

EXPLORING MANAGERIAL TRAINING: INSIGHTS FROM BIBLIOMETRIC ANALYSIS

Kareena Saini ¹ and Dr. Ram Rattan Saini ²

¹ Research Scholar, Department of Commerce,
Maharishi Dayanand University, Rohtak, Haryana, India.
Email: kareenasaini40@gmail.com

² Professor & Head and Former Dean, Department of Commerce,
Maharishi Dayanand University, Rohtak, Haryana, India.
Email: rrsaini65@gmail.com

DOI: [10.5281/zenodo.12545338](https://doi.org/10.5281/zenodo.12545338)

Abstract

Managerial training has remained a significant activity for any organisation for decades. Numerous research has already been done in this area, hence there still needs a study that systematically synthesises the literature. This comprehensive review paper explores the dynamic realm of managerial training using Scopus database data. Uncovering a transformative shift post-2001, key authors like Burke M.J. and Day R.R. shine alongside influential journals like the Journal of Management Development. Geographically, the US and UK lead in contributions. We identify three core themes: "Navigating Challenges in Managerial Training and Development," "Maximizing Training ROI: Methodology and Evaluation," and "Enhancing Organizational Productivity through Managerial Training." Limitations include database exclusivity and a quantitative focus, urging future qualitative exploration. Our study paves the way for ongoing research, spotlighting managerial training's evolving landscape.

Keywords: Managerial Training, Organization, Development, Human Resource Management.

1. INTRODUCTION

An essential component of organisational growth and human resource management plans is managerial training (Burke & Day, 1986). Its importance stems from the idea that competent management skills are developed by intentional interventions meant to improve knowledge, talents, and competences rather than being inborn.

Within the field of modern management studies, the conversation about managerial training goes beyond the development of skills; it explores the strategic imperatives and complex dynamics that support organisational success in a corporate environment that is changing quickly (Sabella & Analoui, 2015).

The necessity for managerial training stems from the critical roles that managers play as creators of workplace cultures, coordinators of organisational strategies, and encouragers of innovation and high performance. The positive association between managerial training efforts that are effective and improved employee engagement, productivity, and overall organisational performance measures is supported by empirical research. Because of this, management training is no longer only a matter of development; rather, it is a strategic need that has profound effects on the competitiveness and sustainability of organisations. For a variety of reasons, a thorough literature assessment on managerial training is crucial to the field of elite management study. First of all, a review of this kind synthesises information by combining several theoretical frameworks, empirical research, and practitioner insights into a coherent story (Snyder, 2019). A thorough literature study establishes the foundation for knowledgeable scholarship and evidence-based management practices by clarifying the development of managerial training paradigms, recognising

new trends, and pinpointing knowledge gaps. Second, the examination of dominant presumptions, approaches, and conceptualizations in the field of managerial training is made possible by a detailed literature analysis. It encourages critical discussion on the effectiveness of different training modalities, how technology might improve training results, and what contextual elements influence the transfer of knowledge to management practice.

Furthermore, a thorough analysis of the literature clarifies the intricate relationships that exist between management training and other organisational phenomena including talent retention, organisational learning culture, and leadership effectiveness. By shedding light on the ways in which management training affects team dynamics, individual behaviours, and organisational performance outcomes, it opens the door to more complex theoretical frameworks and practical managerial insights. With such motivations, this study initiate the quantitative review of the managerial training field with the following research questions:

- RQ1. What are the top productive contributors to managerial training research?
- RQ2. What are the top influential contributors in managerial training research?
- RQ3. What are the emerging themes in managerial training research?
- RQ4. What are the potential future directions in managerial training research?

The further sections of the study are as follows; Section 2 delineates the methodology used to review the articles. The Results and findings are presented in section 3 and section 4 concludes the study.

2. METHODOLOGY

The most trustworthy databases for credible publications in the social science field are Scopus and Web of Science. Scopus is renowned for its thorough coverage (Kumar et al., 2021; Niñerola et al., 2019), while if the quality is concerned, then the web of science database is used (Danvila-del-Valle et al., 2019; Goyal & Kumar, 2021; Ye et al., 2020). Since scopus has a broad coverage and the data in the latter database is too limited, it is likely that nearly every article indexed by the web of science database is included. Therefore, only the articles that are indexed in Scopus are gathered for this study.

