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# THE SYSTEMATIC REVIEW IN THE FIELD OF MANAGEMENT SCIENCES

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**Purpose:** A literature review is a thorough summary of the prior research in a topic that has been carried out by other scientists. For a novice researcher, a systematic literature review is the most important and standard step. The scientific discipline determines the methodology for systematic literature reviews.

**Design/methodology/approach**: A comprehensive overview of the literature relevant to a research issue is provided by a systematic literature review, which also synthesizes earlier work to broaden our understanding of a particular topic. It adheres to the principles of accessibility and bias reduction. Although management research is a growing, complex, and dynamic field, relatively little has been published on how management researchers may employ systematic literature reviews

**Findings:** This systematic review on a clearly defined subject that uses systematic and explicit processes to identify, select, and critically assess relevant research, and to acquire and analyse data from the research projects that are part of the review.

**Practical implications:** In order to comprehend the purpose of systematic reviews, we explain one and talk about its rationale. Next, we discuss how conducting systematic literature reviews may enhance management research and correct its shortcomings. We provide a thorough manual to do systematic literature reviews, outlining the steps to follow and providing advice for effective implementation

**Originality/value:** This review article, focus on the methodology adopted for the literature review in the field of management sciences.

**Keywords:** Systematic reviews, Methodology, Management sciences.

Category of the paper: Review article.

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#### Introduction

Systematic literature reviews (SLR) are comprehensive, thorough literature syntheses that are centered on well-defined research questions. In order to provide support for practice and policy choices, their objectives are to find and synthesize all academic studies on a given topic, or to uncover research gaps and lessen bias. Most study aims to support a claim in one way or the other. This type of research may provide biased conclusions that distort evidence. The key innovation management challenge is to enable cooperation across disciplines, business operations, divisions, companies, and sectors. In order for innovation to be successful, different players must effectively integrate their expertise. Within innovation management, the idea of boundary objects to accomplish knowledge integration is growing in favor. Despite their increasing importance, there aren't many reviews of the literature on border objects. This review analyses how them systematic literature reviews conduct and how the management sciences items promote knowledge integration via a rigorous analysis. A framework that integrates the study of border objects connects existing contributions to significant theoretical viewpoints on the study of systematic literature reviews on the management science for knowledge integration. Three themes information processing, intellectual abilities, and educational perspective on knowledge integration are identified via a thorough examination of the literature, and relevant articles are located and presented in line with each topic. Three innovation contexts cross-functional collaboration, management, innovation, and phased product development processes are highlighted for potential theoretical approaches. By taking in and examining all available information on a certain aspect, systematic reviews help solve this issue and produce more thorough evaluations of difficult themes and subjects. Systematic reviews are now steadily gaining popularity in the social sciences after first being employed mostly in the health and medical professions. The systematic review technique is becoming mainstreamed in a variety of social science fields, including management and business. Although the movement is expanding, more work has to be done to make this a widespread practice. Systematic reviews vary from conventional literature reviews in a number of ways, but two stand out the most.

The creation of the review question or subject is the first step. Traditional literary evaluations may include wide themes with the intention of integrating the author's understanding into an existing body of knowledge. As a result, there is a propensity to accumulate facts, figures, and research to back up a specific position. A systematic review's subject is a clear research issue that the review itself responds to. Finding all of the evidence in a fair, transparent, and repeatable manner is the aim. The research methodology is the second distinction. Traditional literature reviews often use a search strategy method that is ad hoc and relies on the author's prior knowledge to find research. Rarely are they complete or exhaustive. systematic evaluations make sure the procedure is adequately recorded and replicable, and that efforts are made to discover all published and unpublished material on the study subject.

Creswell (1994, pp. 20, 21) define literature review: The application of literature in a research study accomplishes a number of goals, including: (a) giving the reader the results of further research that is strongly related to the topic being discussed (Fraenkel, Wallen, 1990); (b) By filling in the gaps and expanding preceding research, it links a study to the wider, ongoing conversation about a particular topic in the literature (Marshall, Rossman, 1989); (c) It provides a framework for judging the study's importance (Ridley, 2008, p. 2) describes literature review. In a well-written literature review, all the main themes and underlying subtopics identified within the broader research subject are outlined. These themes and subtopics usually include the methods or findings of the prior investigation. A review of the literature also gives readers background information and explanations about the goals and methods of the first investigation that were published in a publication. To put it another way, you identify the theories and earlier research that have influenced the choice of research topic and the method you are choosing to use in the literature review.

