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Antecedents of Career Development Success: Insights into 10 years of Research

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Antecedents of Career Development Success: Insights into 10 years of Research

Abstract

This paper intends to review a flow of previous literature on the antecedents of career development success over ten years, from 2008 to 2018. A systematic literature review has been employed to extract the constitution of literature. A total of 41 relevant articles have been extracted from 16 different top ranked journals. Drawing on the literature, a conceptual model is provided as a clear depiction of what has been studied. Specifically, dependent, independents, mediators, and moderators variables are determined. The systematic literature review identifies six main themes; leadership, organizational and individual commitment, talent management, human resources management practices, career management strategy, and learning and development, determining antecedents of career development success. Literature in this area have offered much attention to both of the Exchange Theory and the Social Learning Theory. The paper advances the career development literature by presenting one of the fewest attempt to systematically review antecedent of career development, with a conceptual framework.

Keywords

Career development, HRM Practices, job performance, Systematic review

1. INTRODUCTION

The human resource is the most valuable resource of any organization to sustain competitive advantages (Warhurst & Nickson, 2001). Human resources development is the major concern for organisations to increase performance (Rose, 2016; Swanson, 1995) accordingly, an organization's success has a rigorous link with employees' performance (Ng et al., 2005). A recent review has successfully acknowledged that the impact of career development interventions are context dependent, and interaction exists between context and learning factors which enhance employees' motivation for learning and for work (Bimrose et al., 2005). Therefore, career development practices positively influence employee job performance advancements, and accordingly the organizational performance (Lee, Y., & Lee, J. Y., 2018). Therefore, providing a career pathways framework offers a tie or collaborative structure for the organization and the individual (Hedge & Rineer, 2017). Career development enablers were discussed widely in the literature. Some of the enablers are; organizational culture of openness and trust, appropriate leadership, open communication, teamwork, value and jobs recognition, reliable performance measurements at both; individual and group levels, reward and recognition, and learning and development (Yeo & Li 2011).

Career development was defined as the total assemblage of psychological, sociological, educational, physical, economic and chance factors that combine to form the individual career over a life span (Sears, 1982). Meister and Willyerd (2011, p 50.) stated that career development is concerned developing employee "skills, career prospects, learning and personal development". Inconsistency was found in the literature that career development has been studied in many areas and in many forms, using diverse measurement, numerous definitions). To the best of our knowledge, insufficient systematic literature reviews exist on the topic of career development. Therefore, this study conducts a systematic literature review to explore antecedents of career development within the period of 2008-2018. Based on the literature found in this period, a theoretical framework is presented to summaries our findings. Finally, a discussion, limitations and directions are presented to advance the future literature.

1.1 Methodology

Following Tranfield et al. (2003), only research papers and reviews were included but all other research types (e.g. dissertations, books, conference papers) were excluded. Two main well known databases in business field were considered, namely Emerald and Science Direct, to ensure the quality of journals. These two databases are widely used in such research. We used "career development" and "performance" as key terms to search in the business and management discipline over the period 2008-2018. The initial research yielded 194 articles. After careful consideration of the abstracts and the relevance of the articles, we considered 41 articles extracted from 16 different top ranked journals according to Scientific Journal Ranks SJR (see Table 1).

Specifically, out of 41 articles, only 9 articles were selected from Emerald, and 32 from ScienceDirect. Regarding Emerald, only one article per journal, these 9 journals were: Career Development Journal, European Journal of Training and Development, Personnel Review, Journal of Organizational Effectiveness: People and Performance, International Journal of Islamic and Middle Eastern Finance and Management, International Journal of Retail & Distribution Management, Qualitative Research in Financial Markets, Industrial and Commercial Training and lastly Engineering Construction and Architectural Management (see table 1). The 32 articles found in ScienceDirect were retrieved from 13 different journals. Out of 32 articles, 19 were driven from the Human Resources Management Review, 5 articles from the Journal of Business Research, and 4 articles from Journal of World Business. The last 4 articles were driven from 4 journals namely, Future Business Journal, Business Research Quarterly, Asia Pacific Management Review, and Business Horizons (see Table. 1).

It was surprising that several journals related to business management on ScienceDirect did not have any research articles regarding the current topic. Clearly, most of the journals were out of the study scope, like: Advances in Comparative International Management, Journal of Management, European Journal of Management and Business Economics, European Journal of Family Business, Global Economics and Management Review, Disaster Management & Response, Journal of Business Venturing Insights, Arabic Economic and Business Journal, Journal of Business Venturing and Composites Business Analyst. Conceivably, it seems that “career development” related to “performance” has been abandoned. There is a critical need to improve and submit research in this regard.

Table. 1: List of journals containing final 41 articles

Journal	No. of article(s)	Rank (SJR)	Databases
Career Development Journal	1	Q2	Emerald
Personnel Review	1	Q2	Emerald
Journal of Organizational Effectiveness: People and Performance	1	Q3	Emerald
International Journal of Islamic and Middle Eastern Finance and Management	1	Q3	Emerald
International Journal of Retail & Distribution Management	1	Q1	Emerald
Qualitative Research in Financial Markets	1	Q3	Emerald
Engineering Construction and Architectural Management	1	Q1	Emerald
Industrial and Commercial Training	1	Q3	Emerald
European Journal of Training and Development	1	Q2	Emerald
Human Resources Management Review	19	Q2	ScienceDirect
Journal of Business Research	5	Q1	ScienceDirect
Journal of World Business	4	Q1	ScienceDirect
Future Business Journal	1	Q3	ScienceDirect
Business Horizons	1	Q1	ScienceDirect
BRQ Business Research Quarterly	1	Q1	ScienceDirect
Asia Pacific Management Review	1	Q2	ScienceDirect
Total	41		

In addition, it is important to note that most of the research papers were conceptual (see Table. 2). Thus, a meta-synthesis was used to offer interpretative research (Noblit and Hare, 1988; Sandelowski et al., 1997). We also employed date-extraction for generating a visual depiction of the review and the selected studies. (Clarke and Oxman, 2001).

Table 2: Papers type

Paper Type	No. of articles
Conceptual	21
Quantitative	16
Qualitative	4
Total	41

2. FINDINGS

By reviewing the 41 articles, we were able to identify six antecedents themes of career development success namely; organizational and individual commitment, leadership, talent management, human resources management practices, career management strategy, and learning and development (see Table. 3). We will discuss these themes in details in the following.

Table 3: Antecedents of career development (2008-2018)

Themes	No. of articles
Organizational and Individual Commitment	7
Leadership	7
Talent Management	7
Human Resources Management Practices	7
Career Management Strategy	7
Learning and Development	6
Total	41

2.1 Theme 1: Organizational and Individual Commitment

Through the identified literature, the organizational and individual included several aspects such as; understanding both personal and organizational factors affecting career development relationship and job performance, basis and foci of employee commitment, job embeddedness, human respect, as well as supporting employees, the political skill, and the interpersonal helping behavior. Majority of the studies in these categories were conceptual papers and quantitative in Irish and Korean industrial contexts.

