



**Technological adoption in the business sector: origin, evolution, and research trends**

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# Technological adoption in the business sector: origin, evolution, and research trends

## Abstract

**Paper aims:** To conduct an analysis of the origin, evolution, and worldwide research trends on technological adoption in the business sector.

**Originality:** This research presents an innovative methodology for mapping this field. In addition, the fusion of the two main worldwide databases allows for a better understanding of the trends and evolution of research in this field.

**Research method:** Through a search of research recorded in Scopus and WoS from the year 2000 to 2022, a scientific mapping of this literature is carried out, and it is classified and analyzed using the metaphorical scheme of the tree of science, for which bibliometric techniques and tools such as Bibliometric, Gephi, and ToS are used.

**Main findings:** The results allowed identifying the 4 main clusters that frame current research on technological adoption in the business sector: Knowledge management, The Human Factor in Technological Adoption, innovation and competitiveness, and New technologies for organizations.

**Implications for theory and practice:** This paper contributes to the theory on technological adoption in the business sector by mapping the field and establishing current and future directions. Furthermore, it confirms the close link between elements such as technology, competitiveness, and the human factor as a catalyzing element between them.

**Keywords:** Research and Development, innovation, competitiveness, knowledge transfer, digital transformation, knowledge management.

### 1. Introduction

Different studies suggest that to achieve greater competitiveness, improve product quality, reduce costs, and achieve greater customer satisfaction, organizations must encourage the adoption of new technologies (Rambe & Khaola, 2021; Wei et al., 2022). To achieve this, they can acquire or develop new technologies, or implement changes to existing ones quickly (Bolatan et al., 2022). Additionally, the ability to innovate has a positive impact on a company's performance, as it enables them to achieve sustainable performance and a competitive advantage in the market (Jalil et al., 2021).

Although the adoption of new technologies is crucial to drive economic growth for businesses, government policies and regulations can limit their implementation (Hooks et al., 2022). Therefore, to achieve greater economic growth through innovation, countries must commit to globalization to drive technological development and implementation, as well as knowledge transfer (Skare & Riberio Soriano, 2021). To achieve this, it is necessary for the government, industrial community, and productive community to collaborate in developing programs that promote industry-focused education to drive innovation and technological development (Karuppiah et al., 2022).

Currently, Cloud Computing, Big Data, and Blockchain are tools that offer potential possibilities for technological management in organizations (Morawiec & Sołtysik-Piorunkiewicz, 2022). As an example, the utilization of Blockchain technology can greatly enhance several operations within organizations, including the prevention of counterfeit products and supply chain fraud, cost reduction, and efficiency improvement (Han & Rani, 2022). Additionally, this technology's influence extends to various aspects such as business, ethics, corporate governance, and sustainability due to its ability to establish a decentralized, transparent, and traceable system (Ronaghi & Mosakhani, 2022). However, the adoption of Blockchain can present challenges that can complicate its implementation, so organizations must establish an appropriate framework for its implementation, in accordance with the characteristics of the business (Taherdoost, 2022).

Despite the relevance of the topic of technological adoption in the business sector, there has not been an article to date that presents an analysis of the origin, evolution, and research trends in this field. However, some works that approach the topic have been identified. For example, a

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3 review was conducted on the additive manufacturing technology adoption for supply chain  
4 resilience (Naghshineh & Carvalho, 2022). A systematic literature review on Blockchain  
5 Acceptance Models (Taherdoost, 2022). A survey of breakthrough in blockchain technology  
6 (Sanka et al., 2021). A systematic review of drivers and barriers to the adoption of Industry 4.0  
7 technology (Ghobakhloo et al., 2022). A meta-analysis of research on the adoption of  
8 sustainable technologies (Neves et al., 2022).  
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16 Given the identified knowledge gap, this work aims to contribute to this field of study by  
17 conducting a bibliometric analysis of the research recorded in the Scopus and Web of Science  
18 (WoS) databases, published between 2000 and 2022. To achieve this, tools such as  
19 Bibliometric, Gephi, and Tree of Science (ToS) will be used. This way, the most relevant  
20 documents, authors, and countries on the topic can be identified through a network analysis,  
21 and the most important documents can be categorized using the metaphorical scheme of the  
22 tree of science. Finally, using clustering techniques, the main research approaches being taken  
23 globally on technological adoption in the business sector can be established.  
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32 This paper is divided into four sections. The first section presents the theoretical foundation,  
33 where the main elements and associated topics are analyzed, as well as related concepts. The  
34 second section discusses the methodology used to select and analyze articles related to the  
35 research objective. The third section presents the scientific mapping and bibliometric analysis.  
36 Finally, in the fourth section, the results of the network analysis are presented, and the  
37 conclusions and suggestions for future research are described.  
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## 45 **2. Theoretical foundation**