Practically every research effort calls for a literature evaluation. It provides the foundation for advancing knowledge, promoting the creation of theories, filling gaps in existing research, and identifying new research possibilities (Webster, Watson, 2002). A literature review, according to Hatak and Frank (2014), is a "knowledge map" that evaluates and synthesizes earlier material. Because literature reviews are so common, there are currently multiple extensive tools available that walk authors through the procedures required to perform a literature review. Transparency in data collection and synthesis leads in increased objectivity and reproducibility, which is one of an SLR's main advantages (Tranfield et al., 2003).

When we talk about traditional literature reviews, we often mean studies that lack organization, rigor, and transparency and that are more subjective in their methods for collecting and interpreting data. Systematic reviews are also nothing new. Nearly all review papers were referred to be systematic reviews for the first time around the turn of the 20th century (Petticrew, Roberts, 2006).

Fisch and Block illustrates the six recommendations that are essential for every literature review:

- 1. Indicate the purpose of the subject and the research question.
- 2. Methodically locate the relevant literature.
- 3. Select the ideal ratio of width to depth.
- 4. Focus on ideas instead than studies.
- 5. Come to intelligent conclusions.
- 6. Stick to a logical article structure.

# Qualitative studies and quantitative studies

All research investigations may be divided into one of two main categories: qualitative studies and quantitative studies. The two types of investigations are qualitative and quantitative. People who seek to understand more about the relationships which occur in a particular social situation often do qualitative research. For instance, a person wishing to investigate the role of team leaders in their society, their interactions with others using a qualitative method would be the most effective way to learn about people's attitudes of their roles in the community. Some of the most typical methods of conducting Interviews, participant observation, and observation are all types of qualitative research. The greatest way to grasp qualitative research is as an effort to comprehend the actual how a social environment runs, how certain group of people interact, and how social world go about their daily lives, jobs, interactions, and feelings in that environment.

The second way researchers often use a quantitative analysis to determine whether or if there is a statistical link between the variables, as well as how significant or frequent that association is present. For instance, if one wishes to comprehend the link between people's bureaucracy and their corruption. They would probably have to use the quantitative technique to analyze this link if they were to conduct corruption, and how they use their resources. The most typical method that to create measurements or employ a survey, a study would be done.

Evidence of corruption activity and bureaucracy success from official sources, and then carry out statistical evaluations to discover any probable links between the elements of bureaucracy and the nature of corruption.

Randolph (2009) illustrate that in quantitative management science investigations, statistical analysis is used. There is a difference between qualitative and quantitative research projects. a significant factor that affects the overall design of the literature review that is included with the reporting of a study. The sort of methodologies a study must employ (e.g., qualitative or quantitative) is often determined by the research topic or numerical).

In this article author present the systematic literature review analysis in the view of several philosopher, its importance, types, and ways to conduct the review analysis.

# Methodology

For review this review paper author uses the major scientific data bases. The Following database was used in the literature survey, google scholar, Web of science, and Scopus. The articles are scrutinized on the bases of article title, and abstract. In some cases, their conclusion were also checked.

# Implementation of a systematic literature review

To further prepare management researchers to adopt this useful methodology, we detail the methods for conducting a Systematic Literature Review (SLR) in this section. We discovered several instances of SLR execution-step combinations similar to how SLR definitions worked. Besides the fact that there are general implementation guidelines, there are also non-rigid implementation principles (Briner, Denyer, 2012) as well as unique SLR strategies that vary based on the objective of a research (Durach et al., 2017), widely accepted SLR principles (Pati, Lorus). Below, we apply five SLR phases that have been modified from Briner's work and provide implementation advice for each.

**Inclusion criterion:** The author solely cited articles that offered advice on how to conduct a literature review. Reviews of the literature on a particular subject were not included in our analysis. The author includes papers from all academic fields, including biology, computer science, information systems, education, and medical and health science. The author exclusively cited research articles in English.

An analysis of the related literature should be a part of every discipline. It helps in outlining the present knowledge and identifying any gaps surrounding certain issues, which will help to increase the body of knowledge. In contrast to traditional narrative reviews, systematic literature reviews (SLR) use a repeatable, scientific, and transparent production method. It is advantageous to compile all relevant works and articles that satisfy our pre-established eligibility requirements to properly handle a certain study topic. It uses precise and rigorous approaches to minimize the possibility of bias throughout the search, identification, evaluation, synthesis, analysis, and summary of research. When the procedure is followed properly and with the least number of mistakes possible, the study may provide reliable data and findings that might help scientists and decision-makers act in compliance.