Regarding the foci of employee commitment, results confirmed a more pluralistic and mixed basis to antecedents of worker commitment. At the individual level, workers engagement is directly related to career development as well as to the environment of an immediate workgroup (Cafferkey et al., 2017). Job embeddedness highlights the major roles the non-attitudinal and off-the-job factors (e.g. community) play in explaining employees' belonging to their organizations (Zhang et al., 2012). Merging the HRM with psychological concern for evaluating the humanity effects at work, and support for employees and their communities comes with good results. It was stated that when organizational policies put employees care and achieve environmental sustainability as priorities, they are more likely to retain committed, engaged, and productive employees. This is due to the overall health and well-being being secured not only within but across the community and family realm (Cleveland et al., 2015).

Furthermore, the model proposed by Thacker (2015) suggests that the exchange ideology has effects on pro-union employees' bond connections with the organization based on the union's power relationship. Additionally, investigation of receiving interpersonal helping behavior impact on employees' performance has led to the proposition that it would have an undesirable influence on the overall self-efficacy perception, and also on the organization-based self-esteem (Chou, 2018).

Finally, it was argued in order to get positive outcomes for both the employees and the organization, employees should have the occasion to engage in career development experiences thus, politically skilled overqualified employees will use their resources (e.g. knowledge, skills, abilities, experience) to participate, thus providing valued human resources (HR) to their organization (Russell et al., 2016). To close, it is clear that most research has emphasized the individual level rather than the organizational level. The most used theory in this area was the Social Exchange Theory, which explains the extent to which employees linked their improvements at work to the organizational perception (Eisenberger et al., 1986).

2.2 Theme 2: Leadership

The leadership literature highlight the importance of leadership styles impact on employee performance outcomes, the interpersonal characteristics influencing leader support for gender equity in organizations, team member proactivity, the interactive influence of

leaders' style and HR systems on individual innovation processes, the process of global performance management, and engagement-related factors. Diversity in studies approach was detected (conceptual, qualitative [Pakistan and China], and quantitative [Brazil, Mexico, USA and Australia]). The researches were established in banking, telecommunication and healthcare settings.

Findings support transformational leadership and employee performance outcomes. However, laissez-faire leadership style was negatively related to employee performance outcomes in terms of effectiveness and satisfaction. More, results revealed that the Full Range Leadership theory has been supported (Asrar-ul-Haq & Kuinke, 2016). Moreover, leaders strong in communal orientation promote collective interests and improvements, and delegate control to encourage gender equity. Whereas influencers expert in exchange orientation tend to be more interested in their own outcomes, thus, less likely to view the promotion of gender equity as in their self-interest and they will seek to retain power. Also, leader prestige motivation has a strong effect on communal orientations link with power sharing, and a less effect between exchange orientation and power sharing. The leader dominance motivation strengthens the exchange orientation and power retention relationships (London et al., 2018). Transformational leadership and cohesion was found to be moderating the positive relationship between individual and team member proactivity.

A proposed model suggests that leaders may support and encourage team member proactivity, where transformational team leadership is likely to be most effective when it combines group and individual focused leadership styles (El Baroudi et al., 2018). In an integrative framework suggested by Černe et al. (2018) it was argued that the commitment HR system seems be the most beneficial for generating new insights when accompanied by a secure or anxious leader. However, a compliance HR system is beneficial for both idea generation when joint with an avoidant leader, in addition, idea implementation when accompanied by a secure leader (Černe et al., 2018). Leadership has a significant impact on employee engagement. Leadership engagement factors comprise vision and integrity, thus, links between organization, leadership, job, and personal characteristics is mainly significant for internal commitment (Wildermuth & Pauken, 2008).

Furthermore, researches approved a positive relationship between work engagement of leaders and followers. This significantly influences follower's hopefulness, as well as self-efficacy, which also strengthens the positive relationship (Lu et al., 2018). Lastly, concerning the subject of global performance management, it was found that employees were not engaged in work due to poor leadership. The lack in communication and feedback with employees caused limited performance management; additionally the limited face-to-face contact affected negatively trust and, accordingly, was an unproductive performance management process (Maley & Moeller, 2014).

2.3 Theme 3: Talent Management

Talent management conceptual studies involved core self-evaluations concept, talent nature, talent management outcomes envisioned and organizational sustainability, talent management practices including economic and non-economic values.

People trusting their own abilities and believing they are able to control their own fates and develop their own competencies have more successful and effective career paths. Individuals who are higher in core self-evaluations may be valuable in the less hierarchical, more flexible organization of the future (Judge and Mueller, 2011). Talent management is legitimated as an independent research stream.

Organizations could position themselves based on the talent type required like knowledge (e.g. past experience), labor market supply of talent and regulation, in addition to strategic considerations (Meyers et al., 2013).

A vital part of talent management might concentrate on coaching employees on how to rely on their talents and the way to use those talents according to different situations (Meyers et al., 2013).

While examining needs and goals of talented employees being fulfilled in employees' organization relationships, scholars have distinguished between non-economic and economic approaches (Thunnissen et al., 2013). From an economic point of view, employees are interested and attached in meaningful and challenging work that meets their personal interests and offers financial rewards and job security. Whereas, from a non-economic approach, teams are also concerned with inspiring work, which gives more importance to growth as well as social needs and fairness. At the individual level, perceived justice affects positively employee trust and satisfaction, organizational commitment, performance and organizational civic-minded behavior. However, at the organizational level, there is more investment in time and money, in addition to attracting, developing, and retaining talented employees within the pool rather than those outside of it (Thunnissen et al., 2013).

Interestingly, talent management architecture scrutiny generates four concepts: value creation, value capture, value leverage and value protection. Remarkably, findings suggest a stop in depending on meta-theories which simplify research, rather, an increase in the use of the human capital theory (Sparrow and Makram, 2015). First, individual talent creates value (value creation) through the degree to which individuals are able to generate novel tasks, services and business models that wouldn't be achieved through substitutable investments. Second, capturing individual talent value (value capture) requires organizations to decode and translate mechanisms that exploit the unique individual position and relationship in the social network as well as their understandings and insights (including tacit knowledge). Third, value leverage necessitates firms to shape processes into their talent management architecture which demand engendering individual skills with tacit organizational knowledge. Last, talent protection importance resides in its ability to estimate the failure of talent relationships and detachment through talent lifetime value. All these values are suggested to lead to valuable outcomes (Sparrow and Makram, 2015).

Organizations have implemented 'high potential' (HiPo) because they are interested in talented and high potential persons ('A' players) providing them learning, mentoring, developmental programs, clear career paths, promotional opportunities and succession plans. However, a lack is still perceived in these programs as it affects 'B' players,' employees who are unfortunately not included. Therefore, it was argued that 'B' players' will decrease in strength, trust, motivation, achievement motivation profile and commitment (Malik and Singh, 2014). In the same vein, it was also argued that there exists a substantial gap in firms among individual top talent positions and those employed by suppliers and sub-contractors in developing and developed nations (Marchington, 2015). Finally, talent management is seen as offering a distinct approach to HR expecting to generate organizational success and competitive advantage (Iles et al., 2010).