The search string that was initially used by the authors is displayed in Table 1. A total of documents that met the search criteria are displayed were 157. Subsequently, the search term was further refined to include only articles written in English Language; as a result, a language-based (English Language) filter was turned on to further refine the results, leaving us with 126 articles. Finally, we were left with 126 articles that were included in this study. Although there are a number of software programmes available for bibliometric analysis, including Vosviewer, Bibliometrix, Gephi, Histcite, Biblioshiny, etc., this study preferred to use Vosviewer (van Eck & Waltman, 2010) since it is mainly used for bibliometric reviews and pictorial presentation of these softwares is good as compare to others.

Table 1

| Search string | Results |
|--|---------|
| "Managerial Training" OR "Training of Manager*" OR "Manager* Training" | 157 |

Performance analysis has been used, including publication trend, most productive author, journal, institution, and nation. The affiliations of nations and institutions aid in obtaining information connected to sociodemography. Leading authors and fruitful journals indicate who has conducted the most research and which sources have contributed most to the advancement of knowledge and literature. The utilisation of trend analysis and clustering through bibliographic coupling of documents is implemented to obtain insights into the dynamic nature of the field of managerial training and its future context (Donthu et al., 2021).

3. RESULTS

3.1 Performance analysis

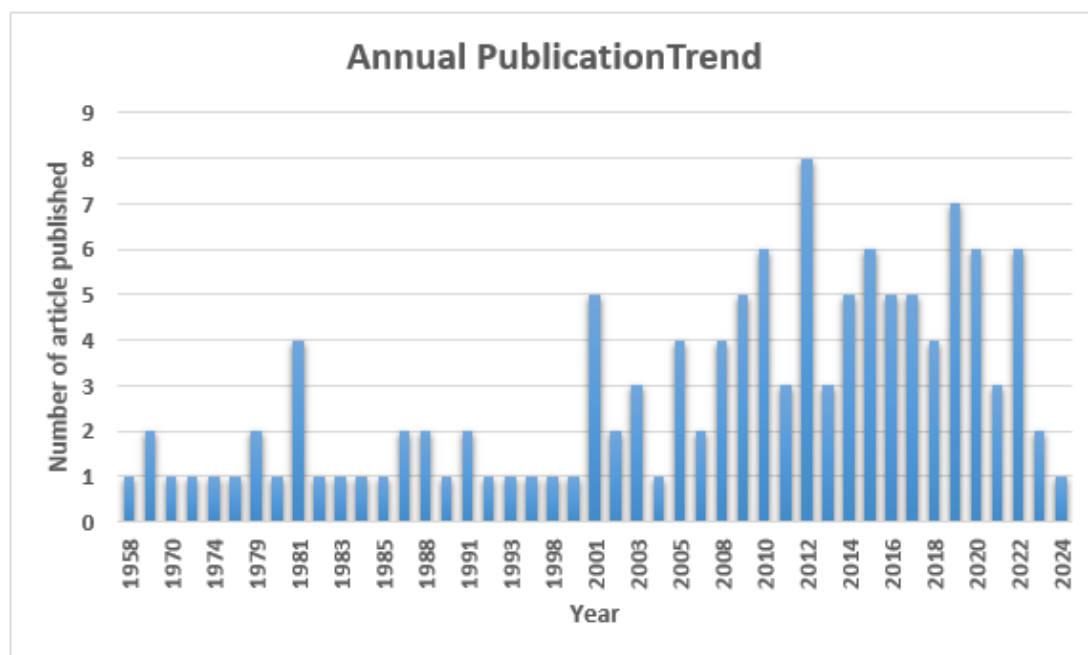


Figure 1: Publication Trend

The dynamic and changing landscape over the decades is reflected in the annual publication trend in managerial training research. The field saw infrequent contributions from the late 1950s to the late 1970s, with outputs varying from one to four publications annually, starting with a single publication in 1958. Scholarly activity increased significantly in the 1980s, as evidenced by a sustained growth in publications that peaked in 1981 at four and continued to be published continuously for the duration of the decade.

