European Management Journal 41 (2023) 815–820

Contents lists available at ScienceDirect

European Management Journal

journal homepage: www.elsevier.com/locate/emj

Editorial

Developing classic systematic literature reviews to advance knowledge: Dos and don'ts

Justin Paul [a, b, *], Jane Menzies [c]

[a] University of Puerto Rico, USA
[b] University of Reading Henley Business School, UK
[c] University of the Sunshine Coast, Australia

ABSTRACT

This article provides ideas, suggestions, 12 Dos and 5 Don'ts while developing a classic systematic literature review. It summarises 20 papers accepted and published in the special issue – Systematic literature reviews in management research – of the *European Management Journal*. Since these articles are carefully selected based on extensive reviews, readers will be able to learn more about how to develop an impactful systematic literature review by going through this article.

1. Classic systematic literature review: what and how?

To advance knowledge within any discipline it is important to have a good understanding and knowledge of the previous literature. Without understanding what has been found in previous literature, how can we decide on where the gaps in the research literature are and what we need to contribute. Exploring what we currently know and what we need to know in the future is often one purpose of a literature review article. Review studies will often reconcile conflicting findings, identify research gaps and suggest exciting new directions for a given field of research, with reference to methodology, theory and contexts (Canabal & White, 2008; Hao et al., 2019; Paul & Rosado-Serrano, 2019). It is also known that systematic literature reviews (SLRs) can be both useful and impactful for other authors who wish to find out about a topic. As a result, it is important that authors use an appropriate methodology with systematic rigour when crafting such articles (Paul & Criado, 2020; Paul et al., 2023). It is also important that literature reviews aim to identify research gaps and provide directions for a new and novel research agenda with unique and impactful studies, instead of pursuing replete and recycled research. To this end, SLRs provide researchers with state-of-the-art understanding of research findings (e.g. empirical generalizations) from topical domains. High-quality systematic review papers thus play an important role in a discipline's progress and advancing knowledge. There are many articles that provide a guide for SLRs, for example Paul and Criado (2020) make suggestions around the standards for different aspects of developing an impactful review in their article: The Art of Writing Literature Reviews. It is therefore recommended that researchers consider established guidelines and protocols to develop classic and impactful literature reviews (e.g. Paul & Criado, 2020; Paul, Lim, et al., 2021). One such protocol is the scientific procedures and rationales for systematic literature reviews (SPAR-4-SLR), developed by Paul, Lim, et al. (2021).

There are different types of literature reviews, and the methodology varies depending upon the type of review (Paul, Khatri, et al., 2023). The most popular and common type is the domain-based thematic review (Paul & Barari, 2022). Such thematic reviews can be classified as a) framework-based, b) plain vanilla, c) conceptual, aim for a theory/theoretical model proposal, d) bibliometric, e) hybrid, and f) meta-analytic (Paul & Barari, 2022; Paul & Criado, 2020). These different approaches all have different methods, objectives and reasons for conducting such a review. Nevertheless, based on the evidence, in terms of average number of citations, Paul, Khatri et al. (2023) demonstrate that framework-based reviews developed using an organizing framework are more impactful and, therefore, turn out to be classic reviews, when compared to other types of reviews.

For a classic framework-based review, authors can choose different organizing frameworks such as theory-context-characteristics-methodology (TCCM) (Basu et al., 2022; Hassan et al., 2022; Jebarajakirty et al., 2021; Paul & Rosado-Serrano, 2019), antecedents, decisions and outcomes (ADO) (Paul & Benito, 2018; Södergren, 2021), and 7-P (Paul & Mas, 2020). Several authors in this special issue have used TCCM as the organizing framework (see Dos and Don'ts).

SLRs provide an opportunity to identify the gaps in the research field and offer suggestions for future research. A subject is advanced when review articles are designed in a way that provides directions for future

* Corresponding author. University of Puerto Rico, USA.

https://doi.org/10.1016/j.emj.2023.11.006

Available online 24 November 2023

research (Gilal et al., 2021; Kumar et al., 2020). We, therefore, suggest that at least 20% of a review article should be dedicated to developing a future research agenda. When developing an agenda it is important to pick out what is missing from previous research, for example, what theories have not been utilized, and hence what new insights can be gained from different theoretical perspectives that have not been used in the literature. This requires authors to be both critical and creative with regard to which theories are missing and what can be suggested.