2.4 Theme 4: Human Resources Management Practices

Human resources management practices sub-studies are the impact of human resources practices on organizational performance, HR architectures, the contribution of employees' abilities, motivation and opportunities, the individual practices and high-performance work practices relationship, psychological contracts as well as their relation with career responsibility and job security, and lastly the career plateau impact on internal employability. Empirical and conceptual papers were mostly conducted in Asia (China, Taiwan and Pakistan, etc...) in banking and healthcare sectors and only one in the Spanish industrial sector. Studies were specifically based on Human Capital Theory.

Some HR practices, respectively selections, trainings, compensations, performance appraisals, and employees' participations were empirically found to be linked in a significant and positive way to the firm performance. Based on the theory of Islamic management, Rana and Malik (2017) observed the application of Islamic principles in banks was acting as a positive moderator. Thus, its magnitude demonstrated decreasing tendency with an increasing in level of application.

Moreover, based on AMO (ability, motivation and opportunities) model, skill-enhancing and opportunity-enhancing HR bundles caused increase in employee abilities and motivation, thus, employees' opportunities to participate.

Interestingly, another conceptual model developed by Lin et al. (2018) tends to capture the ideal types of HR architectures and performance relationships in non-profit organizations. Considered together, and based on the resource based view of the firm, authors believe that differences in the HR architectures in non-profit organizations will generate different degrees of organizational performance mediated by HR outcomes. Specifically, in non-profit organizations context the values-based HR architecture seems to produce high organizational performance; strategic HR architecture and motivational HR architecture a medium organizational performance; and finally, administrative HR architecture a low organizational performance (Lin et al., 2018). In support of the contingency theory, it was submitted that understanding the significant amount of variance in findings was related to the contextual and empirical design factors (Tzabbar et al., 2016). Although, context matters do not modify the direction between practices of HRM link with performance.

Claims from researchers are for the over sensitivity of HRM practices and high-performance work practices (HPWPs) to the context and measurements. There is a significant and positive relation between HR practices and the firm performance (more believed by executives than employees) and specifically on subjective operational outcomes than subjective financial outcomes (Tzabbar et al., 2016). Nevertheless, the training size effect on objective performance is relatively small. Authors suggest that the reason why the mentioned relationship is more robust in larger companies due to the creation of a large “menu” of HRM practices to their employees (Tzabbar et al., 2016).

One of the related topics of HRM practices was a psychological contract affecting the employee career development. Employees are usually dependent on their supervisors; thus they are induced to the psychological contract desired by managers who seem to have consistently a stronger role than that of the organization in affecting employees' performance (Ye et al., 2012; Lee & Taylor, 2014). Supervisory support has a direct effect on employees' intention to leave, regardless the level of organizational support. Thus, managers who possess low levels of identification, humanity or high levels of “golden rule”, careless or narcissist and egotist tend to accentuate psychological contracts (Lee & Taylor, 2014). The extent to which the mutuality matters is due to the employee position; thus in a managerial one or not (Ye et al., 2012). Hence, career development responsibility and organizational citizenship behavior mutuality was sturdier for managerial than others (Ye et al., 2012).

Interestingly, results for job security mutuality and performance outcomes was unexpected (Ye et al., 2012). Thus, job security mutuality appears to be ineffective on organizational citizenship behavior regarding managerial and non-managerial workers. Psychological contract breach has as well been investigated as a moderating variable on the career plateau and internal employability relationships (Lin et al., 2008).

2.5 Theme 5: Career Management Strategy CMS

This part regroups strategies, organizational career management techniques usage, service career employee development, pay for individual performance and work engagement, innovation incentives, retention strategy, and e-Lancing. Almost all studies used the quantitative approach conducted in China, India, UK, Poland and 35 other European countries: investigated the retail, automotive and private sectors. Conversely to other sections, this one is theoretically poor.

In attempt to suggest strategies for career developments, a qualitative study was conducted using Sun Tzu's Art of War' strategy. Findings were: competition among peers by developing expertise and offering excellence; adopting firstly a team member posture then moving on to team leader stance; office politics and conflicts management; resilience and maneuverability; networking; and attaining foreknowledge. A positive point emphasized in this study is career resilience (similar to adaptation strategy) which break barriers of careers advancements (Florence Yean Yang Ling & Sing Yee Lee, 2012).

Findings on how organizational career management techniques are implemented and managed showed that the most frequently used are namely; problem driver pointer system, competencies, internal job posting, performance appraisal, and induction.

Most findings revealed that the most beneficial and reliable techniques were training and learning, career-planning workshops, problem driver pointer system, induction and fast-track programs. Comparing with prior studies, organizational career management techniques were negatively evaluated. It was perceived as not fair and analyzed the key obstacles to respondents' usage by means of time and cost constraints, mismanagement, poor technique development and lack in adequate implementation as well as lack of employees' understanding. Thus, the need to use organizational career management strategy is highlighted to ensure an ideal technique mix that fill everyone's requirements and can be carried out with the existing resources (Lewis & Arnold, 2012).

Furthermore, to achieve service career employee development, Jackson Jr. & Sirianni (2009) proposed three main steps. First, identification of employees' strength and weakness. This assessment makes employees more able to enroll in appropriate career direction that suits their character, abilities, and determination level. Second, managers are responsible to organize teams' required courses to determine members' enduring career type desired and the directions to follow for career objectives achievement. Therefore, managers improved their understanding with workforces in term of career ambition and development and provide service employees with socialization, career workshops, counseling, and information services. To conclude, it is about managers' role for improving subordinates' abilities and decreasing weak points in the workplace. This will made employees ready to catch new opportunities, either on or off the frontline. Preciously, this stage engenders coaching, job enrichment, training and job rotation (Jackson Jr. & Sirianni, 2009).

Research on pay for individual performance and work engagement relationships suggested a model with three associations: direct, indirect (through pay satisfaction) and joint indirect (through pay level and pay satisfaction). Findings reveal that the hypothesized associations were significant (Kulikowski, 2018). Moreover, scholars have examined the effect of the innovation incentives on the absorptive capacity. Building on expectancy theory and equity theory, innovation incentives was found to enhance absorptive capacity through promoting employees learning which is positively moderated by teamwork and negatively moderated by transformational leadership (Wang et al., 2018). Thus, maintaining good teamwork and enhancing justice perceptions is a real solution. When the firm offer strong innovation incentives, managers should motivate employee to work as teams in order to avoid dysfunctional competition which facilitate absorptive capacity development (Wang et al., 2018).