46  
47 To analyze and understand technological adoption in companies, it is essential to reflect on  
48 fundamental concepts and review the literary contributions of different authors and their  
49 research. One of the reference works in this field is presented by Rogers et al. (2010), who  
50 establish that innovation is constantly occurring in organizations and follows a sequence of five  
51 stages divided into two moments: Initiation (1. Agenda Setting, 2. Matching) and  
52 Implementation (3. Redefining / Restructuring, 4. Clarifying, and 5. Routinizing). However,  
53 they warn that one of the main limitations in these processes is the establishment of overly high  
54 goals, as this can lead to neglecting important stages in the innovation process and failing in the  
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3 implementation objective.  
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6 To understand the current situation regarding technological adoption in companies, it is  
7 necessary to evaluate the development of innovation since the 1960s. During this decade  
8 Rothwell (1992), explains that the evolution of technology was sequential, as explained by the  
9 "technology-push" and "need-pull" theories. Likewise, this author indicates that in the early  
10 1970s, a shift towards a more interactive coupling model occurred, which was dominant until  
11 the early 1980s. During this latter period, emphasis was placed on integrating the Research and  
12 Development (R&D) interface, suggesting that it should directly involve public policy. This is  
13 necessary because financial constraints limit the use of creative inputs and innovation in  
14 organizations (Aghion & Tirole, 1994). Furthermore, it is essential to strengthen R&D policies  
15 and practices to maintain progress and competitiveness in any business sector (Cresswell &  
16 Sheikh, 2013).  
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27 Innovation must be analyzed from various perspectives, considering that depending on the type  
28 of innovation, unique and sophisticated development strategies may be required that involve  
29 greater risk. However, moderately innovative products do not have as much success as highly  
30 innovative products (Garcia & Calantone, 2002). Therefore, it cannot be ignored that the  
31 development of innovation and the adoption of new technologies are complex processes that  
32 involve inherent risks and are subject to social development and contextual limitations. That is,  
33 achieving people's understanding, adoption, and learning of technology is a critical  
34 factor (Straub, 2009). All of this requires an open stance from all involved in these processes,  
35 as their role can generate different contributions from multiple perspectives. For example,  
36 workers, from their perspective, have information that managers do not have, which allows  
37 them to interpret situations differently (Rogers et al., 2010).  
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48 From the above, it is essential to understand organizations as stable systems of individuals who  
49 collaborate to achieve common goals (Rogers et al., 2010). Consequently, innovation processes  
50 must identify the factors that motivate people to get involved and persuade others to follow a  
51 different course of action, as well as understand particular behaviors in specific contexts (Ajzen,  
52 1991). Therefore, it is necessary to refer to the theory of planned behavior, as the  
53 implementation and use of technology is based on individual acceptance, motivation, and  
54 behavior (Venkatesh et al., 2003). It is important to note that perceived usefulness is a key  
55 determinant for people to adopt different technological tools and, essentially, these tools cannot  
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3 help organizations if they are not used (Davis et al., 1989).  
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7 Therefore, technological adoption in organizations should not only focus on the implementation  
8 process but also on how people understand, accept, and learn about the technology. This is why  
9 adoption models often focus on specific characteristics of the context, the individual, and the  
10 innovation to predict its future use (Straub, 2009). In fact, it is essential to expand knowledge  
11 about the adoption of innovation practices in organizations in order to improve and leverage  
12 their potential (Cresswell & Sheikh, 2013). In this sense, individuals must understand that  
13 companies can benefit from incorporating technology into their processes, but at the same time,  
14 they themselves can also benefit (Zhang & Dhaliwal, 2009).  
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22 However, the challenge for organizations is not limited to individual acceptance of  
23 technological adoption, but is also affected by financial constraints that limit the use of creative  
24 and innovative inputs (Aghion & Tirole, 1994). Furthermore, there exists a structural problem  
25 in the global economy, evidenced by marked inequalities in certain regions, as Freeman (1987),  
26 recognized when he indicated that "Third World" countries have faced difficulties in adopting  
27 and developing new technological tools, despite the potential advantages they could provide in  
28 terms of competitiveness. However, addressing this problem would require a radical  
29 modification of trade, industrial, and governmental policies (Asheim & Gertler, 2006),  
30 something that has not been achieved to date.  
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## 40 **2. Methodology**

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42 This paper was developed based on the concept of science mapping, through which  
43 scientometric tools and bibliometric tracking are used to visualize the intellectual structure,  
44 patterns, and trends of a knowledge area (Chen, 2017; Leydesdorff, 1987; Noyons et al., 1999).  
45 Different methods, frequently employed for this type of analysis, are used for this purpose, as  
46 suggested by Zupic & Čater (2015): author co-citations analysis (Chen, 1999; White &  
47 McCain, 1998), document co-citation analysis (Small, 1973), co-word analysis (Callon et al.,  
48 1983). Likewise, techniques for network visualization (Herman et al., 2000), relevant indicators  
49 and metrics, including citation counts (Garfield, 1955) and the h-index (Hirsch, 2005), are  
50 employed.  
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### 3.1. Data selection

To conduct the scientific mapping of research on technological adoption in the business sector, a search was carried out in Web of Science (WoS) and Scopus, which are considered the main databases worldwide (Bar-Ilan, 2008; Martín-Martín et al., 2018; Mongeon & Paul-Hus, 2016; Pranckutė, 2021). Comprehensive analysis in both tools allows for a broader overview of knowledge in a specific research area (Echchakoui, 2020; Zhu & Liu, 2020). In the search process, the following terms were used as references: "technology adoption" AND "firm\*" or "industr\*" or "enterprise\*" or "organization\*" or "business", considering publications registered between 2000 and 2022. This search generated 1,264 records in Scopus and 601 in WoS (consultation date 01/15/2023), which were compared to establish duplicate data (469 records) and thus purify the data source, which in this case was consolidated into 1,396 records.

### 3.2. Visualization and analysis

The tools *Bibliometrix* (Aria & Cuccurullo, 2017) and *Gephi* (Mathieu et al., 2009) were used for data analysis and visualization. *Bibliometrix* version 3.1 was employed, which is a freely available tool with functionalities that allow bibliometric studies, including author cocitation analysis, collaboration network analysis, document cocitation and co-word analysis, as well as facilitating work with different databases (Aria et al., 2020). This tool has been used in various studies (Derviş, 2020; Di Vaio et al., 2021; Duque & Oliva, 2022; Homolak et al., 2020; Queiroz et al., 2020), generating reliability in its results. Subsequently, the documents were classified using the metaphorical Tree of Science (ToS) scheme through the ToS tool (Robledo et al., 2022; Valencia-Hernandez et al., 2020; Zuluaga et al., 2022). The scheme has three categories: seminal documents representing the roots, structural documents representing the trunk, and clusters (current perspectives) representing the branches (Figure 5), allowing for visualization of the theoretical evolution of this field.