SLRs also usually identify the contexts that have been commonly examined and those that have not. For example, SLRs can identify the countries, industries and types of companies where research has been most commonly conducted. Furthermore, this part of SLRs will identify what methods have commonly been used, including qualitative or quantitative, and whether longitudinal or cross-sectional designs have been used. From this, authors can then make suggestions as to what methods and designs should be used to help propel the research field further and advance our knowledge. SLRs also give an indication of what contexts are missing and should be the focus of future research (e.g. studies predominantly conducted in the United States of America (USA), Europe, China and India, etc.) and which countries are missing that researchers could devote their time to. Similarly, good SLRs will identify previous empirical findings, including antecedents, moderators, mediators and outcome variables used in prior research. A good SLR will also identify important themes examined in the prior literature, which again will identify what is missing and what should be examined in future research. Therefore, the future research section should be a strong part of an SLR paper to help advance the research literature.

It is worth noting that many research papers use the same old theories, methods and measures. An important goal of a review article is to identify key research gaps based on what constructs, theories and methods are widely applied in different settings and in what contexts (industry as well as country) in the studies. Accordingly, authors of a classic review article provide directions for future research with reference to new and novel ideas, theories, measures, methods and novel research questions. Thus, review articles can serve as a platform for future research. They set the goal to discourage researchers from recycling the same old theories and methods. A well-crafted literature review article has the potential to serve as base/platform/lens/springboard for future research because such an article explicitly synthesizes current knowledge, identifies research gaps and suggests exciting new directions for future research in each field of research, with reference to methodology, constructs/variables, theory and contexts (Paul, Merchant, et al., 2021). Similarly, theoretical models developed as part of literature review studies can be used by both researchers and practitioners as typologies, a base or a lens in their research studies using quantitative or qualitative methods and/or practice. Therefore, once published, they become a very welcome and great addition to the literature. Based on our vast experience of writing well-cited empirical articles and as editors of special issues on systematic literature reviews in journals with high impact factors, such as *Journal of Business Research*, *European Management Journal* and *International Journal of Consumer Studies*, we suggest some 'dos' and 'don'ts' for developing a classic and likely to be impactful SLR.

2. Do's and Don'ts

1. **Organizing frameworks:** Consider using one of the organizing frameworks such as TCCM (Basu et al., 2022; Paul, Alhassan, et al., 2023; Paul & Rosado-Serrano, 2019), 5W (Callahan, 2014) or ADO (Paul & Benito, 2018; Södergren, 2021).
2. **Journal selection criteria:** Refer to the SPAR-4-SLR protocol (Paul et al., 2021) and consider including articles only from Web of Science Q1 journals if you have a popular topic. If your topic is not that popular, your journal selection criteria could be both Q1 and Q2 journals on Web of Science so that you get enough directly related articles for the review.
3. **Article selection criteria:** Follow a rigorous process for selecting/including the articles to be reviewed. Perhaps follow only two criteria for selecting the articles to be included, for example, objectivity and subjectivity based. If you include irrelevant articles, your results will be biased. In particular, if you are conducting a bibliometric review, you might identify the wrong persons as most cited authors in a specific subject area.
4. **Broad topic**: Select a relatively broad topic for review. Some journals reject narrow topics because getting readers for narrow topics is difficult.
5. **Theoretical and testable propositions**: Derive theoretical propositions if you are developing a conceptual review for a theory proposal and eventual theory development (Paul & Mas, 2020). However, such propositions are not required if you are developing a framework-based review using an organizing framework.
6. **Tables**: Consider developing 7–10 classic, useful tables that examine widely used constructs and variables, methods, theories, etc., in the subject areas and identify widely and rarely used constructs, variables, methods, etc.
7. **Research agenda**: Identify research gaps and provide directions for future research based on the identified gaps and with reference to constructs, variables, methods and theory.
8. **Theoretical contribution**: Bibliometric reviews have neither a theoretical nor a methodological contribution. Therefore, it would be prudent to develop other types of reviews to increase the chance of your research being published. However, if you decide to develop a bibliometric review, you should try to cover all journals listed on either Web of Science or Scopus to avoid incorrect results. For other types of reviews, you can use journal selection criteria based on high quality/impact factor, etc.
9. **Subject expert**: Work with a senior scholar in the field as a co-author.
10. **Preciseness and synthesis**: Review articles tend to be lengthy. However, some journals have a word limit. Therefore, try to write review articles scientifically and synthesize the content perfectly.
11. **Title:** The title of your thematic review could be, ideally, Your topic: A Review and Research Agenda
12. **Section titles**: Sections in a Review article could be classified as: 1. Introduction, 2. Methodology, 3. Findings and Discussion, 4. Future Research Agenda, and 5. Conclusion.

Don'ts.