Publication rates varied during the 1990s and the first part of the 2000s, peaking in 2001 and 2010 with five and six publications, respectively. But the greatest number of publications happened in the 2010s, especially after 2012. There was a remarkable eight-publication jump in 2012, indicating increased interest and involvement in the field of managerial training research. With varied degrees of severity, this pattern persisted until 2019, when it peaked at seven publications. Even with a somewhat lower output, the following years remained active, with six publications in 2020 and 2022, respectively, indicating continued interest and research engagement in the topic.

Overall, the trajectory highlights a progressive evolution of research on managerial training, with periods of higher scholarly output and interest. These periods are probably due to evolving organisational needs, new trends in training methodologies, and improvements in research methodologies. This trend analysis highlights significant growth periods and suggests possible directions for further research and exploration within the field, offering insightful information about the historical evolution and present status of managerial training research.

Table 2: Top Influential authors

| Authors | Documents | Citations |
|---|-----------|-----------|
| Burke m.j.; day r.r. | 1 | 358 |
| Campbell j.p.; dunnette m.d. | 1 | 171 |
| Mano y.; iddrisu a.; yoshino y.; sonobe t. | 1 | 123 |
| Cotterchio m.; gunn j.; coffill t.; tormey p.; barry m.a. | 1 | 83 |
| Powell k.s.; yalcin s. | 1 | 62 |
| Lincoln a.e.; feuerstein m.; shaw w.s.; miller v.i. | 1 | 40 |
| Dubouloy m. | 1 | 39 |
| Georgiadis a.; pitelis c.n. | 1 | 37 |
| Kassa h.; silverman g.s.; baroudi k. | 1 | 37 |
| Branine m. | 1 | 33 |

The top ten authors who have had a major impact on the field of managerial training are listed in Table 2. Burke M.J. and Day R.R. top the list with a single publication that has 358 citations, indicating a significant influence on the conversation. The work of Campbell J.P. and Dunnette M.D., whose publication has influenced the field 171 times, comes in close second. Furthermore, as the total number of citations for Mano Y., Iddrisu A., Yoshino Y., Sonobe T., Cotterchio M., Gunn J., Coffill T., Tormey P., and Barry M.A. approaches 100, it is imperative to recognise their efforts. This indicates a high degree of influence in the field of managerial training. Among the teams that have been quoted, three particularly stand out with citation counts that above 100. This highlights a significant turning point in the effect and acknowledgment of the literature. Among these are the ground-breaking contributions of Burke M.J. and Day R.R. with 358 citations, followed by Campbell J.P. and Dunnette M.D. with 171 citations, and another noteworthy duo with 123 citations.

Table 3: Top productive sources

| Source | Documents | citations |
|--|-----------|-----------|
| Journal of management development | 6 | 66 |
| International journal of environmental research and public health | 3 | 14 |
| International journal of training and development | 3 | 42 |
| Ceur workshop proceedings | 2 | 3 |
| Espacios | 2 | 3 |
| Human resource management | 2 | 4 |
| Information systems: crossroads for organization, management, accounting and engineering: itais: the italian association for information systems | 2 | 3 |
| Journal of physics: conference series | 2 | 3 |
| 2008 international conference on wireless communications, networking and mobile computing, wicom 2008 | 1 | 1 |
| 9th international conference on software process improvement and capability determination, spice 2009 - proceedings | 1 | 1 |

Table 3 depict the most productive journals in the field of managerial training. From the production point of view, the top ten journals can be further divided into two parts,

where part 1 consists of “Journal of management development,” and part 2 covers “International journal of environmental research and public health,” and “International journal of training and development,”. Part 1 solely has approx. 30% coverage among all published papers in managerial training filed. At the same time, we have many journals that published articles in the managerial training field; this number is lower on the influence front. Only “Journal of management development” comes out with high citations, i.e., 66. However, citations received by “International journal of environmental research and public health,” and “International journal of training and development,” etc., are worthy of highlighting.