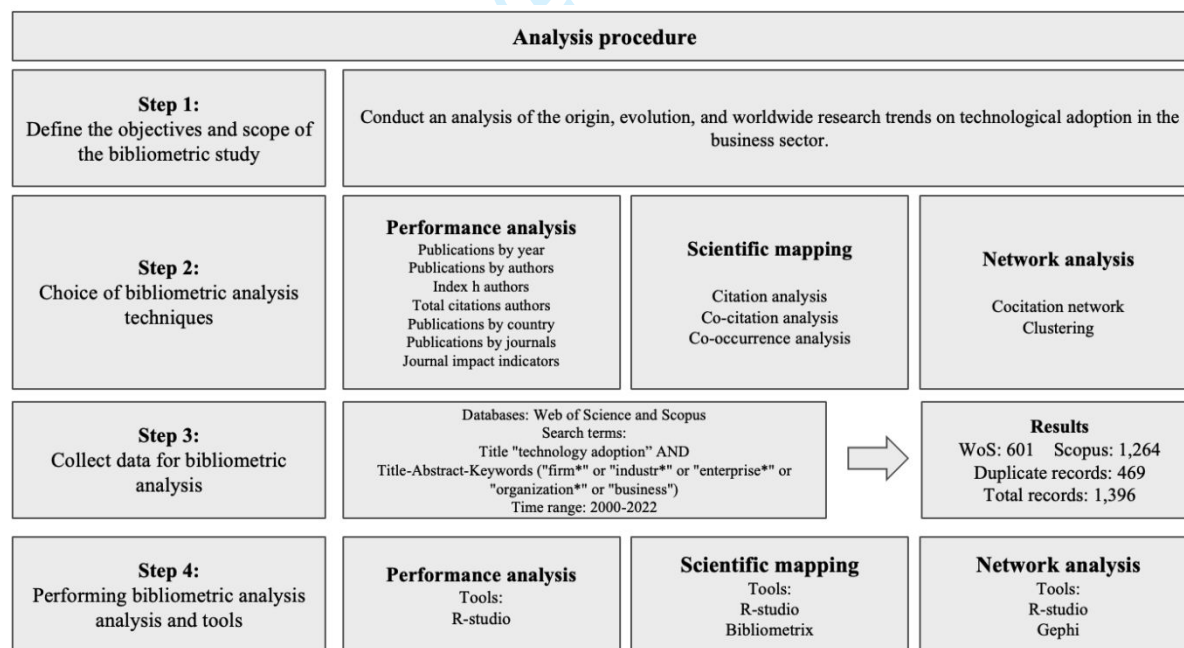
As for the *Gephi* software, version 0.9.4 was used, which is a tool for network analysis that allows for a detailed visualization of how the different components of the co-citation network are interconnected, it also allows for the identification of indicators for each element in the network. This application has been used in accordance with previous studies (Donato, 2017; Donthu et al., 2020; Ferguson, 2012; Hurtado & Ortiz, 2022; Jacomy et al., 2014; Meier, 2020).

The network obtained from the documents found in the databases is divided into clusters, using the clustering algorithm proposed by Blondel et al. (2008), which allows documents to be



classified into groups through co-citation analysis, thus establishing the main research fronts in this area (Chen, 2017). Subsequently, impact and relationship metrics such as Indegree (Wallis, 2007), Betweenness Centrality (L. C. Freeman, 1977), and PageRank (Page et al., 1999), are calculated for each document. The PageRank identifies the most representative and highest quality documents in each group, considering the citations they receive from other highly cited documents (Ding et al., 2009; Yan et al., 2010). Finally, using text mining programmed in R with the *WordCloud* package (Ohri, 2012), the titles and keywords of each work that integrates each cluster are taken, generating from these the word clouds that facilitate the identification of the topics they contain.

Based on the above, it is important to indicate that the methodological procedure used in this research is based on the structure suggested by Donthu et al. (2021), whose implementation is developed in four (4) stages, which are described in Figure 1. It has also been used in previous studies (Barrera et al., 2022; Castellanos et al., 2022; Duque et al., 2020, 2021; Hoyos et al., 2023; Robledo et al., 2023).



**Figure 1:** Research methodology

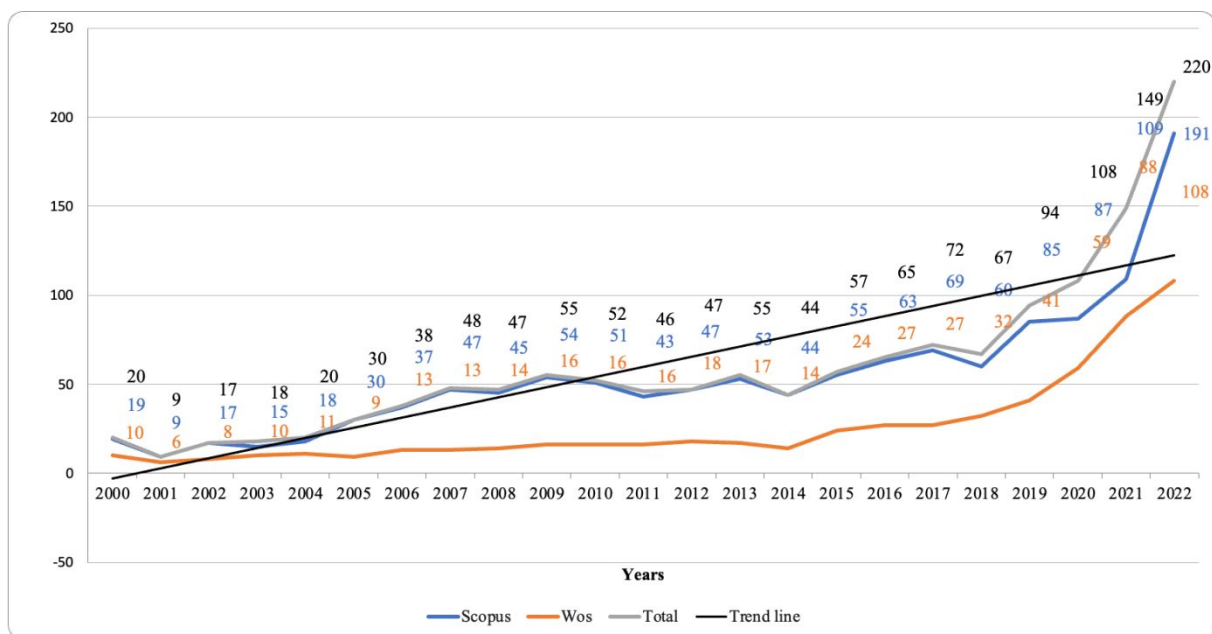
## 4. Results

### 4.1 Performance analysis and scientific mapping

The results presented in Figure 2 show the trend in publications since the year 2000, segmented by database and calculated as a total after merging the records from the Scopus and WoS