Pay strategy and more specifically rewards are playing an important role in skilled employees' retention. Critical are the intrinsic rewards experienced in the retention, satisfaction of workers and their career success. Consequently, findings identified some antecedents of intrinsic rewards like the proprietor social responsibility, workers' delight and pride, executive assistance and support, and performance management (PM). Intrinsic rewards acts as a mediating variable, and hygiene factors as a moderating variable. By increasing intrinsic rewards, organizations can decrease higher compensation and benefits offerings to boost employees' satisfaction. Organizations having an environment that fosters a sense of pride and intrinsic rewards is viewed as a competitive advantage that cannot be as easily copied by competitors (Tyman Jr. et al., 2010).

To close, Aguinis and Lawla (2013) have emphasized the importance of e-lancing. Results suggested that e-lancing has effects, particularly pertaining to the core HRM areas of job design and analysis, workforce planning, recruitment, selection, training and development, performance management, compensation, and legal issues (Aguinis and Lawla, 2013).

2.6 Theme 6: Learning and Development

This last section covers training assessment needs, organization social capital, training transfer, the repatriate knowledge transfer, and high-performers indirect impact on subordinates' career advancement. Studies were mostly empirically conducted in Pakistan, China, Korea, and Germany settings investigated in myriad sectors; banking, service, media, goods, aviation, energy, and technology. Majority of studies used the Social Learning Theory.

Training need assessment process reveals interesting insights. It identifies several training needs as follows: the training manager, working with management, training based time management; the degree of the need, employees desired training needs; and the resources available. It was also argued that training needs assessment is more fundamental for performance analysis and job analysis (Asrar Mirza and Riaz, 2012). Studies exploring the organizational social capital end-up with complementary results. On one hand, results on organizational social capital indicate that social capital is crucial in term of executive promotion. Both external and internal social capitals are important to promotion; as well, each type of social capital offers different resources to executives.

Importantly, it was empirically pointed out that there is a curvilinear relationship between internal network size and the likelihood of promotion. Additionally, the number of contacts at higher organizational levels is predicted to increase the likelihood of promotion, whereas lots of contacts diminished it (Kim and Cannella Jr., 2008). On the other hand, others were interested in employee-focused organization social capital and the firm level (industrial regulation and knowledge intensity) relationships (Chuang et al., 2013). Findings speak for themselves: firms HRM practices that build good relationships among employees, tend to increase its organizational social capital.

However, this relationship is weaker in a more regulated context. Although not hypothesized, findings suggested that the more regulated environment, the more HRM practices effectively facilitate organizational social capital regarding firms operating in comparatively high knowledge intensive industries (Chuang et al., 2013). Furthermore, from an interactionist perspective scholar provide better understandings of knowledge transfer by developing the Dynamic Transfer Model (DTM), specifically intentions to transfer, the initial attempts for training establishment, as well as the integration of received feedbacks from the transfer attempt (Blume et al., 2017). The conceptual framework suggests that the mentioned process repeats itself over time in subsequent transfer attempts which affect work behavior plus performance (Blume et al., 2017). More recently, Burmeister et al. (2018) investigated the dyadic nature of repatriate knowledge transfer procedure by concentrating on repatriate's diffusing capacity and employees' learning capacity. To which extent repatriates could interact as repatriate knowledge transfer core predictors, consistent with the ability-motivation- opportunity (AMO) model. Positive and significant is the relation between repatriate knowledge transfer and the repatriates' diffusion capacity, absorptive capacity, and interaction. Teachability and international assignments act as moderators.

Domestic employees' ability to learn was more influencing repatriate knowledge transfer when repatriate knowledge was not properly transferred. The more domestic employees have international knowledge and experience, the less interaction for repatriate knowledge transfer are significant (Burmeister et al., 2018). Additionally, it was argued that high performers provide modelling stimuli to their subordinates. The proposed model suggests a direct and indirect impact of high performers on subordinates and that their simulation of job competencies will mediate managers' work competencies and subordinates career advancement relationships. Specifically, high performers may indirectly and positively influence subordinates career advancement. Increasing subordinates' social capital mediates managers' networking abilities and subordinates' career progression relationships.

Moreover, the extraversion personality of subordinates and their high self-esteem is find to be positively moderating managerial network capability and social capital relationships (Malhotra and Singh, 2016).

3. DISCUSSION

This systematic review has endeavored to provide a comprehensive compilation of ten years [2008-2018] of research. From this review, it was revealed that studies were theoretically robust and specially built on the Social Exchange Theory and Social Learning Theory. The majority of the studies were conceptual (51 per cent), reflecting the dominant method used, while 39 per cent were empirically driven (using surveys) and only 10 per cent were in depth investigations (interviews).

Thus, more qualitative research data (interviews, case studies, and observations) is called for deeper understanding and theory building. However, nearly all of the studies have limitations in the generalizability of their findings due to the restricted sample size as well as the lack in empirically testing theoretical frameworks and propositions validity.

Furthermore, much has been learned about factors enhancing career development success and many furthered enhancements are encouraged and discussed. While investigating leadership, the negative relationship between leadership styles and performance as well as the effect of culture and communication has not been addressed which can be effective for further research (Asrar-ul-Haq and Kuchinke, 2016). Moreover, implementing efficient strategies to satisfy, retain, and stimulate employees' work by developing HR systems that provide beneficial feedbacks seems to be interesting (Wildermuth and Pauken, 2008; Asrar-ul-Haq and Kuchinke, 2016) as well as market-based HR system (Černe et al., 2018).

Additionally, alternative mediating mechanisms that may identify the process through which leaders' work engagement trickles down to followers is an interesting avenue for future studies (Lu et al., 2018). Although research has submitted many important advancements, yet there is a need to understand prosocial goals, prestige and dominance motivation, power sharing versus retention behavior, and efforts relationships to promote gender equity (London et al., 2018). At the individual level, factors negatively influencing team member proactivity is still understudied. Further research is invited to do so through HRM practices (Baroudi et al., 2018). In addition, Maley and Moeller (2014) called for empirical investigations in term of global performance management related to the role of trust and its effects on the absorptive capacity with respect to the country managers.

Although organizational and individual commitment has showed its importance, advanced research may search for personal aspects and propose new insights for career development growth and effectiveness (Yunsoo Lee & Jae Young Lee, 2018). Nevertheless, very few studies have given attention to both organizational and individual levels at the same time, which could be in an essential path for future directions. Also, scholars highlighted the need to go behind the unitarist view (Cafferkey et al., 2017). In the Chinese context, the interpersonal helping behavior was suggested to have some negative influences, yet the model is still theoretical. Future studies could empirically explore this area as well as taking into consideration other contexts. It is as well recommended to discover the way the interaction between interpersonal helping behavior demonstration and reception affect outcomes, like the individual production, the organizational culture and the group connection and maintenance (Chou, 2018).

Theoretical and empirical assumptions improving job embeddedness construct is still under development. Future research may examine moderators that reflect the importance of off-the-job embeddedness, and test links through the measurement of social network indices that depict the way people are connected together (Zhang et al., 2012). It is as well of importance to shift how organizational leaders and employees think about situations; fit and redesign jobs according to employees' needs which decreases conflicts, in respect of technology and creativity (Cleveland et al., 2015). In order to encourage and enhance employees'/ managers performance, calls are for new studies on influence tactic usage for managing impressions, and how such efforts are handled within organizations (Thacker, 2015).