1. Do not invest time and effort when there are 2 or 3 other comprehensive reviews on your topic already published in premier journals. However, you can develop your review using a different methodology. For example, if there is a framework-based review already published on mobile advertising, you can develop a meta-analysis review on the same topic.
2. Avoid bibliometric reviews because many journals reject these stating that they do not provide a theoretical contribution.
3. Do not write a review article in the same style as an empirical article. For example, there is no need for a Limitations section in your review article.
4. Do not include a section titled Literature Review in your review article because the entire article is a literature review.
5. Do not rely upon country ranking for journal selection. Such rankings can be perception based, for example, the majority of journals ranked as 2* or B in some countries have higher performance statistics and impact factors than the historically 4* ranked journals. Hence, the Q1 and Q2 classification of journals on Web of Science provides better journal selection criteria.

This next section provides a summary of the different SLRs published in this special issue.

3. Advancing knowledge through different types of systematic literature reviews

In this special issue we focused on a range of management topics and issues. As the world experienced the COVID-19 pandemic and associated lockdowns, organizations have been required to be agile and flexible and to innovate through new ideas, products and services, to address the context of the new business reality (Andronikidis et al., 2021). In this special issue, we selected SLRs that deal with any business and management subject area, with a special focus on addressing new topics in the field in relation to the uncertain times the world is currently facing. We welcomed SLRs in all areas of management, including, human resources management, marketing, organization behaviour, entrepreneurship and innovation, strategic management, technology management, and international business.

In this section, we introduce the 20 articles that are part of this special issue on SLRs. We organized the articles according to thematic areas, which included leadership issues; innovation, entrepreneurship, and digital transformation; strategy and international business; human resource management/career issues and organizational behaviour; and marketing and finance.

3.1. Leadership issues

We received two articles on leadership topics including Nawaz et al.'s (2022) research on 'Going deep into a leader's integrity', and Singh et al.'s (2023) research on 'Women, Leadership and Emotions'. The following provides more detail on these articles.

3.1.1. Going deep into a leader's integrity: a systematic review and the way forward

The first paper by Nawaz et al. (2022) investigated the integrity of leaders as an important leadership quality. Leadership integrity includes leadership's moral words and deeds, hence integrity is considered to be a moral concept that aligns the leader's deeds with their moral values (Nawaz et al., 2022). These researchers used the SPAR-4-SLR framework developed by Paul et al. (2021) to analyse 129 research papers which have been published in ISI/Scopus-indexed journals over the last 5 years. The authors investigated different theories, scales and models of leadership integrity. They also investigated the nomological network and correlates of 'leadership integrity' that included the antecedents, mediators, moderators and outcomes.

3.1.2. Women leadership and emotions: knowledge structure and future research opportunities

Further investigation of a leadership issue, Singh et al. (2023) researched the interrelationships between women's leadership and their emotions. This is important, because previous studies indicate the importance of using emotion as a prerequisite for effective leadership. Using the SPAR-4-SLR protocol, bibliometric analysis and the TCCM framework, Singh et al. (2023) found that emotional expressions and emotional competence among women in leadership positions can have an influence on their career advancement. They also found that leaders with high emotional intelligence are more effective (Singh et al., 2023) and that negative emotions could have an impact on the career advancement of women. Singh et al. (2023) identified that 'expressions of emotions at the leadership level' could have an influence on the perceptions of the leader's effectiveness. In a further explanation of this, positive emotions, such as concern, trust and compassion, worked in favour of women leaders, whilst expressions of anger worked negatively. This also affected the perception of women as leaders. Some of the suggestions for future research include investigating emotional expression and the impact of women leaders on their female colleagues and team members, and the impact of self-evaluation and socio-emotional competence on the career advancement of women leaders (Singh et al., 2023). As Singh et al. (2023) indicate, it is important to continue to investigate emotions and women's leadership as this can assist in breaking the 'stereotypes around women being emotional' and 'nurturing and developing elements of emotions in men for a more inclusive workplace'.

3.2. Innovation, entrepreneurship and digital transformation

We also received several articles on innovation related topics, including those on digital transformation (Plekhanov et al., 2022), dynamic capabilities (Scheuer & Thaler, 2022), entrepreneurial team diversity (Sundermeier & Mahlert, 2022), value co-creation in tourism and hospitality (Ribeiro et al., 2023), and the relationship between corporate background characteristics and environmental innovation (Liao et al., 2023).

3.2.1. Digital transformation: a review and research agenda

Plekhanov et al. (2022) examined how digital transformation requires and challenges managers and firms to rethink business strategies and operations in an ever-changing world. These researchers used the SPAR-4-SLR protocol (Paul et al., 2021) and conducted an SLR by examining 537 peer-reviewed academic articles on the topic. They subsequently developed a multi-layered framework, which relates digital transformation to the organization's core and peripheral activities, and external environment. Plekhanov et al. (2022) found that firms who are more successful in their digital transformation will be more embedded in platform ecosystems. Furthermore, they found a tension between decentralizing versus centralizing power across different organizational layers during a firm's digital transformation and this influences the firm's overall strategies (Plekhanov et al., 2022).