databases, considering the removal of duplicates. The trend reflects a steady increase in publications on innovation and technological adoption over the past two decades. This is evidenced by the average number of publications between 2000 and 2023, which has even reached up to 220 publications per year. The acceleration in the trend occurred after 2016, with an average of 111 publications between that year and 2022. Furthermore, approximately one in every two papers was published between 2018 and 2022. These results reflect the relevance of the topic and its current importance, indicating that the scientific and academic community is interested in expanding research in this important area.



**Figure 2.** Publications trends

Figure 3 graphically displays the journals with the highest number of publications in the field of innovation and technological adoption in organizations. This exercise provides a contrast between the Scopus and WoS databases, as their impact indicators are not homologous. Therefore, it is pertinent to present their individual impact indicators for each journal, in order to provide a more comprehensive and complete view of their impact. In this sense, the impact indicators of the journals are associated with the JIF (Journal Impact Factor) based on the data indexed in Web of Science Core Collection, the SJR (SCImago Journal Rank) calculated through the information reflected in the Scopus database, as well as the quartile in which they are classified in each database.

Based on the exercise previously described, it can be determined that the journal with the

highest number of publications in the field is the North American journal Sustainability, with a total of 19 records. It is also classified in quartile 1 of both JIF and SJR indices, making it a highly impactful editorial. It is followed by Technological Forecasting and Social Change (a specialized journal in environment and technological factors) with 14 publications. In addition to these two journals, the other eight on the list are renowned journals, as 9 of them are classified in quartile 1 of the SCImago Journal Rank, making them reference journals in global research on innovation and technological adoption.

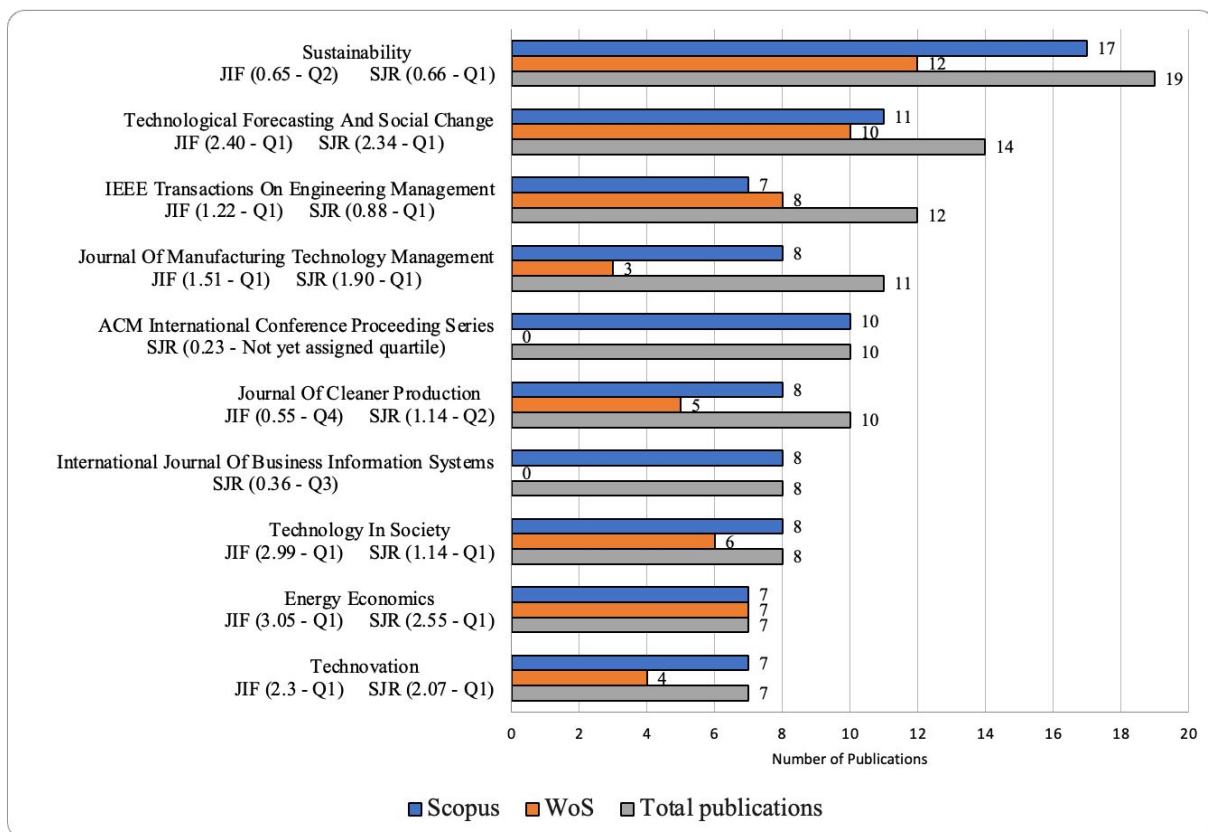


Figure 3. Publications by journals

Table 1 shows the countries with the highest contribution to the field of innovation and technological adoption. Researchers from the United States contribute 393 publications, representing approximately 35.63% of the global production in the field, followed by China with 132 publications, representing 11.97%. These two nations are the main powers in the field, and when relating the top 10 most relevant journals in the field (Figure 3) with the country, it is established that 4 are from the United States and 6 from China. This list reveals that contributions to global research on innovation and technological adoption mainly come from these countries. Additionally, other nations such as the United Kingdom, India, Australia,

Malaysia, Canada, Indonesia, Italy, and Taiwan contribute to a lesser extent but significantly on a global level.