Table 4: Top influential source

| Source | Documents | citations |
|--|-----------|-----------|
| Journal Of Applied Psychology | 1 | 358 |
| Psychological bulletin | 1 | 171 |
| World development | 1 | 123 |
| Public health reports | 1 | 83 |
| Journal of management development | 6 | 66 |
| Personnel review | 1 | 62 |
| International journal of training and development | 3 | 42 |
| Journal of occupational and environmental medicine | 1 | 40 |
| Human relations | 1 | 39 |
| British journal of industrial relations | 1 | 37 |

The top ten prestigious publications that have made a substantial contribution to the discussion of managerial training are highlighted in the table 4. Leading the way is the Journal of Applied Psychology, where one article has an astounding 358 citations, demonstrating its significant influence on the subject. The Psychological Bulletin comes in second, with a single article receiving 171 citations, enhancing its standing as an important knowledge source. A paper published in World Development has received 123 citations, indicating its importance in the larger field of managerial training research. This publication is very well-known. The scholarly landscape of managerial training studies is further enhanced by other noteworthy journals, such as Public Health Reports, Journal of Management Development, Personnel Review, International Journal of Training and Development, Journal of Occupational and Environmental Medicine, Human Relations, and British Journal of Industrial Relations, all of which have made significant contributions with varying numbers of citations.

Table 5: Leading article

| Article | Paper | Year | Authors | Journal | Citation |
|---|-----------------------------|------|---|-------------------------------|----------|
| A Cumulative Study of the Effectiveness of Managerial Training | (Burke & Day, 1986) | 1986 | burke m.j.; day r.r. | Journal of Applied Psychology | 358 |
| Effectiveness Of T-Group Experiences In Managerial Training And Development | (CAMPBELL & DUNNETTE, 1968) | 1968 | campbell j.p.; dunnette m.d. | Psychological Bulletin | 171 |
| How Can Micro and Small Enterprises in Sub-Saharan Africa Become More Productive? The Impacts of Experimental Basic Managerial Training | (Mano et al., 2012) | 2012 | mano y.; iddrisu a.; yoshino y.; sonobe t. | World Development | 123 |

| | | | | | |
|---|------------------------------|------|--|--|----|
| Effect of a manager training program on sanitary conditions in restaurants | (Cotterchio et al., 1998) | 1998 | cotterchio m.; gunn j.; coffill t.; tormey p.; barry m.a. | Public Health Reports | 83 |
| Managerial training effectiveness: A meta-analysis 1952-2002 | (Powell & Yalcin, 2010) | 2010 | powell k.s.; yalcin s. | Personnel Review | 62 |
| Impact of case manager training on worksite accommodations in workers' compensation claimants with upper extremity disorders | (Lincoln et al., 2002) | 2002 | lincoln a.e.; feuerstein m.; shaw w.s.; miller v.i. | Journal of Occupational and Environmental Medicine | 40 |
| The transitional space and self-recovery: A psychoanalytical approach to high-potential managers' training | (Dubouloy, 2004) | 2004 | dubouloy m. | Human Relations | 39 |
| The Impact of Employees' and Managers' Training on the Performance of Small- and Medium-Sized Enterprises: Evidence from a Randomized Natural Experiment in the UK Service Sector | (Georgiadis & Pitelis, 2016) | 2016 | georgiadis a.; pitelis c.n. | British Journal of Industrial Relations | 37 |
| Effect of a Manager Training and Certification Program on Food Safety and Hygiene in Food Service Operations | (Kassa et al., 2010) | 2010 | kassa h.; silverman g.s.; baroudi k. | Environmental Health Insights | 37 |
| Cross-cultural training of managers: An evaluation of a management development programme for Chinese managers | (Branine, 2005) | 2005 | branine m. | Journal of Management Development | 33 |

The table 5 offers a thorough examination of the top 10 significant papers in the field of managerial training, including information on the authors, the years of publication, the journals in which they were published, and the number of citations. Burke, M.J., and Day, R.R. (1986) published a landmark paper titled "A Cumulative Study of the Effectiveness of Managerial Training" in the esteemed Journal of Applied Psychology. It remains the highest on this list. With an impressive 358 citations, this groundbreaking work has demonstrated its lasting influence and critical role in influencing the conversation about the effectiveness of managerial training. The ground-breaking 1968 Psychological Bulletin article "Effectiveness Of T-Group Experiences In Managerial Training And Development" by Campbell J.P. and Dunnette M.D., which has a significant citation count of 171, comes next. This contribution is a key resource in the field since it has had a substantial impact on conversations about efficient training approaches for management growth. Notable works like "How Can Micro and Small Enterprises in Sub-Saharan Africa Become More Productive?" provide even more value to the academic scene. Mano Y., Iddrisu A., Yoshino Y., and Sonobe T.'s article "The Impacts of Experimental Basic Managerial Training" was published in World Development in 2012 and has a noteworthy citation count of 123. This paper provides insightful information for policy and practice by

illuminating the real-world effects of managerial training interventions in raising productivity within particular economic circumstances.