3.2.2. How do dynamic capabilities affect performance? A systematic review of mediators

Scheuer and Thaler (2022) investigated the effects of dynamic capabilities on performance. Dynamic capabilities are defined as 'sensing, seizing, and transforming capabilities' (Schilke et al., 2017). Scheuer and Thaler's (2022) article focuses on the 'indirect effects' of dynamic capability at the individual, organizational and environmental levels, and asks the question 'What do we know about the mediators of the dynamic capabilities–performance (DC–P) relationship?' (Scheuer & Thaler, 2022). They investigated a number of arguments and theoretical approaches used to predict why different variables operate as mediators, and the mediator arguments surrounding 'shaping mindsets and emotions', 'enhancing and building on knowledge and capabilities', 'facilitating or building on coordination and integration', and 'fostering intermediate performance or value capture'.

3.2.3. Entrepreneurial team diversity – a systematic review and research agenda

Sundermeier and Mahlert (2022) explored entrepreneurial team diversity (ETD) due to the large inconsistencies in findings in the literature, for example some studies find that gender can have a positive effect on team performance, whilst other studies have found a negative effect. Similarly, other studies found mixed results regarding professional experience. Exploring ETD is important, as a significant proportion of start-ups are created by teams, not just individuals. To investigate these inconsistencies, Sundermeier and Mahlert (2022) systematically analysed 44 articles using the inputs–mediators–outputs (IMO) framework. They found that personality dimensions such as cognitive abilities, entrepreneurial passion and learning orientation, among others, can influence entrepreneurial team effectiveness (Sundermeier & Mahlert, 2022). Furthermore, in the literature they identified the impact of 'internal' factors such as age and ethnicity on ETD and subsequent performance. 'External factors' also had an impact, which included functional experience, educational background and prior founding experience, among others. Some of the outcomes that Sundermeier and Mahlert (2022) identified included growth, profitability, market performance, innovation performance, strategic orientation and achievement of firm milestones. These authors posed an interesting question for future research: which diversity dimensions affect the discovery of innovation, the management of risks and uncertainties, the coordination of internal processes, and the identification of arbitrage opportunities (Sundermeier & Mahlert, 2022)?

3.2.4. *Value co-creation in tourism and hospitality: a systematic literature review*

Ribeiro et al. (2023) conducted an SLR on value co-creation in tourism and hospitality, in which they analysed 298 articles published between 2009 and 2020. From their analysis they identified four main themes in the research, which included interactions and social networks; strategy and innovation; the sharing economy; and value co-creation consequences. They found that interaction, engagement and service innovation were the most studied antecedents in the literature. With regard to the consequences of value co-creation, this included satisfaction, perceived value and loyalty. As Ribeiro et al. (2023) suggest, it is important to consider the interactions between people who visit and the tourist site. These researchers suggest methodological improvements for future research that include sampling not only tourists but also other stakeholders and comparing different social media platforms and how they can help boost interaction and co-creation (Ribeiro et al., 2023). They also suggest that it is important for future researchers to continue to investigate the effect of co-creation on the organizational performance of tourism and hospitality operators.

3.2.5. *Can corporate background characteristics predict environmental innovation? Evidence from a meta-analysis*

Diverging from the SLR method used by most of the studies published in this special issue, Liao et al. (2023) conducted a meta-analysis on the relationship between corporate background characteristics and environmental innovation. From 53 articles, the authors investigated 104 independent samples and an overall sample size of N = 509,419. The meta-analysis found that environmental innovation was correlated positively with corporate scale and negatively with corporate age (Liao et al., 2023). Ownership structures and industry also had an effect on corporate environmental innovation (Liao et al., 2023). The meta-analysis also found some moderation relationships and, more particularly, that corporate scale, age and environmental innovation was moderated by the national economic development level. The researchers provide a number of suggestions for future research, including examining different corporate background characteristics to those presented in order to explore the impact on environmental innovation. From a practical perspective, Liao et al. (2023) suggest that firms should engage in environmental innovation, innovative thinking and training for their employees to be able to innovate. Smaller firms may find it more difficult to environmentally innovate due to a lack of resources, and therefore Liao et al. (2023) suggest that the government should step in to assist. This important research is helpful for firms to know which corporate background characteristics might give rise to firms achieving the United Nations Sustainable Development Goals through innovative environmental practices.

3.3. *Reviews related to strategy and international business*

There are five articles related to strategic management and international business, which include coopetitive relationships (Klimas et al., 2023), international intermediaries (Virtanen et al., 2022), the integration–growth relationship (Pomerlyan & Belitski, 2023), socioemotional wealth in family business (Reina et al., 2022), and foreign divestment from emerging markets (Ameyaw et al., 2023).