Based on the country collaboration network tool, it can be explained why researchers from the United States and China are the most prolific in terms of scientific production on innovation and technological adoption. This is because the support and collaboration between them is the strongest, with 4 out of every 10 articles published on the topic being authored by researchers from these regions. However, researchers from the United States have the highest number of co-authors from other countries, meaning they have a wider research network, which obviously boosts their production.

**Table 1.** Publications by countries

Countries	Number of publications			Country Collaboration Network
	Scopus	WoS	Total	
United States	346	185	393	
China	112	85	132	
United Kingdom	113	58	121	
India	91	33	103	
Australia	93	34	96	
Malaysia	66	20	70	
Canada	59	34	63	
Indonesia	43	7	44	
Italy	43	29	44	
Taiwan	33	22	37	

Table 2 shows the most prolific authors in the field of innovation and technological adoption, relating their h-index and citations in Scopus and WoS. The author with the highest number of publications in the area is Albert P.C. Chan (The Hong Kong Polytechnic University), who has published a total of 6 articles in these databases, with an h-index of 70 in Scopus. Regarding the author with the highest impact indicators within this list, we find Viswanath Venkatesh from The University of Minnesota, who has an h-index of 65 and a total of 51,871 citations in WoS, while in Scopus an h-index of 70 and 69,947 citations; only in Scopus, his 5 registered articles report 959 citations, which means an average of more than 191 per article. It is worth noting that 13 out of the 20 authors in this list are affiliated with institutions in the United States, which is consistent with the previous findings.

**Table 2.** Publications by authors

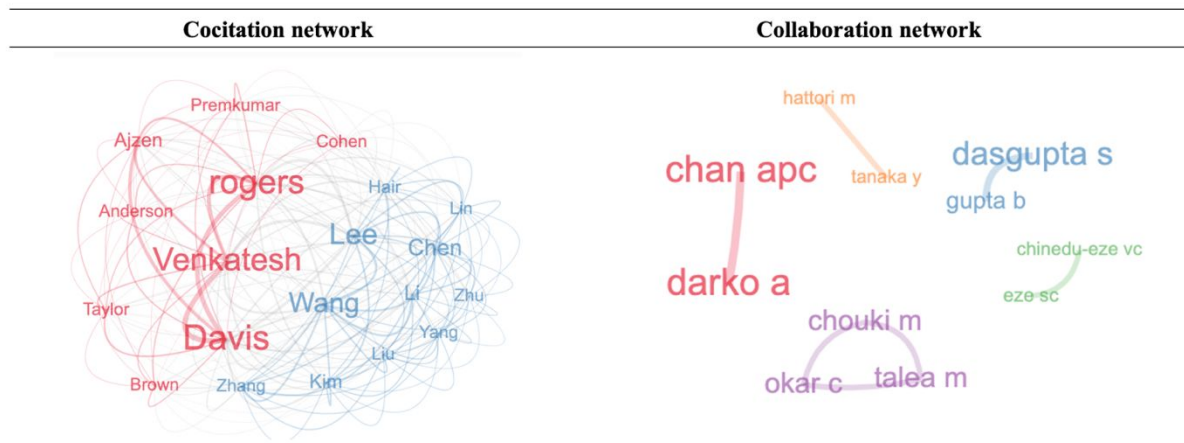
Author	WoS			Scopus			Total Publications
	Number of publications	H-index	Citations	Number of publications	H-index	Citations	
Chan, Albert P.C.	NR	NR	NR	6	70	18.673	6
Daim, Tugrul	2	32	5.381	4	38	7.644	6
Darko, Amos	NR	NR	NR	6	27	3.263	6
Sepasgozar, Samad	4	27	1.957	6	28	2.267	6
Dasgupta, Subhasish	1	6	432	6	9	727	6
Venkatesh, Viswanath	5	65	51.871	5	70	69.947	5
Gupta, Babita	2	15	1.263	5	10	1.478	5
Chen, Hsin	NR	NR	NR	5	9	665	5
Versendaal, Johan	2	8	218	4	16	775	5
Eze, Sunday Chinedu	2	10	311	5	13	474	5
Kurnia, Sherah	NR	NR	NR	4	20	1.670	4
Tsou, Hungtai	3	14	943	4	16	1.294	4
Qureshi, Sajda	NR	NR	NR	4	18	1.232	4
Talea, Mohamed	NR	NR	NR	4	18	1.194	4
Mohamed Udin, Zulkifli	NR	NR	NR	4	10	443	4
Chinedu-Eze, Vera C.	2	8	141	4	14	294	4
Tanaka, Yasuhito	NR	NR	NR	4	8	285	4
Okar, Chafik	NR	NR	NR	4	7	144	4
Hattori, Masahiko	NR	NR	NR	4	4	37	4
Chouki, Marieme	1	1	19	4	3	32	4

**NR:** no record

Figure 4 presents the co-citation and collaboration networks of authors. The first one expresses an author's influence within a scientific community through the impact of their research and the degree of referencing it receives. For this case, the five authors with the highest influence and considered as seminal authors in innovation and technological adoption are Viswanath Venkatesh (University of Minnesota), Fred D. Davis (Texas Tech University), Everett M. Rogers (Ohio State University), Joseph Wang (University of California), and David Pope Anderson (University of California). The second network associates' groups of researchers who have the highest number of publications as co-authors, and it is closely related to Table 2. For example, the group composed of Albert P.C. Chan and Darko A