The table 5 also includes notable contributions from scholars like Powell K.S., Yalcin S., Lincoln A.E., Feuerstein M., Shaw W.S., Miller V.I., Dubouloy M., Georgiadis A., Pitelis C.N., Kassa H., Silverman G.S., Baroudi K., and Branine M. ; these scholars are listed in order of their contributions. Every one of these publications explores different aspects of managerial training, from training effectiveness meta-analyses to how training affects workplace accommodations and performance results across industries. When taken as a whole, these important papers greatly expand and deepen our understanding of management training and development. They also operate as a beacon of guidance for future research projects and provide guidance for best practices in organisational training and development tactics.

Table 6: Top productive countries

| Country | Documents | Citations |
|--------------------|-----------|-----------|
| United States | 27 | 483 |
| United kingdom | 10 | 105 |
| Russian federation | 10 | 15 |
| Italy | 8 | 26 |
| Germany | 6 | 33 |
| Ukraine | 6 | 8 |
| Canada | 4 | 19 |
| Brazil | 4 | 15 |
| Austria | 4 | 8 |
| Japan | 3 | 137 |

The table offers a useful summary of the top ten producing nations together with an analysis of their individual contributions to the field of managerial training and the number of citations they have received. The United States takes the lead and becomes the dominant power, producing an astounding 27 documents and an astounding 483 citations. This enormous amount of research output demonstrates the United States' lasting dedication to expanding knowledge in managerial training as well as its considerable influence.

The United Kingdom is not far behind, with 10 documents and 105 citations, demonstrating a significant presence in influencing the conversation and offering insightful contributions to the subject. Other notable producers are Italy and the Russian Federation, which also provide 8 and 10 documents respectively, albeit their respective citation counts are far lower at 15 and 26.

Significant contributions are also made by Germany, Ukraine, Canada, Brazil, and Austria, as shown by their participation in 6, 6, 4, 4, and 4 documents with citation impacts ranging from 8 to 33. Japan stands out in our research with a significant citation count of 137, even though it only has 3 documents.

The breadth and significance of Japan's research contributions to the field of managerial training are shown by this high citation rate per document, which also highlights the calibre and applicability of its academic work. All together, these ten most productive nations shed light on the state of managerial training research around the world, presenting a range of viewpoints and enhancing the conversation with insightful observations and insightful data.