In the same aim, political skills was argues to positively influence employee and organization. Thus, future research might have deeper look on the individual level and examine how these aforementioned skills allow the overqualified to wisely read their work environments and capitalize on opportunities. Future searching can also look for further types of social effectiveness competencies (Russell et al., 2016). Core self-evaluations have been theoretically analyzed to have a significant and strong positive impact on employees' performance.

Further studies may test the proposed model (see Judge and Mueller, 2011) and establish its relationship with creative performance, transformational leadership, coping with organizational change, and management of boundaryless careers. Future directions may explore the degree of success of independent career development strategies executed by people with high core-self-evaluation (Judge and Mueller, 2011). To advance the field of talent management, longitudinal studies may be conducted for new insights generation (Iles et al., 2010; Sparrow and Makram, 2015).

HRM practices have related to many topics as mentioned previously. However, many of the practices were understudied, such as recruitment and selection, compensation, communication, evaluation system, retention and downsizing. When investigating human practices effects on banks performance, with a moderator role of Islamic principles, authors did not measure the impact of Islamic work ethics on organizational performance (Rana and Malik, 2017). Career plateau stimulated plenty of issues in HR practice. However, employability and psychological contract breach are still not connected with career plateau. Future research for instance could include two types of employability in the same study to examine the one that has the stronger impact on career plateau employees. Career plateau might support companies in identifying new perspectives on career development (Rana and Malik, 2017).

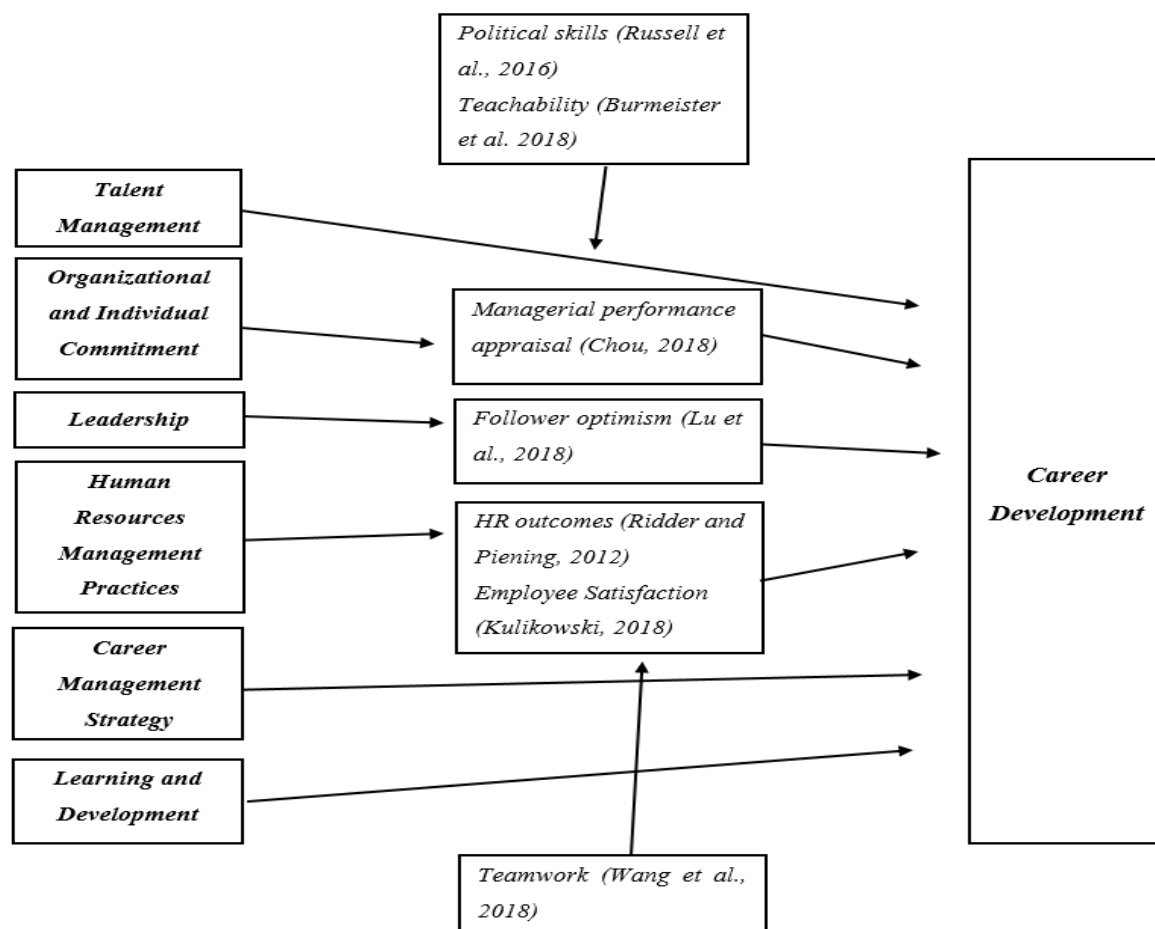
Scholars recommend HRP to be measured based on employees' perceptions to detect what could be affecting the individual-level ability, motivation and opportunity (Beltrán-Martín and Llusar, 2018). Longitudinal designs are also required in the investigations of HR practices (Tzabbar et al., 2016). Mutuality affects employee performance, thus further in-depth examination might look for the impact on mutuality of job level, and behaviors. Measuring explicitly social capital, human capital, and occupational mobility mechanisms to identify if through any one of them non-managerial employees seem to have a stronger relationship between job security mutuality and in-role performance is still understudied (Ye et al., 2012).

Organizational CMS is to deliver and make sure that a mixture of techniques addresses all requirements and can be realistically administrated with the available resources (Lewis and Arnold, 2012). Nevertheless, a big number of techniques have been abandoned: Career resource center /learning center, Job assignment, career planning workshops, specialized career counselling, career workbooks, and career management software, thus a disposed area for future research. Further, pay strategies found a weak association between pay for individual performance and WE. Employees' pay expectation is to be tested in order to have efficient remuneration systems (Kulikowski, 2018). Incentives are an important resources for encouraging the transfer and integration of explicit knowledge (including tacit). Consequently, future researchers are encouraged to consider the various knowledge types and how the relational work context might shape the efficacy of innovation incentives (Wang et al., 2018). When knowledge is spread all over the organization it is considered to outperform competitors and make important advancements. Not only non-managerial employees are trained, managers are too. This issue might advance educational goals for training and development programs. Scholars may seek for the way and reason the training needs assessment affect employees' productivity (Asrar Mirza and Riaz, 2012). In the same vein, more papers need to be submitted to examine organizational social capital as a critical resource for firms (Kim and Cannella Jr., 2008; Chuang et al., 2013).

In a recent study, (Malhotra and Singh (2016) it was claimed that the investigation of multiple leadership style influencing employees offers a new avenue of leadership investigations. In other words, measuring the impact of a high performer on subordinates is an area that would benefit from further research.