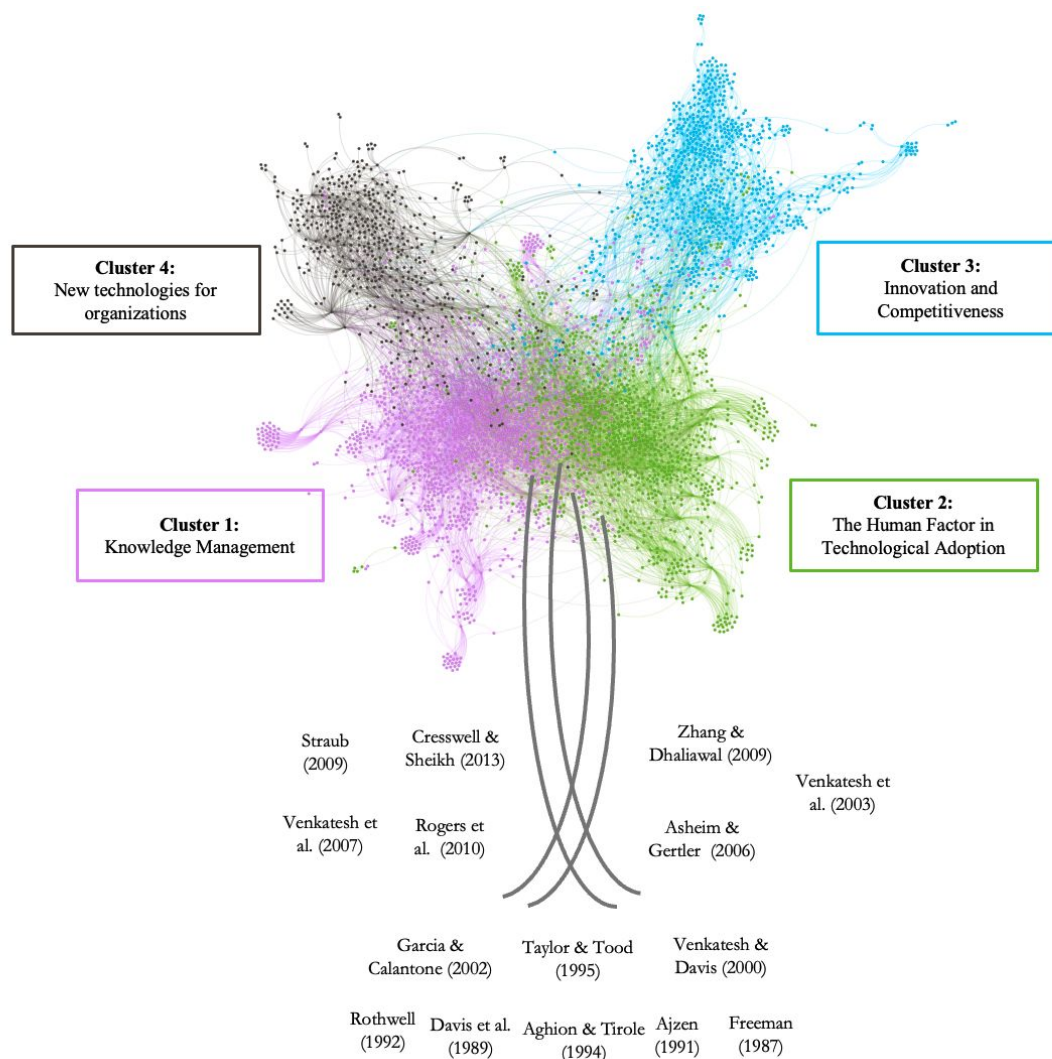
(the authors in positions 1 and 9 in the list of the highest number of publications on the topic) is the most important, as these researchers are co-authors of three articles (registered in the databases), while Chouki M and Okar C have two publications (the authors in positions 1 and 2 in the list of the highest number of publications on the topic). This demonstrates, as in the case of Chan, that collaborative work generates greater productivity.

**Figure 4.** Authors networks



## 4.2 Network analysis

The co-citation network is generated from records obtained in WoS and Scopus, and for its visualization, the metaphor of the tree of science is employed (Figure 5), where documents are classified into three categories that allow describing the origin, evolution, and trends of research in this area. At the root, seminal, classic, or also known as hegemonic documents are classified, which presented the theoretical foundations of the topic. In the trunk, documents known as structural are associated, which connect the classics with the most recent ones, but especially, which begin to define trends in the topic. The classic and structural documents were used to build the theoretical approach of this article. Finally, in the branches, the 4 main identified clusters are located.



**Figure 5.** Tree of Science

The following is an analysis of the documents representing the branches, where the most recent research lines are identified, determining the emerging sub-areas from the literature.

### **Cluster 1: Knowledge Management**

One of the main research lines in technological adoption in the business sector is Knowledge Management, conceived as the generator of competitive advantages for organizations. Technological adoption brings multiple challenges for organizations, and it is considered that to promote innovation, it should not only focus on R&D, but also on complementary assets such as the underlying infrastructure (Teece, 1986). In other words, innovation should not be limited to the technological core, but an organizational integration should be proposed that focuses on different internal and external components (Ettlie & Reza, 1992). Therefore, to face the challenges that organizations are exposed to, it is essential to have human capital, an