3.2 Science Mapping

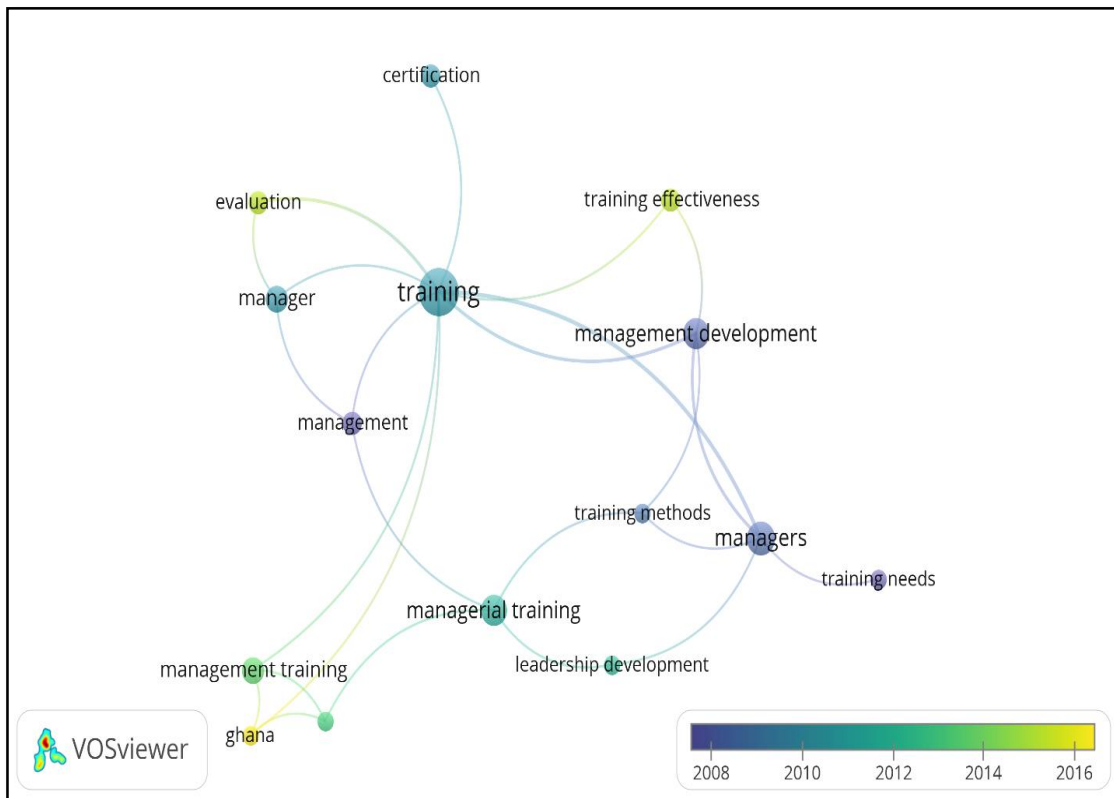


Figure 1: Keyword Analysis

The researchers that wrote the research papers in our sample categorised their findings using 260 distinct keywords. Figure 1 lists the fifteen terms that are mentioned as keywords at least twice. The weight of each word is represented by the size of the nodes in the map. The strength of their link is shown by the proximity of words and lines.

Given that they were among the selection criteria, the first three terms in the rank and co-occurrence data produce the anticipated results. The link to training and management development appears highly ranked, taken as such, as well as under words like “managerial training.” It should be pointed out that “Ghana” has only two occurrences.

It may be attributed to the newness of the term. It indicates that, researchers have lightly touched the emerging markets while examining the managerial training effectiveness. Still, very few authors target training effectiveness. The term “evaluation” is also less researched, researchers have the scope for evaluating the managerial performance not only from one aspect but from multiaspects.

With regards to well researched topics, “training needs” and “training methods” has blue nodes that are widely used in the managerial training literature. “Leadership development” is also researched in with the combination of “managerial training”, this relation is still emerging, the studies working in this relation have focus on how the managerial training pave the way for developing future leaders.