Nevertheless, high performers are not only in the leadership area but it seems to be valid for learning and development as well, as they influence employees' outcomes through knowledge transfer. This suggestion could be taken into account for further avenues. Scholars called for improving the Dynamic Transfer Model (DTM) regarding the early transfer of experience and its impact on individualized patterns over time, with respect to measurement of transfer over time (Blume et al., 2017). Finally, it was recommended to explore how repatriate, expatriate, and inpatriate knowledge transfer are different, as it has not been investigated previously (Burmeister et al., 2018).

Fig.1: Conceptual Framework



4. CONCLUSION AND LIMITATION

The extant literature reveals a current debate concerning the need of HRM to create a more sustainable, long-term contribution supported by an emphasis on inclusivity (Marchington, 2015). Future research seems beneficial concerning this issue. Moreover, it was argued that the very popular e-lancing has contributed and affected the core of HRM areas of job design and analysis, workforce planning, recruitment, compensation, selection, training and development, coaching, performance management, and legal issues.

Surprisingly, scholars are very silent in regard to this universal phenomenon (Aguinis and Lawla, 2013). Therefore, this area that seems to be very interesting and boosts the performance of the HR practices that is ripe for further development.

The authors believe that this systematic literature review of career development has made significant advancements in the field, and pointed out strong and weak points affecting career development success. Further, we shed light on numerous limitations for future improvements. Drawing on the literature, conceptual framework is presented (including variables having direct relationships, mediators and moderators) which depicts and simplifies and summarizes our work.

Nevertheless, it is known that each research has its limitations, thus, this one has some as well. On a positive note, we were limited to the use of two databases as these international libraries are well known in business field and regroup a huge number of ranked scientific journals. Unfortunately, the number of articles found was not sufficient, and this can also be related to the short of period of research (10 years).

Future researchers may have the chance to expand the period (may be for 20 years, for example) and develop this work by adding extensive studies besides the use of new databases. This may engender additional and interesting topics associated to our focus.

Enrichments will obviously allow further advancements of the field of HRM, especially concerning the career development discipline. Future research can expand the time frame which seems to be more outstanding. In conclusion, this paper opens the opportunities for investigations in many different avenues. It also identifies the need for further research to be essentially based on theories, as well as submitting additional qualitative and quantitative research papers.

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Appendix:

Author & Year	Journal	Article Title	Study Type & Sector	Tool	Sample Size & Unit	Country	R.Q & Meth. Link	Link to Concept	Key Results & Limitation(s)
Ling & Lee 2012	Engineering, Construction and Architectural Management	Careers Development in Construction Firms: Application of Sun Tzu's Art of War Principles	Qualitative/ Construction Sector	Interview	32 Singapore-based construction professionals	Singapore	Relevant /Fit	Sun Tzu's Art of War	Handling office politics and conflicts effectively; maintaining flexibility and manoeuvrability in one's career/ The actual effectiveness of the recommendations for career development is not known.
Mirza & Riaz 2012	Qualitative Research in Financial Markets	Training Needs Assessment in Islamic banking sector	Quantitative/ Banking Sector	Survey	100 Employees	Pakistan	Relevant /Fit	Training Needs Assessment	Training needs assessment is more crucial for performance analysis and for job analysis/ Generalization.
Lewis & Arnold 2012	International Journal of Retail & Distribution Management	Organisational Career Management in the UK Retail Buying and Merchandising Community	Quantitative/ Retail Sector	Online Survey	30 B&M Managers *(Buying and Merchandising)	UK	Relevant /Fit	Organisational career management	Internal job posting, performance appraisal for career development, induction, personal development plans (PDPs) and competencies were the most commonly used/ Generalization.
Cafferkey et al. 2017	Journal of Organizational Effectiveness: People and Performance	Unravelling the Foci of Employee Commitment	Quantitative/ Industry Sector	Survey	300 Employees	Republic of Ireland	Relevant /Fit	Foci of commitment	Dominant focus for commitment relates to career development and the milieu of an immediate workgroup/ Generalization and the study did not look beyond organizations as homogenous unitarist entities.
Rana & Malik 2017	International Journal of Islamic and Middle Eastern Finance and Management	Impact of HR Practices on Organizational Performance: Moderating Role of Islamic Principles	Quantitative/ Banking Sector	Questionnaire	282 Employees of mobile telecommunication service	Pakistan	Relevant /Fit	HR practices	HR practices (selection, training, compensation, performance appraisal, employee participation) are positively related to organizational performance/ Generalization, and findings have not displayed expected magnitude of influence of Islamic teachings.
Kulikowski 2018	Career Development International	The model of Relationships between Pay for Individual Performance and Work Engagement	Quantitative/ private, public, joint private-public organization or company, not for-	Study 1: Invitation letter to a website Study 2: Survey	Study 1: 1,303 Working adults Study 2: 27,837 Workers	Study 1: Poland Study 2: 35 countries: EU28, Norway,	Relevant /Fit	Pay for individual performance	There is a direct association between pay for individual performance (PFIP) and work engagement (WE); indirect association between PFIP and WE via pay satisfaction; and

			profit, and other work sectors			Switzerland, Albania, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey			a joint indirect association between PFIP and WE via pay level and pay satisfaction/ Limited cross-sectional design.
Lin et al. 2018	Personnel Review	Breach or Bridge Your Career? Understanding the Relationship between Career Plateau and Internal Employability	Quantitative/ Private banking sectors	Questionnaire	521 Workers	Taiwan	Relevant / Fit	Career plateau	Career plateau (hierarchical and job-content plateaus) could be a significant antecedent of internal employability/ Generalization. The study was limited to one single industry. This study employs only one type of employability.
Chou 2018	Asia Pacific Management Review	Is there any Cost of Being Helped? A Theoretical Analysis of Interpersonal Helping Behavior Recipients in Chinese Organizations	Conceptual	Review	-	-	Relevant /Fit	Interpersonal helping behavior (IHB)	Receipt of IHB has a negative impact on a Chinese employee's generalized self-efficacy (GSE) and organization-based self-esteem (OBSE)/ The theoretical model proposed needs to be further validated by empirical evidence.
Beltrán-Martín & Llusar 2018	BRQ Business Research Quarterly	Examining the Intermediate Role of Employee Abilities, Motivation and Opportunities to Participate in the Relationship between HR Bundles and Employee Performance	Quantitative/ Service and industrial sectors	Questionnaire	(n= 428) 83 HR Manager, 83 R&D Manager, 262 R&D Employee	Spain	Relevant /Fit	HR practices & employees abilities, motivation and opportunities (AMO)	Skill-enhancing and opportunity-enhancing HR bundles increase both employee abilities and motivation / Generalization. Small sample and limited analyze.
Asrar-ul-Haq & Kuchinke 2016	Future Business Journal	Impact of Leadership Styles on Employees' Attitude towards their Leader and Performance: Empirical Evidence from	Quantitative/ Banking sector	Survey	224 Full-time employees	Pakistan	Relevant /Fit	Leadership style	There exists a significant relationship between transformational leadership and employee performance outcomes. However, laissez-faire leadership style showed negative relationship with employee performance outcomes in terms of effectiveness,