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3 essential factor for individual, business, and social economic growth, as well as for the adoption  
4 and adaptation of new technologies (Blundell et al., 2005).  
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8 Considering the, it is recommended to strengthen the theoretical approaches that allow for the  
9 analysis of Knowledge Management in organizations, based on their capacity in resources and  
10 human capital with the required skills for this purpose. As a result, organizations can effectively  
11 manage knowledge by identifying, capturing, storing, mapping, disseminating, creating, and  
12 utilizing it to obtain the most advantageous benefits (Egbu et al., 2005).  
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19 However, it is necessary for organizations to strengthen their human capacities to face each  
20 challenge in terms of technological adoption, since failing to do so may cause even a leading  
21 company to lose not only technological leadership but also market leadership (Alderighi &  
22 Feder, 2021). Consequently, it is suggested that organizations carry out education campaigns  
23 to increase awareness of the benefits of technology adoption (Andaregie & Astatkie, 2022),  
24 since the adoption of technology and human capital are crucial determinants for organizational  
25 growth (Skare & Blažević Burić, 2021).  
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32 In line with the, innovation, and particularly new technology, should be associated with the  
33 practices of organizations that stimulate employee participation, autonomy, and learning  
34 practices. Innovation can be understood as a phenomenon interrelated between working  
35 conditions and organizational practices (Mofakhami, 2022). This is considering the human  
36 capacity to obtain extraordinary results derived from a specific need, which has generated early  
37 adoption of technology and industrialization (Mokyr et al., 2022).  
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44 However, to effectively achieve knowledge management within organizations, it is essential to  
45 have commitment from administrators, as training requires specialists with skills that most  
46 companies lack, which can be costly (Canhoto & Clear, 2020), However, when directors have  
47 the ability to identify the potential to add value through new knowledge for the company, it  
48 favors decision-making in relation to cost-benefit (Merendino et al., 2018).  
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## 55 **Cluster 2: The Human Factor in Technological Adoption**

56 In the process of technological adoption in organizations, it is essential to analyze the essential  
57 factors to achieve objectives and maximize results. In this analysis, it is possible to identify that  
58 one of the fundamental factors is the human being as the central axis in all aspects related to its  
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3 development, adoption, and use.  
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6 Initially, it is pertinent to indicate that technology has gradually become a critical source of  
7 sustainable competitive advantages in organizations (Kim et al., 2008), and maintaining a  
8 competitive advantage in the current market is important for both companies and society  
9 (Jensen & Scheraga, 1998). It is worth noting that the advantage is characterized by the  
10 magnitude of the impact on the consumer (Mattila, 1999), that is, the results can be evidenced  
11 through acceptance and use, starting from its ease of use and utility for users (Morosan & Jeong,  
12 2008).  
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20 According to the above, the human-organization-technology synergy should be considered as  
21 a general concept that allows to explain the heterogeneity of the incorporation of technology in  
22 organizational management (Xu & Lu, 2022), the customer-employee dyad interaction is a vital  
23 component in establishing a prosperous relationship based on the interactions that occur within  
24 it (Mattila, 1999). Therefore, the human being is not only conceived as an essential factor within  
25 the organization, but is also relevant as an external factor, since consumer acceptance is the key  
26 to technology adoption (Liu et al., 2020).  
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34 Based on the previously mentioned, it is necessary to emphasize that the adoption of IT could  
35 lead companies to develop a competitive advantage, generating loyalty, brand awareness, brand  
36 knowledge, and perceived value in the consumer (Varelas et al., 2021), as long as the basic  
37 concept is considered that perceived usefulness is a determining factor for technology usability  
38 (Bianchi et al., 2022), meaning that the adoption of new IT must be appealing to the end user,  
39 their motivation, and the benefits it generates for them (Jajić et al., 2022).  
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46 Finally, organizations must strive to develop new IT, based on the knowledge of the effect it  
47 will generate on end users or customers (Licup & Materum, 2021), but for this objective to be  
48 successful, conviction and knowledge on the part of employees are necessary in order to link  
49 the synergy between these essential elements.  
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### 54 **Cluster 3: innovation and competitiveness**

55 Currently, organizations face a globalized market and direct competition between companies  
56 worldwide. Additionally, they face increasing needs for operational renewal, especially  
57 regarding the adoption of innovative technologies that aim to meet the needs of customers,  
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3 companies, employees, and users in general.  
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6 The above discussion shows that there is a wide range of variables that can influence the  
7 likelihood of an actor adopting an innovation (Wejnert, 2002), which contributes to the renewal  
8 of the company through its dynamic and reciprocal relationship with the competencies of the  
9 companies (Danneels, 2002), generating an integration between innovations, administrative,  
10 technological and product ideas, enhancing productive capacity (Abrahamson & Rosenkopf,  
11 1997).  
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18 Hence, the integration of innovation and the implementation of new information technology are  
19 correlated with substantial advancements in the efficiency of operations in intricate industrial  
20 settings, as well as with a significant rise in the development of novel products, process  
21 enhancement, and exploration of avenues for growth (Xue et al., 2012). This means that  
22 products from high-tech industries generally have a strong influence on the abilities of  
23 managers to initiate and expand new businesses (Oakey & Cooper, 1991).  
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30 Consistent with the aforementioned description, it is presumed that the encouragement of any  
31 novel technology, which involves substantial research and development inputs and innovation,  
32 is a critical element for maintaining industrial growth in the 21st century (Oakey & Cooper,  
33 1991), even facilitating the integration of companies into global value chains and placing them  
34 in a higher quality business environment (Vu et al., 2021), therefore, it is evident that companies  
35 could respond to market challenges by using new technologies and being more innovative  
36 (Nugroho et al., 2022).  
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44 It is noteworthy that the implementation of information technologies and the ability to innovate  
45 significantly affect organizational performance. However, this impact must be amplified and  
46 reinforced by skilled human resources through knowledge management and training programs  
47 (Sam' et al., 2022), since success in technology adoption and innovation often requires  
48 cooperation between individual actors and organizations. (Bentivoglio et al., 2021).  
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54 To conclude, drawing from the earlier discussion, it can be deduced that the adoption of novel  
55 technologies can facilitate both organizational efficiency and effectiveness, representing a  
56 crucial source of sustained competitive advantage for companies in the long run (Neumeyer et  
57 al., 2021). Therefore, entrepreneurs must take advantage of knowledge and technological  
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3 developments to achieve results that add value to the organization (Ganotakis et al., 2021).  
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#### 6 **Cluster 4: New technologies for organizations**