**Figure 1.** Schematic Diagram For Systematic Literature review.

Systematic review, as stated by Tranfield, Deyer, and Smart generates credible information from a pool of knowledge spread over several research. By doing a systematic review, a researcher is better equipped to chart and assess the existing intellectual landscape. Scholarly study into a certain research topic requires adherence to a strict work framework to make the information discovered more dependable and committed to the research topic.

**Pilot search:** Despite having its roots in the medical sciences, the systematic review of literature has become a well-established method for analyzing the corpus of knowledge in a variety of fields. It is useful for analyzing and synthesizing a large body of research on a certain topic or problem in an attempt to provide novel insights by combining factual data, identifying knowledge gaps and inconsistencies, and setting research objectives. Therefore, the purpose of this case study is to describe how to conduct a thorough systematic review in research on business and management. We take into consideration our own experiences in-depth analysis of the research conducted on the subject of university-industry cooperation. We provide examples of the many phases, activities, and actions involved in this methodology and talk about the choices we took along the way. We also present lessons learned, emphasize cautions, and make recommendations and recommendations for improving the rigor of future systematic literature review studies.

A comprehensive description of the literature pertaining to a questionnaire is provided by a systematic review, which also synthesizes earlier work to broaden our understanding of a particular topic while adhering to the standards of accountability and risk reduction. Systematic reviews of the literature are helpful in the developing, complex, and dynamic field of management research, but very little has been written on how management researchers may use this technique. Author defines a systematic review and discusses its justification in order to

understand the function of systematic reviews. We next go into how doing systematic literature reviews might improve management research and overcome its existing flaws. Author gives a comprehensive guide for doing systematic literature reviews, explaining the stages to take and offering tips for successful implementation.

The suggested research illustrates how the systematic review method, when used as a rigorous tool, may be used to incorporate multiple the literature pertaining to the phenomenon of university-industry collaboration. Technology's importance in promoting economic growth and enhancing enterprises' competitiveness in a global market has become increasingly clear in recent years. Through one of the three primary channels in-house, independently generated technology, ready-made technology obtained through acquisition, or cross collaboration businesses have been consistently pushed to increase their knowledge bases and capacities.



Figure 2. Steps for the systematic literature reviews for the management sciences.

By depending entirely on internal or pre-made projects, organizations are finding it harder to expand their expertise and technology in the present competitive market. The former takes a long time to manifest, but the latter presents major execution difficulties because of integration issues. For this inquiry, the search databases examined were Google Scholar, Science Direct, and Scopus. The literature searches were completed on June 29, 2019, and the papers were published in scholarly publications from the three data sources. These diverse, globally renowned databases were searched in order to get pertinent information from publications. Science Direct is an online index of academic citations that is also a repository of published scientific research run by publication Elsevier.

An important part of the SLR's reintroduction to management research was Tranfield and colleagues' seminal piece from 2003, in which the authors claimed that SLRs were relevant to the field of management given the development of management methodology, the fragmentation of its issues, and its collaboration with other areas. They emphasized the SLR search's thoroughness and the inclusion process' transparency as being two crucial grounds for using the technique in management. However, management was actually a latecomer of SLR

compared with other industries, and academic researchers were not yet significantly using SLRs, claim (Briner, Denyer, 2012, pp. 112-129).

Research Protocol: The reason for the need of a study procedure for SLR is so that the properties that make a systematic literature review transparency, transferability, and reliability can be taken into account. This reduces the bias by undertaking thorough literature searches the hardest problem at this point is deciding the scope of the investigation. Once the study scope is established, it assists in developing research questions and research limits to decide the most appropriate research methodology. An efficient SLR strategy is essential to creating a solid and objective foundation of information that aids researchers in avoiding elements that compromise dependability and restrict contribution. An SLR plan must at the very least have these components:

- Clearly defined research questions.
- A search strategy.
- Standards for determining whether an article from a search should be included in the review.

The creation of an appropriate systematic research review team is a crucial first step. It is crucial to inform all possible team members about the time and effort needed for an SLR and take into account each member's potential contributions. To enhance the literature review and reduce the possibility of retrieval bias, SRRTs also included at least one member with extensive research knowledge in the area of inquiry Scholars use the term "protocol" to denote an SLR strategy.