3.3.1. *The attributes of coopetitive relationships: what do we know and not know about them?*

Coopetition is an important concept to be researched and reviewed. Although we know a lot about the antecedents and consequences of this fast-growing phenomenon, we do not know much about the relationships through which it is exploited. Klimas et al. (2023) not only address the research gaps by identifying and categorizing the attributes of coopetitive relationships used when coopetition is utilized but also provide directions for future research.

3.3.2. *International intermediaries: a systematic literature review and research agenda*

Intermediaries such as trading companies, agents and merchants have played a key role in international business for centuries. Despite the growing importance of understanding the phenomenon of intermediaries, there are misperceptions and confusions regarding the concept and value of intermediaries, which result in disconnected and fragmented research findings. Virtanen et al. (2022) analysed 101 articles published between 1985 and 2021 and synthesized the conceptual developments in this area to provide a more integrated understanding of both sourcing and trading intermediaries whose activities extend across national borders.

3.3.3. *Integration–growth relationship: a literature review and future research agenda using a TCCM approach*

Recognizing the ongoing debate on the relationship between integration and growth, Pomerlyan and Belitski (2023) presented a systematic review of academic literature and discussed the impact of regional integration on countries' economic growth. By analysing 82 papers, they demonstrated the evolution of the integration–growth discourse and identified the most recurring topics within the regional integration literature. Building on prior research, the study conceptualizes the key channels of integration impact on growth. In addition, the study offers guidance for future research using a TCCM framework.

3.3.4. *Socioemotional wealth in family business research: a systematic literature review on its definition, roles and dimensions*

Reina et al. (2022) examine the current state of the literature regarding socioemotional wealth in family business research. These authors utilized the SPAR-4-SLR (Paul et al., 2021) and conducted an SLR of 74 studies published between 2007 and 2022. In the study, the authors propose a comprehensive definition of socioemotional wealth (SEW) based on four nonfinancial aspects, which include a 'generic interpretation of SEW as affective endowments or nontraditional forms of wealth of the owner family' (Reina et al., 2022). The studies also identified the strong role of 'the purpose of the nonfinancial aspects', that is, owners would preserve socio-emotional wealth over financial gains. In their article, Reina et al. (2022) suggest that future researchers should explore under-investigated theories, including the theory of planned behaviour, social capital theory or upper echelons theory. Future research could also examine the impact on family and nonfamily born global firms and in firms managed by young people and in different cultures. Overall, the research literature indicates the importance of SEW for family business decisions and performance.

3.3.5. *Foreign divestment from emerging markets*

A systematic literature review, integrative framework, and research agenda Prior reviews on foreign divestment have combined findings from developed and emerging markets, obscuring context-specific antecedents, decisions and outcomes. In this review, Ameyaw et al. (2023) systematically identify and synthesize theoretical and empirical research on foreign divestment from emerging markets based on 60 articles in reputed academic journals.

3.4. *Human resource management, careers and organizational behaviour*

A number of articles considered HRM/organizational behaviour type issues, including Omidi et al.'s (2023) article on 'Labor process theory and critical HRM'), Andresen and Stapf's (2022) research on 'Is career what you make it? Bhardwaj and Sharma's (2022) investigation of the

'Migration of Skilled Professionals across Borders', Lotfi Dehkharghani et al.'s (2022) SLR on 'Employee silence in an organizational context' and Su and Junge's (2023) article on 'Unlocking the recipe for organizational resilience'.

3.4.1. Labor process theory and critical HRM: a systematic review and agenda for future research

This article investigated labour process theory (LPT) which is a critical approach to investigating the work and employment relationships (Omidi et al., 2023). LPT is rooted in Marxist ideologies that consider the exploitative and conflictual relations between capital and labour. This paper conducts an SLR of 103 research articles published between 2000 and 2021. The findings are presented in a thematic way and four key themes are identified, which include institutional forces that refer to neo-liberal reforms in different industries, cost saving pressures on firms, and state-driven interference (Andresen & Stapf, 2022). The second theme relates to control regimes, including managerial plans as a form of control, politics for securing control, coercive modes of control and multiple forms of control in the workplace. The third theme relates to solidarity and resistance, which includes mobilization between workers, and forms of resistance in the workplace. The final theme relates to the deskilling–upskilling paradox. Omidi et al. (2023) suggest several areas for future research including HRM research using LPT in their conceptualization. Similarly, prior research indicated a lack of research in the African context, and hence suggests that future research should be conducted in understudied contexts. Furthermore, there is a large amount of research in the field that used qualitative studies, and hence future research should use quantitative studies.

