, attention has been focused on how product and organizational innovation, based on learning, can improve business competitiveness and create economic growth. In this context, people begin to attach importance to the role of trust in organizations and teams. The 2020 pandemic has had a huge impact on the global economy and society, and companies have begun to consolidate and develop their corporate culture and gradually focus on the research of service innovation to adapt to new needs and changing market environment.

5. Conclusions

LO is a hot topic in recent years. At present, there is a considerable amount of related research literature on LO. These literatures mainly explore the concept of LO and the relationship between market orientation, innovation and entrepreneurship orientation and performance. With the influence of social and international environment and market demand, LO has also become an essential part of enterprise development. Under the guidance of LO, enterprises can better analyze the dynamic market changes, timely adjust the market strategy, and promote the sustainable development of enterprises. Although the LO research has made great progress so far, it can be further improved from the following aspects:

First, the relationship between LO and performance can be deeply studied to explore more precise influencing mechanisms and paths.

Secondly, we can strengthen the research on the influencing factors of LO, explore the interactive relationship between LO and key concepts such as innovation, market orientation and entrepreneurship orientation, and deeply understand the comprehensive impact of LO on the sustainable development of enterprises.

Thirdly, the scope of LO research can be broadened to include LO practice research in different industry and organization types, such as hospitality, education, etc.

Finally, combining LO with the application of emerging technologies such as digital transformation and artificial intelligence, the paper studies the strategic significance and practical path of LO in the digital age.

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