For instance, de Arajo Lima, Crema, and Verbano provide the following broad summary of their SLR protocol phases while structuring their SLR of SME risk management: What a comprehensive literature review is meant to accomplish, the study objectives, the methodology, the criterion for selection, the evaluation of the quality, and the methods for gathering and analyzing the data.

Finding related studies: An SLR search aims to prevent bias caused by including just readily available articles and to include all possibly journal links in a database. Since the strength and quality of systematic literature reviews rely on the paper consideration, the quality of a SLR may decline if any pertinent article are not taken into account. A comprehensive SLR search is thus a crucial and time-consuming operation. The abundance of literature search databases gives SRRTs access to a wealth of information. However, it is essential to use various sources since each database generates unique search results (Pati, Lorusso, 2018). Determining the right keywords to use is crucial when doing an SLR search (Siddaway, 2014). A scoping analysis of the literature that takes into account team members' interactions may lead to the development of effective search phrases. Subject matter experts are a potential source of assistance for keywords. Multiple keywords must be used, and SRRTs may do so in the title, synopsis, keyword, or entire text of the article. making a keyword list. For example, in a recent study, we employed three popular search databases and were astonished to discover that each

generated distinct but important findings. As a result, SRRTs should make well-informed decisions when deciding which databases to search. The advice of librarians knowledgeable in the field of interest may be sought by SRRTs as a beneficial resource, one in which SRRTs frequently underutilize.

# Conducting the reviews: studies location and criteria

Author use the data on the different database and criteria. An important step in the SLR process is setting the standards to be used in assessing whether an item found during a search deserves review inclusion. The SLR may include publications that are irrelevant to the study aims because to insufficient or incorrect inclusion criteria that generate selection bias. Both the inclusion requirements and the necessary content of the SLR must reflect the SLR's aim (Denyer, 2012). As a result, the SRRT's deliberative procedures should produce criteria, and the SRRT should defend the criteria it used. Criteria must be the result of SRRT's logical decision-making in order to be legitimate (Siddaway et al., 2019). Any modifications to the SRRT's criteria that take place while it is going through the inclusion decision procedure must be noted and disclosed (Briner, Denyer, 2012). Take firm resilience SLR by Conz and Magnani (2019) as an example of inclusion criteria. They applied the subsequent: Think on resilience at the corporate level and adopt the idea of resilience, and be "published in English within the management, business research, or accounting domains, published between 2007 and 2019 in a peer-reviewed academic publication. The calibre rankings of journals where possible papers are published are one inclusion criteria that is discouraged. It is better to evaluate an article using SLR-relevant standards rather than letting journal editor choices influence the decision to include it (Tranfield et al., 2003). Additionally, SRRTs must be impartial when determining inclusion criteria, avoiding favoring works by eminent authors or significant research.

# Data analysis and synthesis

Author added the data in his research management science article by using different methods to evaluate the accurate results. The data analysis & synthesis process starts after the proper collection of relevant publications has been gathered. While the goal of analysis is to dissect each research into its component components and define the general links and connections, the goal of synthesis is to find correlations between various study elements (Tranfield et al., 2003). The following subsections serve as a representation of the synthesis and analysis of this research analysis information help to decision making for the management.

Following the selection of publications to be included in the review and the collection of data, the SRRT will begin the process of evaluating and synthesizing the data. Sense making is categorizing occurrences, giving tangible meaning to abstract categories, and then applying this understanding to one's identity or behavior (Obstfeld, 2005). Making sense of things requires taking a step back and reflecting on how things were done or how things turned out in the past. The process of sense making, which occurs when people reflect on the past and ask themselves "What do these events mean?", marks a milestone on the road to knowledge that may be put to practical use. What exactly is going on, though?

Understanding develops in tandem with ongoing events, giving rise to a narrative that is still in progress. We compare sense making in the workplace to how one may process data obtained in a structured learning environment. Research teams examine, classify, and synthesize data from many research to establish a stable and ever-growing body of information.

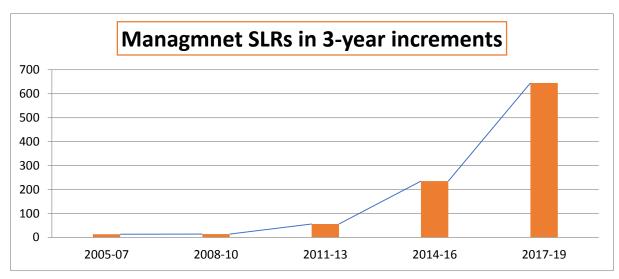


Figure 3. Numbers of the Management SLRs from 2005-2019 by three-year increments.