3.4.2. Is career what you make it? A critical review of research on social origin and career success

Andresen and Stapf (2022) investigated the career experiences of people from disadvantaged backgrounds and argue that little is known as to whether origin-based inequalities persist within the occupational context. These authors conducted an SLR, using the SPAR-4-SLR framework, on 59 articles to examine the relationship between career success and social origin. Andresen and Stapf (2022) make suggestions around the choice of indicators for measuring career success, including actual and perceived career success. Furthermore, they found impacts of social origin on monetary success, favourable career trajectories, higher hierarchical ranks within organizations, and greater social status. These researchers provide suggestions for taking into account further essential factors on an individual, organizational and contextual level to explain the social origin−career success relationship (Andresen & Stapf, 2022).

3.4.3. Migration of skilled professionals across the border: brain drain or brain gain?

Bhardwaj and Sharma (2022) investigated the migration of skilled professionals across borders. They investigated whether this is a brain drain or brain gain situation. After the analysis of 75 peer reviewed articles, these researchers found that wage differentials, employment, better earning, and family life were reasons for migration. In the analysis the researchers use Maslow's and Herzberg's two factor theories to explain skilled migration (Bhardwaj & Sharma, 2022). In the paper, the researchers propose a new conceptual model, in which they identify a range of factors motivating migration. This includes better education, employment opportunities, better earnings, research opportunities, career progression, family factors, political stability, technology, economic stability, quality of life/standard of living, and social justice/welfare (Bhardwaj & Sharma, 2022). They also identify that there are negative effects of migration, including skills gaps, shortage of skilled staff, loss of intellectual capital, demotivation of co-workers who are left behind, stunted economic growth, loss of innovation, forced recruitment of expensive foreign expertise, and corruption, crime and fraud (Bhardwaj & Sharma, 2022). Finally, they identify a range of beneficial impacts of skilled migration, including knowledge spillovers, learning and innovation, better integration of economies, learning and change agents, financial flows, economic development and institutional building, network building, investment in education, technology transfer and reduced wastage of the brain. These researchers suggest that future studies should investigate different theoretical perspectives, such as behavioural theory to explore skilled migration. They also suggest that future research considers other factors such as self-actualization and opportunities for growth as reasons for skilled migration (Bhardwaj & Sharma, 2022).

3.4.4. Employee silence in an organizational context: a review and research agenda

The next type of HRM/organizational behaviour article in the special issue is Lotfi Dehkharghani et al.'s (2022) paper on employee silence in an organizational context. The authors conducted an SLR of 92 studies on employee silence in the last two decades. They identified a significant gap in the literature on female and 'all-gender' silence studies (Lotfi Dehkharghani et al., 2022), and hence future research should devote attention to studying this area. Most studies investigate the positive and negative impacts on silence, and popular theoretical perspectives used in the literature included social exchange theory, conservation of resources theory, and the spiral of silence theory. For future research, they suggest using mixed methods approaches and investigating women's and employee silence during major workplace changes, in innovative firms and in a cross-cultural context (Lotfi Dehkharghani et al., 2022).

3.4.5. Unlocking the recipe for organizational resilience

A review and future research directions This article conducts an SLR of the organizational resilience literature. Su and Junge (2023) argue that the world has faced significant and impactful events over the years which have provided a strong need for organizations to be resilient, which includes climate change, pandemics, geopolitical tensions and war as examples. The authors investigated 127 articles in top rated journals and found that the degree of adversity of the event influences the processes used by organizations to be resilient. This is examined at the individual, group, organizational and network levels. They also identify a number of outcomes of resilience processes.

3.5. Reviews in other areas such as marketing and finance

This special issue also includes articles on financial aspects, including Verma et al.'s (2023) 'FinTech in small and medium enterprises (SMEs)', Hemrajani et al.'s 'Financial risk tolerance' and Kalia et al.'s (2022) 'Social influence in online retail'.

3.5.1. FinTech in small and medium enterprises (SMEs): a review and future research agenda

FinTech has gained attention from scholars all over the world in the context of small and medium enterprises. Verma et al. (2023) explored the dynamics in the field of FinTech with reference to SMEs by examining 104 documents identified from Scopus and Web of Science databases in a systematic manner following PRISMA protocol.

3.5.2. Financial risk tolerance: a review and research agenda

Hemrajani et al. (2023) conducted a comprehensive analysis of all scholarly publications available in the Scopus database in the field of financial risk tolerance (FRT) from 2000 to 2021 using a hybrid approach. Using bibliometric analysis, the trends and progress of the research field were identified while using an SLR method to offer a future research agenda by identifying key gaps through the lens of the TCCM framework.