		Pakistani Banks							and employee satisfaction.
Yunsoo Lee, Jae Young Lee, 2018	European Journal of Training and Development	A Multilevel Analysis of Individual and Organizational Factors that Influence the Relationship between Career Development and Job-Performance Improvement	Quantitative	Human Capital Corporate Panel (HCCP) data	572 employees	Korea		Organizational commitment	Job satisfaction and organizational commitment are significant individual factors that affect job performance through career development. Moreover, mentoring/coaching is found to be an organizational factor that influences job performance improvement through career development, while job rotation interferes with job performance through career development.
Judge & Mueller 2011	Human Resource Management Review	Implications of Core Self-Evaluations for a Changing Organizational Context	Conceptual	Review	-	-	Relevant /Fit	Core self-evaluations	Individuals who are confident in their own abilities and who believe that they can control their own fates are more successful in their careers/ Generalization. The theoretical model has not been tested empirically.
Ridder & Piening 2012	Human Resource Management Review	The Whole is More than the Sum of its Parts? How HRM is Configured in Nonprofit Organizations and why it Matters	Conceptual	Review	-	-	Relevant /Fit	HR architectures (multiple hierarchically arranged components such as HR principles, HR policies, HR programs and HR practices)	In non-profit organizations, values-based HR architecture is likely to lead to a high organizational performance (OP), strategic HR and motivational HR architecture to a medium OP, and administrative HR architecture to a low OP/ Generalization. The model is not tested.
Zhang et al. 2012	Human Resource Management Review	A Review of Job Embeddedness: Conceptual, Measurement Issues, and Directions for Future Research	Conceptual	Review	-	-	Relevant /Fit	Job Embeddedness (JE)	JE emphasizes the important roles of non-attitudinal and off-the-job factors (community embeddedness) in understanding employees' attachment to their organizations/ Generalization. Theoretical and empirical implications encouraging the construct of JE is still under development.

Aguinis & Lawla 2013	Human Resource Management Review	E-Lancing: A review and Research Agenda for Bridging the Science – Practice Gap	Conceptual	Review	-	-	Relevant /Fit	E-Lancing	E-lancing has effects, particularly pertaining to the core HRM areas of job design and analysis, workforce planning, recruitment, selection, training and development, performance management, compensation, and legal issues/ Generalization. HRM field lacks e-Lancing researches.
Meyers et al. 2013	Human Resource Management Review	Talent — Innate or Acquired? Theoretical Considerations and their Implications for Talent Management	Conceptual	Review	-	-	Relevant /Fit	Talent management	Talent management should focus on teaching employees when and when not to rely on their talents and how to dose the use of a talent to make it match the situation/ Generalizations. The proposed model is not tested.
Thunnissen et al. 2013	Human Resource Management Review	Talent management and the Relevance of Context: Towards a Pluralistic Approach	Conceptual	Review	-	-	Relevant /Fit	Talent management	From a non-economic point of view, employees attach major importance to work that is meaningful and challenging, matches personal interests, and gives a feeling of accomplishment. At the organization level, HR goals are: labor productivity, organizational flexibility, social legitimacy and employment citizenship/ Generalization, the ideas must be empirically tested.
Lee & Taylor 2014	Human Resource Management Review	Dual Roles in Psychological Contracts: When Managers Take both Agent and Principal Roles	Conceptual	Review	-	-	Relevant /Fit	Psychological contracts	Managers who possess low levels of identification, levels of altruism or high levels of utilitarianism, low on conscientiousness or high on narcissism will be more likely take a principal role in the psychological contract with their select employees.
Malik & Singh 2014	Human Resource Management Review	'High potential' Programs: Let's Hear it for 'B' Players	Conceptual	Review	-	-	Relevant /Fit	Talent management	Commitment-focused high potential (HiPo) program, attributions would be positively associated with 'B' players' commitment; whereas control focused

									HiPo attributions would be negatively associated with 'B' players' commitment/ Generalization. The theoretical and propositions should be tested.
Cleveland et al. 2015	Human Resource Management Review	The Future of HR is RH: Respect for Humanity at Work	Conceptual	Review	-	-	Relevant /Fit	Humanity at Work	Infusing HRM with a psychological concern for human dignity results in respect for humanity at work, as well as advocacy for employees and their communities/ Generalization. The proposed model and ideas have to be tested.
Marchington 2015	Human Resource Management Review	Human Resource Management (HRM): Too Busy Looking up to See Where it Is Going Longer Term?	Conceptual	Review	-	-	Relevant /Fit	Talent management	Rather than concentrating primarily on top talent and leadership, HR has to enhance employee engagement for all workers/ Generalization. Lack of theoretical background.
Sparrow & Makram 2015	Human Resource Management Review	What is the Value of Talent Management? Building Value-Driven Processes within a Talent Management Architecture	Conceptual	Review	-	-	Relevant /Fit	Talent management	Findings suggest avoiding over-simplification of research through reliance on meta-theories. Thus, the need to augment the use of human capital theory/ Generalization. The propositions should be empirically tested.
Thacker 2015	Human Resource Management Review	The Application of Social Exchange to Commitment Bonds of Pro-Union Employees: Cognitive Calculations of Reciprocity	Conceptual	Review	-	-	Relevant /Fit	Commitment bonds	The exchange ideology mediates the relationship between felt obligation and commitment bond for pro-union employees/ Generalization. Propositions are not tested yet.
Malhotra & Singh 2016	Human Resource Management Review	Indirect Impact of High Performers on the Career Advancement of their Subordinates	Conceptual	Review	-	-	Relevant /Fit	High Performers	High performers provide modelling stimuli based on live experiences to their subordinates/ Generalization. The proposed model is to be empirically tested.
Russell et al.	Human Resource	Overqualified Human Resources,	Conceptual	Review	-	-	Relevant /Fit	Political Skill	The proposed framework suggests that if organizations provide

2016	Management Review	Career Development Experiences, and Work Outcomes: Leveraging an Underutilized Resource with Political skill							opportunities for employees to engage in career development experiences, politically skilled overqualified employees will capitalize on these opportunities and utilize their additional knowledge, skills, abilities, and experience to make unique contributions, providing valued human resources to organizations/ Generalization. The proposed model is not tested.
Blume et al. 2017	Human Resource Management Review	A Dynamic Model of Training Transfer	Conceptual	Review	-	-	Relevant /Fit	Training transfer	Dynamic Transfer Model (DTM) is conceptually proposed aiming to develop and examine linkages between intentions to transfer, the initial attempts to utilize training, and the integration of feedback received from the transfer attempt. The process repeats itself over time in subsequent transfer attempts to impact work behavior and performance/ Generalization. The DTM model should be tested and validated.
Tzabbar et al. 2016	Human Resource Management Review	A Bridge Over Troubled Water: Replication, Integration and Extension of the Relationship between HRM Practices and Organizational Performance using Moderating Meta-Analysis	Conceptual	Review	-	-	Relevant /Fit	HRM practices	Context matters but does not change the direction of the relationship between HRM practices and performance. More, training has significant positive relationships with organizational performance/ Generalization. Not all theories were fully tested.
London et al. 2018	Human Resource Management Review	Leader Support for Gender Equity: Understanding Prosocial Goal	Conceptual	Review	-	-	Relevant /Fit	Leadership	The model specifically suggests that gender equity is most likely to be achieved when supportive organizational policies are enacted by leaders with prosocial