We searched Scopus to examine the expansion of SLR use in management research. Note that our goal was to get a broad understanding of the emergence of SLRs in management research, not to conduct an SLR of management SLRs. In the article's title, we used the phrase "systematic review," and we only searched inside the Scopus "business, management, and accounting" topic area. We rejected papers from journals covering topics unrelated to management, such as those published in economics, marketing, and accounting journals, based on our results and a careful review of all the journals included in the search. SLRs were discovered in a number of management journals with different rankings, including European Management Journal, Journal of Management Studies, Journal of Organizational Behaviour, Human Resource Management Review, Operations Management Research, Management Review Journal, Knowledge and Process Management, The Leadership Quarterly, and International Journal of Management Reviews, among others.

The previous decade has seen a remarkable growth in the development of scientific and technical knowledge in the area of innovation, which has been a central focus of study on strategic project management. According to Adams, Bessant, and Phelps (2006), innovation is a strategic management process that transforms capabilities and resources into new goods, services, and business models. Keupp, Palmie, and Gassmann describe new methodologies, metrics, and cutting-edge digital gadgets for innovation research. Despite the fact that SLRs are becoming more and more popular, researchers claim that management journals have published only a limited amount of information on how to conduct an SLR (e.g., Briner, Denyer; 2012; Fisch, Block, 2018; Paul, Criado, 2020). Our search for relevant research for the present paper only served to confirm this claim. Furthermore, according to some academics, the SLR process is poorly understood by the majority of management researchers (e.g., Briner, Denyer, 2012; Fisch, Block, 2018). We organize our investigation of the SLR around three major paradigms: the goal of the SLR, how SLRs could advance management research, and the SLR's implementation.

Over time, the globe has shifted toward a digital future, and Industrial revolution 4.0 technologies are now seen as the direction of that future (Kumar et al., 2020). Artificial intelligence is one of the most well-known of these technologies using in the management sciences (encompassing block chain, IoT, cloud technology, etc.) (Dirican, 2015), which is characterized as computers' capacity to interact with people and emulate their skills. When AI is used, problems are solved more quickly, more accurately, and with more inputs that provide the best way to management to take the action on any decision making and progress of the leadership.

# Reporting and Disseminating the Review

A systematic review employs clear and methodical techniques to locate, choose out, evaluate, and extract and analyses data from pertinent research. This is not always feasible, and the need for quick evidence syntheses often calls for the adoption of methodological concessions. In order to achieve this need for timeliness, rapid review, a sort of knowledge synthesis, employs streamlined techniques and an expedited methodology to provide information. Depending on the requirements of the manufacturer, the end-user, and other factors, these alterations in a quick evidence product may vary. Research must be presented in a clear and transparent manner in order for knowledge for reader to find it useful. It is crucial that reporting reflect protocol-driven choices, methods, and conclusions since quick reviews are methodologically tailored in order to shorten the review duration. This makes it possible for research results to be adopted and used properly by a range of knowledge reader.

#### **Discussions and results**

# 1. The systematic literature review: Management sciences, definition and search origin

"An investigation of the evidence on such a clearly - defined topic that employs systematic and explicit procedures to discover, select, and critically evaluate relevant independent research, and to retrieve and analyses data from the research studies that are examined in the review" is the definition of a systematic review. The procedures must be clear and repeatable. The world of research interests in advancement has been expanding, diversifying, and therefore offering new issues and scientific frontiers. We are working to create a scientific database for the most recent articles (2000 to 2019). To locate publications that potentially reflect the state of the art in the fields of endeavour management and success, we set out to explore the Web of Science and Scopus databases in this context. Both bases, notably Web of science, were selected since they are the primary international scientific bases (Motta, Garcia, Quintella, 2015).

## 1.1. What is the Origin of the Systematic literature reviews?

Systemic literature reviews were first used in the medical industry, since it is believed that medical treatment is founded on scientific facts. It is commonly acknowledged that achieving effective collaboration among professionals across business divisions and departments, and increasingly between companies and sectors, poses a significant problem in the area of management research (McAdam et al., 2008). As a result, the team's knowledge must be properly integrated, breaking down various barriers brought on by disciplinary specialization and the diversity of cognitive frameworks (Berggren et al., 2011). As a consequence, the National Institutes of Health supported a strategy designed to comprehensively and methodically combine research relevant to a given medical concern assembling the data and presenting them to decision-makers in a form that was understandable and relevant (Tranfield et al., 2003, p. 209). This research used an evidence-based, systematic literature review strategy to address the inadequacies of a systematic review (Tranfield et al., 2003) and an expert review using ad hoc literature choice (Kitchenham et al., 2009). We used the five-step procedure given by Denyer and Transfield (2009), along with a pilot research in the first phase to better understand the existing literature, create the selection criteria for the literature, and develop the research question and future phases. Consequently, the five steps of the systematic review we used are.