3.5.3. Social influence in online retail: a review and research agenda

The paper by Kalia et al. (2022) examined the factors which influenced online retail behaviour over the last two decades. Using the TCCM model, the article critically evaluated the theories, contexts, characteristics and methodologies used in the literature. Some key findings included the effect of social influence on buyer intentions and buyer behaviour. For example, buyer intention included continued intentions, recommendations, intentions to follow blogger suggestions, re-patronage intentions and online shopping intention (Kalia et al., 2022). Similarly, social influence included online shopping behaviour, changes in demand, service differentiation, consumer preference and word of mouth. The researchers offered several new avenues for future researchers including the use of novel or advanced theoretical models such as unified theory of acceptance and use of technology (UTAUT), examining the effect of social influence on 'continent versus culture' and 'product versus service', and having a stronger focus on the validity, robustness and balance of data, technique, and samples during research (Kalia et al., 2022). These researchers also suggest qualitative, mixed methods or experimental approaches for future studies and focusing on different country contexts, including Europe, the United States, Russia and the African continent, as much of the research was Asian centric. This paper has many practical insights for e-retailers who can take advantage of having a presence on a range of social media platforms, in blogs, forums and social groups to help exert social influence (Kalia et al., 2022).

4. Conclusion

In this article, we provided some possible 'dos' and 'don'ts' for developing a classic, likely to be impactful SLR based on prior literature and our experience. Then, we synthesized the content, method and contribution of each literature review with a scientific outlook. In a nutshell, it is important to state that writing a classic SLR is an art with certain concrete steps. We call for authors to use an existing organizing framework to develop a classic and likely to be impactful domain-based review instead of writing a narrative, plain vanilla review. It is important for junior researchers to understand that bibliometric reviews do not have theoretical contribution and journals tend to reject these papers. Moreover, bibliometric software generates biased results if the inclusion/exclusion criteria are wrong.

References

Ameyaw, A. K., Panibratov, A., & Ameyaw, A. S. (2023). Foreign divestment from emerging markets: A systematic literature review, integrative framework, and research agenda. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.11.001

Andresen, M., & Stapf, J. (2022). Is career what you make it? A critical review of research on social origin and career success. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.12.008

Andronikidis, A., Karolidis, D., & Zafeiriou, G. (2021). Reflections on grounding firm innovation and viability. *European Management Journal, 39*(1), 2–8. https://doi.org/10.1016/j.emj.2020.11.003

Basu, R., Paul, J., & Singh, K. (2022). Visual merchandising and store atmospherics: An integrated review and future research directions. *Journal of Business Research, 151*, 397–408.

Bhardwaj, B., & Sharma, D. (2022). Migration of skilled professionals across the border: Brain drain or brain gain? *European Management Journal*. https://doi.org/10.1016/j.emj.2022.12.011

Callahan, J. L. (2014). Writing literature reviews: A reprise and update. *Human Resource Development Review, 13*(3), 271–275. https://doi.org/10.1177/1534484314536705.

Canabal, A., & White, G. O. (2008). Entry mode research: Past and future. *International Business Review, 17*(3), 267–284. https://doi.org/10.1016/j.ibusrev.2008.01.003

Gilal, F. G., Paul, J., Gilal, N. G., & Gilal, R. G. (2021). Strategic CSR-brand fit and customers' brand passion: Theoretical extension and analysis. *Psychology and Marketing, 38*(5), 759–773. https://doi.org/10.1002/mar.21464

Hao, A., Paul, J., Trott, S., Guo, C., & Wu, H.-H. (2019). Two decades of research on nation branding: A review and future research agenda. *International Marketing Review*. https://doi.org/10.1108/IMR-01-2019-0028. *ahead-of-print*.

Hassan, S. M., Rahman, Z., & Paul, J. (2022). Consumer ethics: A review and research agenda. *Psychology and Marketing, 39*(1), 111–130. https://doi.org/10.1002/mar.21580

Hemrajani, P., Rajni, Khan, M., & Dhiman, R. (2023). Financial risk tolerance: A review and research agenda. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.10.004

Jebarajakirthy, C., Maseeh, H. I., Morshed, Z., Shankar, A., Arli, D., & Pentecost, R. (2021). Mobile advertising: A systematic literature review and future research agenda. *International Journal of Consumer Studies, 45*(6), 1258–1291.