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8 New technologies aim to respond to the solution of the problems and needs that organizations  
9 are exposed to, generating alternatives that allow them to be more competitive, enhancing their  
10 operation, the generation of new products, the attraction of new customers, and venturing into  
11 new markets.  
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17 To illustrate the above, it can be evidenced that the use of intelligent applications proposed by  
18 different technologies such as blockchain and the cloud have managed to strengthen data  
19 security processes, access policies, and support data privacy, solving these problems that are  
20 present in organizations (Taherizadeh et al., 2018). Furthermore, other studies suggest that  
21 blockchain is a highly disruptive technology that could have the ability to reconfigure all aspects  
22 of society and its operations (Swan, 2015), which has increased its acceptance and use in large-  
23 scale business environments (Woodside et al., 2017).  
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31 Likewise, new technology provides tools to protect organizations from attacks that compromise  
32 their security, information, and processes, such as cyber-attacks, which can be controlled with  
33 blockchain technology or cloud-based information (Kshetri, 2017). Therefore, it can be  
34 affirmed that blockchain technology and cloud-based information are emerging and potentially  
35 revolutionary technologies for the processes associated with businesses (Saber et al.,  
36 thirdquarter 2019).  
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43 However, blockchain technology initially sought to solve problems in the financial sector, but  
44 thanks to its functionality and security, it has become a very attractive tool for solving problems  
45 in the non-financial industry (Crosby et al., 2016), lo cual, conlleva a deducir que el uso de la  
46 tecnología, está asociada al concepto de aceptación y a los beneficios que trae consigo (Taylor  
47 & Todd, 1995), que en esencia, es la solución de los desafíos a los cuales se enfrentan las  
48 organizaciones y la contribución efectiva a la inclusión social en el mundo en desarrollo  
49 (Pilkington, 2016).  
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57 However, the intention of behavior for adopting blockchain technology must be accompanied  
58 by the various issues related to the development of technical capabilities for  
59 deployment (Kamble et al., 2019), In other words, to effectively leverage technological  
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3 adoption and maximize the benefits that come with it, it is necessary to provide training,  
4 knowledge management, and technology skill development. (Andaregie & Astatkie, 2022).  
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### 8 **Conclusions and limitations**

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10 This article analyzes the origin, evolution, and research trends on technological adoption in the  
11 business sector globally. Bibliometric tools and techniques were used, considering the main  
12 databases (WoS and Scopus). Additionally, a scientific mapping was carried out to identify the  
13 most important documents, authors, journals, and countries in the field. Furthermore, the main  
14 research fronts in this field were established.  
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20 The scientific community's interest in this field is increasing, as indicated by bibliometric  
21 analysis. The journal Sustainability leads in the number of publications, but it is not specialized  
22 in technology and innovation topics. On the other hand, Technological Forecasting and Social  
23 Change is the second journal with the most publications and does focus on these topics. As for  
24 countries, the United States leads global research because influential authors such as Viswanath  
25 Venkatesh, Everett M. Rogers, and Fred D. Davis are associated with universities in this  
26 country.  
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34 The review of the documents shows that organizations are constantly exposed to multiple  
35 challenges to achieve greater competitiveness, improve the quality of their products, reduce  
36 costs, and generate customer satisfaction. An essential factor in addressing these challenges is  
37 innovation and technological adoption, as it enables them to strengthen their operations,  
38 maximize profitability, and generate positive impacts on society in terms of environmental  
39 sustainability. Furthermore, the literature agrees that human beings are central to all aspects  
40 related to the development, adoption, and use of technology. Therefore, the implementation and  
41 use of technology are based on individual and collective acceptance, motivation, and behavior.  
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49 On the other hand, knowledge management is perceived as the generator of competitive  
50 advantages for organizations, in which human capital is the differentiating factor. Therefore,  
51 organizations must promote investment in R&D to strengthen this competitive advantage.  
52 Additionally, it is essential to consider that new technologies bring significant benefits to  
53 organizations in terms of productivity, security, and trust. However, these benefits transcend  
54 organizations, as they also generate positive impacts related to social, environmental, and  
55 climate factors. Therefore, organizations must effectively leverage technological developments  
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to maximize these benefits, starting with training, knowledge management, and the development of technological skills.

Finally, it is pertinent to indicate that there is a direct relationship between investment in R&D and the productivity and competitiveness of countries. Therefore, it is necessary for the national government to modify its trade, industrial, and governmental policies to favor investment in R&D in organizations. This is based on the fact that the adoption of new technologies contributes to organizational effectiveness and is a key source of long-term competitive advantage for companies.

This research has certain limitations. Despite using Scopus and WoS databases as the main sources, which are recognized worldwide, publications that may be relevant in the field but are published in journals that are not indexed in these catalogs are left out of the mapping. In addition, specific bibliometric techniques and the natural bias of researchers can generate limitations in the interpretation of data. Therefore, it is recommended that future research validate the findings presented in this article.

### Future Research Directions

The following research agenda arises because of the analysis of the clusters:

Cluster	Topic	Reference
Knowledge Management	Establishing the effect of the impact of technological adoption on human capital in different contexts and cultures.	(Skare & Blažević Burić, 2021)
	Analyzing the relationship between the growth of new technology and the corporate governance processes of organizations.	(Merendino et al., 2018)
The Human Factor in Technological Adoption	Evaluar cómo la combinación de diferentes tecnologías podría generar grandes beneficios sociales y climáticos, como la combinación en el uso de Blockchain y Big Data.	(Liu et al., 2020)
	Evaluating how the combination of different technologies could generate significant social and climate benefits, such as the combination of Blockchain and Big Data	(Ezzaouia & Bulchand-Gidumal, 2022)

	use.	
Innovation and Competitiveness	Analyzing how innovation and the transfer of technology affect productivity and competitiveness.	(Rambe & Khaola, 2021)
	Analyzing the impact of cooperation and the quality of R&D activities of SMEs in different contexts.	(Lewandowska, 2021)
New technologies for organizations	Deepening the research on technologies that support security aspects of sensitive data, evaluating the sensitivity to loss or hacking of information.	(Taherizadeh et al., 2018)
	Since blockchain adoption is in its early stages, research should be conducted on blockchain and its evolution of implementation in the supply chain.	(Saber et al., thirdquarter 2019)

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