# Research question

A well-constructed, answerable question that directs the investigation serves as the foundation for a thorough literature review (Counsell, 1997). The most important and certainly most challenging aspect of the research design is developing a research question, which then influences the decision of research strategies and methodologies. In other words, research is carried out on the basis of research topic (Bryman, 2007). We came up with the research's

central question after doing a pilot search. Systematic review; *How the management science implement in organization?* 

#### What is the systematic literature review?

There are many definitions of the systematic literature reviews according to (Siddaway et al., 2007). In a systematic review, a particular issue is addressed, a comprehensive literature search is conducted, individual studies are critically evaluated, and conclusions are drawn on what is known and what is unknown about the subject under consideration. "An examination of the evidence on a specific and measurable topic that employs systematic and explicit procedures to discover, select, and critically evaluate relevant original research, and to collect and analyses the data from the studies that have been included in the review" is the definition of a systematic review. The procedures must be clear and repeatable. We identified four key principles characterizing SLRs from the literature. These principles list the following as crucial SLR characteristics of our systematic literature review the literature.

**Principle 1:** Systematic review of the literature has a clearly established objective.

Existing to doing a literature search on their area of interest, authors undertaking SLRs formulate particular research questions that may be addressed by comprehensively examining and synthesizing prior work. These questions serve as the foundation for their search, the selection criteria for the articles included in the review, and the framing for the information that is gathered from an SLR.

**Principle 2:** Systematic reviews synthesize a base of knowledge that includes all pertinent information, providing what is already available and highlighting what is lacking.

The samples for an systematic literature review on a secondary research is made up of the primary studies included in the SLR.

**Principle 3:** Systematic reviews evaluate articles retrieved through a systematic exploration and use specified criteria to decide which articles should be included in the review.

Therefore, established inclusion criteria and associated application protocols are essential to minimize article inclusion bias.

**Principle 4:** A thorough search strategy is employed during systematic reviews, and it is stated explicitly and transparently.

SLR search queries are comprehensive and aim to locate "all relevant" material. In order for others to reproduce the search and verify that bias was not present or to update results, doing so needs a thorough strategy. Systematic Review Research Teams clearly and openly disclose the processes they took throughout the search process. Reporting search procedure and findings explicitly helps SLR readers believe that search evidence, not researcher judgements or views, produced the conclusions.

#### 2. Systematic reviews forms: comparison with other methods

#### 2.1. Compared a systematic review of the literature with some other review methods

SLRs have taken on a wide range of forms in management research to pursue diverse research goals. McLeod, Payne, and Evert (2016), for example, used an SLR to examine techniques and application of analytical methodologies is a methodological goal in organizational ethics study. The SLR by Junker and Van Dick (2014) aimed to classify the advancements in leadership and followership theory as a theoretical goal. The main objectives of Donaldson's (2019) SLR on entrepreneurial intention research were to identify gaps, provide a future research agenda, and propose future research opportunities. In terms of human resources, SLR sought to identify psychological effects of ELP in organizational contexts with an outcomes target. In order to achieve a theme-centric goal, selected themes that would help to clarify some of the ambiguity in "coopetition" literature. Additionally, as part of its model-building purpose, Dada's (2018) SLR sought mediators and moderators in relation to the development of franchisee autonomy. These instances show a few of the goals that management researchers could work toward using SLRs.

#### Locating the studies

We choose the search engine, Scopus, and the search terms to find the relevant research. We chose five databases with extensive coverage of the peer-reviewed literature relevant to our research issue, keeping in mind that we needed databases giving wide access to a variety of relevant material throughout a certain time span.

#### Selection and review of research

Author research on the management science and implantation in the organization. In order to make certain that articles using various vocabularies were found, the key search phrases were somewhat wide. We found 645 articles using the inclusion and exclusion criteria from the pilot search. Since the bulk of the publications and a significant number of new trends and applications that contribute to this issue have appeared between 2007 and 2019, the first criterion focuses on the time period of the literature, which spans 2007 and 2019. Only peer-reviewed journal and research articles were taken into consideration for the evaluation, therefore book reviews, chapters, case reports, talks, and news pieces are not included. The second criterion focuses on relevance and quality.