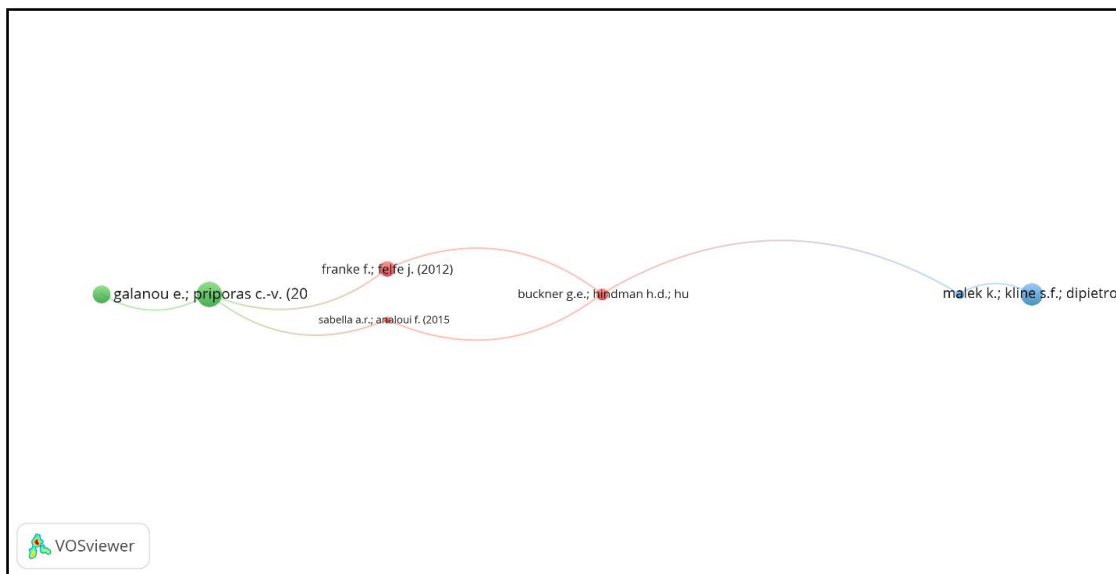


Figure 2: Bibliographic Coupling

In order to identify research themes and choose future paths, the bibliographic coupling of papers (figure 2) is utilised to extract the clusters. Documents that have been cited together at least three times were taken into consideration to form clusters because the number of papers is too great; in the end, three clusters containing a total of fifty five documents were established out of which Seven papers that were highly influential and highly connected to each other were taken into the network analysis. Subsequently, content analysis is conducted in order to extract the research theme as potential future directions for every cluster.

Cluster 1. Navigating Challenges in Managerial Training and Development

The path to empowering leaders through efficient managerial training and development becomes apparent when organisations pursue excellence. According to (Franke & Felfe, 2012), "Transfer of Leadership Skills: The Influence of Motivation to Transfer and Organisational Support in Managerial Training," leaders need both internal and external motivation in order to effectively bridge the gap between theory and practice. This is similar to the individual paths taken by leaders who, propelled by their enthusiasm and aided by encouraging surroundings, convert learned skills into concrete acts that propel the growth of their organisations.

A search for comprehensive growth in the face of systemic challenges is revealed by a parallel story that examines managerial training within Palestinian telecommunication organisations (Sabella & Analoui, 2015). This highlights the need for flexible approaches that promote ongoing growth and flexibility and reflects the challenges faced by individuals and organisations in matching training strategies to the ever-changing demands of the modern workplace.

Furthermore, the necessity of tackling sexual harassment in the workplace highlights the human aspect of management duties (Buckner et al., 2014). Entrusted with establishing secure and welcoming work environments, managers take on a journey of learning and accountability as they navigate the challenges of recognising and resolving sensitive situations while maintaining organisational values and regulatory compliance.

Cluster 2. Maximizing Training ROI: Methodology and Evaluation

A crucial component of organisational performance is return on investment (ROI) in managerial training, especially when it comes to defending training expenditures and guaranteeing growth that is affordable (DiPietro, 2006). The first paper examines training methodologies and specifically examines the effects of classroom, on-the-job, and interactive media training on managerial skills and organisational outcomes (DiPietro, 2006). The paper is titled "Return on Investment in Managerial Training: Does the Method Matter?" The study, which was carried out at a chain of quick-service hamburger restaurants, emphasises the significance of evaluating ROI using measurable indicators like customer complaints, satisfaction survey results, and mystery shopper scores. The second paper presents a model for assessing middle managers' training courses' efficacy in a narrative that is complimentary to the first, concentrating on standards that are taken from the literature on management effectiveness and training objectives (Galanou & Priporas, 2009). The study explores six assessment levels that include responses, learning, job behaviour, performance, team performance, and wider societal consequences. It was carried out in a big Greek financial organisation (Galanou & Priporas, 2009). The findings point to a consistent framework for evaluation, highlighting the significance of a methodical process for evaluating training interventions and their effects on the organisation.

In order to improve learning outcomes and maximise ROI, future research areas should examine cutting-edge training methodologies that combine conventional and technology-driven approaches (DiPietro, 2006; Galanou & Priporas, 2009). Longitudinal studies are also required to evaluate the long-term effects of training interventions on employee development and organisational performance, as these studies will offer important information to both academics and practitioners.

Cluster 3. Enhancing Organizational Productivity through Managerial Training

Human resource managers should pay close attention to how managerial training affects employee turnover intentions and organisational productivity. The first study, "The Impact of Middle Manager Training on Productivity: A Test on Italian Companies," examines the productivity impacts in Italy of middle managers' formal off-the-job training (Feltrinelli et al., 2017). Panel data is presented. The study shows that formal off-the-job training has a strong nonlinear exogenous effect on total factor production through the use of panel data methodologies and self-selection models. It also highlights how different training approaches work for different sized firms. Simultaneously, the second study explores the direct correlation between management-level training and employees' plans to leave the hotel business (Malek et al., 2018). The study finds an inverse association between employee turnover intentions and variables such management style, manager/employee relations, and manager training through exploratory factor analysis and multiple regression. It emphasises how crucial it is to spend money on managerial training as a calculated move to lower the likelihood of employee turnover and raise staff members' opinions of their bosses.