Kalia, P., Zia, A., & Kaur, K. (2022). Social influence in online retail: A review and research agenda. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.09.012

Klimas, P., Sachpazidu, K., & Stańczyk, S. (2023). The attributes of coopetitive relationships: What do we know and not know about them? *European Management Journal*. https://doi.org/10.1016/j.emj.2023.02.005

Kumar, A., Paul, J., & Unnithan, A. B. (2020). 'Masstige' marketing: A review, synthesis and research agenda. *Journal of Business Research, 113*, 384–398. https://doi.org/10.1016/j.jbusres.2019.09.030

Liao, Z., Liu, X., & Sun, Y. (2023). Can corporate background characteristics predict environmental innovation? Evidence from a meta-analysis. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.04.005

Lotfi Dehkharghani, L., Paul, J., Maharati, Y., & Menzies, J. (2022). Employee silence in an organizational context: A review and research agenda. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.12.004

Nawaz, A., Gilal, F. G., Channa, K. A., & Gilal, R. G. (2022). Going deep into a leader's integrity: A systematic review and the way forward. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.11.001

Omidi, A., Dal Zotto, C., & Gandini, A. (2023). Labor process theory and critical HRM: A systematic review and agenda for future research. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.05.003

Paul, J., Alhassan, I., Binsaif, N., & Singh, P. (2023). Digital entrepreneurship research: A systematic review. *Journal of Business Research, 156*, Article 113507. https://doi.org/10.1016/j.jbusres.2022.113507

Paul, J., & Barari, M. (2022). Meta-analysis and traditional systematic literature reviews—what, why, when, where, and how? *Psychology and Marketing, 39*(6), 1099–1115.

Paul, J., & Benito, G. R. (2018). A review of research on outward foreign direct investment from emerging countries, including China: What do we know, how do we know and where should we be heading? *Asia Pacific Business Review, 24*(1), 90–115.

Paul, J., & Criado, A. (2020). The art of writing literature review: What do we know and what do we need to know? *International Business Review, 29*, Article 101717. https://doi.org/10.1016/j.ibusrev.2020.101717

Paul, J., Khatri, P., & Kaur Duggal, H. (2023). Frameworks for developing impactful systematic literature reviews and theory building: What, Why and How? *Journal of Decision Systems*, 1–14.

Paul, J., Lim, W. M., O'Cass, A., Hao, A. W., & Bresciani, S. (2021). Scientific procedures and rationales for systematic literature reviews (SPAR-4-SLR). *International Journal of Consumer Studies, 45*(4), O1–O16. https://doi.org/10.1111/ijcs.12695

Paul, J., & Mas, E. (2020). Toward a 7-P framework for international marketing. *Journal of Strategic Marketing, 28*(8), 681–701. https://doi.org/10.1080/0965254X.2019.1569111.

Paul, J., Merchant, A., Dwivedi, Y. K., & Rose, G. (2021). Writing an impactful review article: What do we know and what do we need to know? *Journal of Business Research, 133*, 337–340.

Paul, J., & Rosado-Serrano, A. (2019). Gradual internationalization vs born-global/international new venture models: A review and research agenda. *International Marketing Review, 36*(6), 830–858.

Plekhanov, D., Franke, H., & Netland, T. H. (2022). Digital transformation: A review and research agenda. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.09.007

Pomerlyan, E., & Belitski, M. (2023). Integration - Growth relationship: A literature review and future research agenda using a TCCM approach. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.10.003.

Reina, W., Pla-Barber, J., & Villar, C. (2022). Socioemotional wealth in family business research: A systematic literature review on its definition, roles and dimensions. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.10.009

Ribeiro, T.d. L. S.a., Costa, B. K., Ferreira, M. P., & Freire, O. B.d. L. (2023). Value cocreation in tourism and hospitality: A systematic literature review. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.12.001

Scheuer, L. J., & Thaler, J. (2022). How do dynamic capabilities affect performance? A systematic review of mediators. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.12.006

Schilke, O., Hu, S., & Helfat, C. (2017). *Quo vadis, dynamic capabilities? A content-analytic review of the current state of knowledge and recommendations for future research*. https://doi.org/10.5465/annals.2016.0014. The Academy of Management Annals.

Singh, A., Das, S., & Jha, S. (2023). Women leadership and emotions: Knowledge structure and future research opportunities. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.05.004

Södergren, J. (2021). Brand authenticity: 25 Years of research. *International Journal of Consumer Studies, 45*(4), 645–663.

Su, W., & Junge, S. (2023). Unlocking the recipe for organizational resilience: A review and future research directions. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.03.002

Sundermeier, J., & Mahlert, N. (2022). Entrepreneurial team diversity – a systematic review and research agenda. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.10.010

Verma, S., Shome, S., & Hassan, M. K. (2023). FinTech in small and medium enterprises (SMEs): A review and future research agenda. *European Management Journal*. https://doi.org/10.1016/j.emj.2023.07.003

Virtanen, Y., Jiang, Y., You, W., & Cai, H. H. (2022). International intermediaries: A systematic literature review and research agenda. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.11.005