#### Traditional reviews and systematic reviews

So how do SLRs vary from conventional literature reviews referred to as "conventional reviews" in the following? Traditional reviews, often known as "narrative reviews," typically seek to provide a basis for the hypotheses in a specific research (Brereton et al., 2007). This concentration could restrict the literature that is sought for and used, which might lead to bias (Petticrew, 2001). Authors performing a typical review may "cherry-pick" literature when deciding which articles to include, focusing mostly on research that support their theories (Briner, Denyer, 2012; Petticrew, 2001). SLRs, in contrast, attempt to respond to research issues

by a comprehensive analysis, evaluating and unravelling all pertinent research and attempting to combine earlier work (Brereton et al., 2007). The phrase "prior research has demonstrated", which is often used in conventional reviews and is frequently based on a limited number of studies, is addressed by the SLR method, SLRs aim to eliminate bias, which is often present in conventional reviews, by thorough literature searches, clear reporting, and repeatable and explicit methods (Pati, Lorusso, 2018; Tranfield et al., 2003). Traditional evaluations also seldom disclose the search strategies used to locate pertinent publications. SLRs, on the other hand, precisely and openly state the search steps that were used (Tranfield et al., 2003). Traditional reviews might be thought of as "news stories," while SLR is more like a "documentary." Table 1 lists and summarises the distinctions between standard reviews and SLRs.

**Table 1.**Difference between traditional review and systematic reviews

Traditional reviews vs. systematic reviews		
	Traditional reviews	Systematic reviews
Aim	The backdrop of research is to generate support for hypotheses by	It addresses specifically stated aims and research issues by combining prior work, involves a
	developing a concentrated grasp of prior research on a subject	comprehensive evaluation of all pertinent research, and counts as research in and of itself.
Review planning	There is no common or compulsory fixed strategy, allowing for creative experimentation	A precise and comprehensive methodology is chosen. An audit trail is created by the transparent documentation and sharing of the protocol.
Identifying the research for potential review inclusion	Searching thoroughly and looking for pertinent contributions	Comprehensive, thorough, and complete search using well-defined, clear stages and looking for any and all possibly relevant information.
Selection for inclusion in the review	Purposeful choice	Unbiasedly keep to the narrow inclusion criteria developed from the stated aims and research questions.
Analysis and synthesis	Analysis that is pertinent to the question and hypothesis	Strives to objectively and impartially integrate prior research and build upon a basis of evidence-based knowledge.
Methodological report	Nothing anticipated or essential, frequently not presented	A thorough and detailed explanation of the procedures performed, the criteria used in those stages, and the justification for the actions and criteria used is supplied for openness, future reviews, and to establish the legitimacy of the systematic review.

Amended from Jesson et al. (2011, p. 105).

#### 2.2. Comparative advantages of a Systematic Literature Review

SLRs provide scientists and their areas extra advantages above typical reviews, which often only offer enough to support an article's main claims (Briner, Denyer, 2012). SLRs provide a thorough picture of information developed in previous research compared to standard reviews, which may contain results that are incongruent (Siddaway et al., 2019). The present state of knowledge may be accurately understood by using a comprehensive approach, and it may also lead to the creation of new theories that may have gone unnoticed in the past. SLRs demonstrate that the whole is substantially larger than the total of its parts" as compared to individual studies.

Ultimately, SLRs have the benefit of wanting to avoid the following elements of bias: retrieval bias, which occurs in reviews to ensure that articles would not reflect a comprehensive summary of the literature, reporting bias, that also results from journal articles failing to submit research acknowledging previous research or research with non - significant effects (Durach et al., 2017). In order to reduce publication bias, SLRs may search for un-published material or "research papers," or they may evaluate a larger variety of journals or a wider range of topics when choosing relevant literature. In order to find "all relevant" information in accordance with its fundamental notion, an SLR will be required to exert more effort in offering a more complete appraisal of recent research.

#### 3. Systematic literature reviews improve management research?

In this part, we show how SLRs may improve management research by addressing common research issues and encourage increased SLR use in our sector of systematic review on search topic. Meta-analyses may, one would believe, resolve these problems. However, despite the fact that meta-analyses increase statistical power by integrating trials, they may just exacerbate issues in initial investigations.