Future research avenues can examine the durability of productivity benefits brought about by middle manager training in the long run, as well as the retention and implementation of training over time (Feltrinelli et al., 2017). Furthermore, given the variety of organisational contexts and industry intricacies, more research is required to determine the precise training approaches and material that result in the greatest

decreases in employee turnover intentions (Malek et al., 2018). Organisations may maximise their training investments and develop a more engaged and productive staff by going deeper into these areas.

The table 7. provides the current knowledge and the future research question form the content analysis of the articles that form the cluster in the bibliography coupling.

Table 7: Future research questions in Managerial training

| Heading of the Paragraph | Current Knowledge | Future Research Questions |
|--------------------------|---|--|
| Cluster 1 | <p>The importance of motivation and organizational support in managerial training for successful transfer of leadership skills.</p> <p>Challenges in achieving holistic management development despite systematic training approaches in Palestinian telecommunication organizations.</p> <p>The necessity of effective manager training in preventing and addressing workplace sexual harassment</p> | <ol style="list-style-type: none"> 1) How can intrinsic motivation be fostered effectively in managerial training? How do different types of organizational support impact skill transfer? 2) How can training programs be redesigned to address evolving management needs? What role do external factors play in training effectiveness? 3) What are the most effective training methodologies for enhancing managerial skills in handling harassment cases? How can training outcomes be measured accurately? |
| Cluster 2 | <p>Evaluating ROI in managerial training methodologies and the importance of assessing tangible outcomes.</p> <p>Developing a model for evaluating the effectiveness of middle managers' training courses based on training objectives and management effectiveness literature.</p> | <ol style="list-style-type: none"> 1) What are the key metrics for assessing ROI in different training methods? How do different training methods impact organizational performance? 2) How can training evaluation models be adapted for diverse organizational contexts? What are the long-term impacts of middle managers' training on organizational success? |
| Cluster 3 | <p>Presents panel evidence on the productivity effects of middle managers' off-the-job formal training.</p> <p>Explores the direct relationship between management-level training and its impact on employees' turnover intentions.</p> | <ol style="list-style-type: none"> 1) How does off-the-job formal training for middle managers impact total factor productivity? What are the implications for different firm sizes? 2) What are the specific aspects of management-level training that influence employee turnover intentions? How do different training methods and styles impact employee perceptions and intentions to leave the organization? 3) How the managerial training effects the productivity of mangers in the banking sector? |

4. CONCLUSION

In this review paper on managerial training, we utilized bibliometric analysis to glean insights from a wealth of scholarly research. Leveraging data from the Scopus database, our aim was to distill the essence of managerial training by identifying key contributors, influential journals, and geographical trends shaping this domain. Our findings illuminated a significant shift in research paradigms post-2001, signaling a

dynamic evolution in managerial training discourse. Among the notable discoveries, the names Burke M.J. and Day R.R. emerged as prominent figures, indicative of their substantial influence in the field. Additionally, our analysis spotlighted the Journal of Management Development as the most prolific journal in managerial training, while the Journal of Applied Psychology stood out as a seminal source of impactful research.

Geographically, our study underscored the substantial contributions from the United States and the United Kingdom, showcasing their leadership in advancing managerial training knowledge. Through keyword analysis and bibliographic coupling, we delineated three distinct clusters: "Navigating Challenges in Managerial Training and Development," "Maximizing Training ROI: Methodology and Evaluation," and "Enhancing Organizational Productivity through Managerial Training. Despite the robust insights gleaned, it's important to acknowledge the inherent limitations of our study. By exclusively relying on the Scopus database, there exists the possibility of omitting relevant articles from other databases. Furthermore, our review primarily adopted a quantitative approach, leaving untapped potential in enriching the findings through qualitative perspectives.

These limitations, however, serve as catalysts for future researchers in the managerial training realm. Exploring diverse databases, incorporating qualitative methodologies, and delving deeper into emerging themes can enrich our understanding and propel the field forward. As we conclude this review, we envision a vibrant landscape of managerial training research, brimming with opportunities for innovative exploration and impactful contributions.

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