		Orientation, Leadership Motivation, and Power Sharing							personality characteristics such as communal orientation, which may be further amplified by prestige motivation/ Generalization. The model and propositions are to be empirically tested.
Baroudi et al. 2018	Human Resource Management Review	Individual and Contextual Predictors of Team Member Proactivity: What Do We Know and Where Do We Go from Here?	Conceptual	Review	-	-	Relevant /Fit	Team member proactivity	Team size, flexibility at work, autonomy, rewards, transformational leadership and cohesion moderate the positive relationship between individual's proactive characteristics and team member proactivity/ Generalization. The proposed model and propositions are not tested.
Černe et al. 2018	Human Resource Management Review	HR Systems, Attachment Styles with Leaders, and the Creativity–Innovation Nexus	Conceptual	Review	-	-	Relevant /Fit	Leadership attachment styles	Commitment HR system may be the most beneficial for idea generation when accompanied by a secure or anxious supervisor. However, a compliance HR system works for both idea generation when combined with an avoidant supervisor and idea implementation when paired with a secure supervisor/ Generalization. The model is not tested
Ye et al. 2012	Journal of Business Research	A Mutuality Perspective of Psychological Contracts Regarding Career Development and Job Security	Quantitative/ Healthcare sector	Survey	380 Employees 73 Supervisors	Multinational firms (Asia)	Relevant /Fit	Psychological contracts	The extent to which mutuality impacts performance also appears to differ based on whether the employee is in a managerial or non-managerial position/ Generalization. The study was limited to only one moderator (job security).
Chuang et al. 2013	Journal of Business Research	Human Resource Management Practices and Organizational Social Capital: The Role of Industrial Characteristics	Quantitative/ Service sector	Survey	932 Employees	China	Relevant /Fit	Organizational social capital (OSC)	Firm's OSC increases when the firm's HRM practices focus on building good relationships among employees. However, the relationship between HRM practices and OSC is weaker in amore regulated context/ OSC consequences is not investigated, and thus may limit its implications.

Maley & Moeller 2014	Journal of Business Research	Global Performance Management Systems: The Role of Trust as Perceived by Country Managers	Qualitative/ Healthcare sector	Interview	18 Country managers	Australia	Relevant /Fit	Global performance management (PM)	The paucity in communication and feedback to the employee engenders mismanagement of the PM, and the limited face-to-face contact does not help build trust and accordingly an effective PM process/ Generalization. The study is restricted to satisfaction and trust.
Lu et al. 2018	Journal of Business Research	The Trickle-Down of Work Engagement from Leader to Follower: The Roles of Optimism and Self-Efficacy	Quantitative/ Telecommunication sector	Questionnaire	707 Employees	China	Relevant /Fit	Leadership	Leader work engagement is positively related to follower work engagement and that follower optimism significantly mediates the relationship/ The homogeneity of the sample may raise concerns about limited external generalizability.
Wang et al. 2018	Journal of Business Research	How Do Incentives Motivate Absorptive Capacity Development ? The Mediating Role of Employee Learning and Relational Contingencies	Quantitative/ Automotive Sector	Survey	102 firms (including Top managers, HR managers, R&D managers and Core R&D employees)	China	Relevant /Fit	Innovation incentive	Innovation incentives enhance absorptive capacity through promoting employees learning; and the effectiveness of incentives is positively moderated by teamwork but negatively moderated by transformational leadership/ The single industry, single-country sample limits the generalizability of the findings.
Kim & Cannella Jr. 2008	Journal of World Business	Social Capital Among Corporate Upper Echelons and its Impacts on Executive Promotion in Korea	Quantitative/ Media sector	Survey	4759 Executives	Korea	Relevant /Fit	Social Capital	Executive social capital can be dimensionalized into internal and external components, and both components are positively associated with executive promotion and the effects of social capital on promotion are moderated by several contextual factors/ The study did not reveal whether social or human capital are more important.
Tymon Jr. et al. 2010	Journal of World Business	Exploring Talent Management in India: The Neglected Role of	Quantitative/ Private sector	Survey	4811 Professional-level employees	India	Relevant /Fit	Intrinsic rewards	Intrinsic rewards experienced are a critical element in employee retention, satisfaction with the organization, and career success, specially: the social

		Intrinsic Rewards							responsibility of the employer, pride in the organization, manager support, and performance management/ single instrument at one point in time.
Iles et al. 2010	Journal of World Business	Talent Management and HRM in Multinational Companies in Beijing: Definitions, Differences and Drivers	Qualitative/ IT, healthcare, education and global consulting sectors.	Structured interview	6 firms	China	Relevant /Fit	Talent management (TM)	TM, is not seen as just another attempt by HR professionals to enhance their legitimacy, status and credibility, but as offering a distinct approach to the management of the people resource, which it is hoped will make a difference to the success and the competitive advantage of the organization/ Generalization.
Burmeister et al. 2018	Journal of World Business	Repatriate Knowledge Transfer: Antecedents and Boundary Conditions of a Dyadic Process	Quantitative/ Good, aviation, energy, and the technology sector	Online questionnaire	15,000 Employees	Germany	Relevant /Fit	Knowledge transfer	Repatriates' disseminative capacity, domestic employees' absorptive capacity, and their formal opportunities for interaction were positively associated with repatriate knowledge transfer/ Researchers have not explore differences between repatriate, expatriate, and in-patriate knowledge transfer.
Jackson Jr. & Sirianni 2009	Business Horizons	Building the Bottom Line by Developing the Frontline: Career Development for Service Employees	Conceptual	Review	-	-	Relevant /Fit	Service Employee	Three steps to achieve service career employee development: First, identify individual employee strength and weakness. Second for managers to chart their staff members' appropriate courses. Lastly, for managers to increase employees' skills and overcome weaknesses/ Generalization. The theoretical model is not tested yet.
Wildermuth & Pauken 2008	Industrial and Commercial Training	A Perfect Match: Decoding Employee Engagement – Part I: Engaging Cultures and Leaders	Qualitative	Interview	10 professionals	Brazil, Mexico and USA	Relevant /Fit	Leadership	Environment, leadership, job, and individual factors are connected to employee engagement. The connections (or the match) between organizational, leadership, job, and individual characteristics is particularly relevant for engagement/ Generalization. The

									study includes a preliminary investigation of engagement.
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