#### **Hypothesis testing**

Another way to enhance the management research through systematic literature review bringing to light unpublished studies that are almost, but not quite, fulfilling the criterions is another way that an SLR might improve management research. Scholars have questioned NHST's dominance in research in general and strict enforcement as the validation of data supporting stated hypotheses in management research in particular. Orlitzky said that Hypothesis testing has adversely impacted theory creation and knowledge expansion due to a false feeling of confidence in outcomes, a concentration on the aim of quantitative investigations, and a lack of attention on qualitative inquiry.

#### Repeated experiments in research

The repeated experiment in research can enhance the management research. SLRs could also help management researchers fill a gap in management science that concerns replication studies. According to Kohler & Cortina (2019, p. 4), replication, which is defined as "the study of a phenomena being undertaken more than once," is not now a substantial part of management science (Bettis et al., 2016). Given that several major management journals have published papers demanding replication, such as Academic journal (Adam, 2003), Strategic Management Journal (Bettis et al., 2016), and Journal of the Management (O'Boyle et al., 2017; Kohler, Cortina, 2019), we are worried about the relative paucity of replication in our discipline. Ioannidis (2005) found that seven of 49 highly referenced medical research publications published in major medical journals were contradicted in later replication studies, demonstrating how replication is applied in other fields. Kohler & Cortina (2019) called replication "self-correcting science".

#### Using HARKing and p-hacking

P-hacking and HARKing, which belong under the category of what academics have labelled as Quantitative Research Practices, are likely outcomes of the maxim "e-Publish," which states that authors must publish in peer-reviewed journals in order to survive (González-Mule, 2017). Post-hoc hypotheses developed based on data rather than a priori, HARKing occurs (Pierce, Dalton, 2016). The post hoc hypotheses developed by HARKing researchers often have shaky theoretical basis since they are developed after data analysis is complete (Kerr, 1998). While it is unlikely that HARKing in management research can be completely eradicated by analysing the theoretical growth of hypotheses across studies, SLRs may be able to expose flaws and emphasise the need to prevent HARKing. P-hacking is the practise of manipulating variables, statistical analysis, or data produce findings that are statistically significant p.05 (Nelson, Simonsohn, 2011).

Baum & Bromiley (2019) discovered evidence to back their assertion that academics under professional pressure to publish are much more inclined to participate in p-hacking to influence just-significant coefficients, assuming just-significant coefficients are published. SLRs may expose P-hacking, like HARKing. By posting p-values from their works, maybe in a graph, and highlighting results with just-significant coefficients, management SLRs can alert readers to potential p-hacking. In a SLR's discovery that the majority of papers examining a topic had conclusions that were just barely statistically significant may provide light on those results. Additionally, SLRs may assist call attention to results that disagree with those of multiple other studies, perhaps indicating p-hacking or dubious study conclusions. Editors and reviewers in our discipline may start looking more carefully at suspected cases of p-hacking if highlighting just-significant findings or dubious outcomes were to become a trend in management SLRs. Meta-analyses should, one would think, resolve these problems. However, despite the fact that meta-analyses increase statistical power by integrating trials, they may just exacerbate issues in initial investigations in the management sciences.

Author search the keyword for management science, systematic literature reviews on these articles we have conducted over 645 articles. There were 645 publications found in the search. We evaluated 192 records and looked for 102 records for retrieval after eliminating data flagged as ineligible according to the publishing type and topic area. Since their hypotheses did not pertain to knowledge incorporation and management studies, we ultimately removed 12 works. We searched reference lists for extra deserving papers and utilized Google Scholar to make sure we didn't overlook anything. The final collection includes 82 pieces from more than 31 different sources, representing the notion of border objects' broad range of potential applications. This study is presented in tables, numbers, data, and comments for academics. According to Denyer & Tranfield (2009), the findings and discussion section summarizes the literature's data, emphasizing what is known and what is unknown about the study issued.

#### **Conclusion**

SLRs support practitioners and academics in ability to absorb the rapidly growing body of evidence of management research, provide a comprehensive - practical educational at relevant work, reveal the explanations behind conflicting results, open the door to new study avenues and future work, and provide a trustworthy review. SLRs may enhance management research by tackling HARKing & p-hacking and emphasizing replication. An SLR is more time and resource-intensive than a typical review, which may call for a bigger team and greater effort from each individual. Because they are not gathering fresh data, some researchers believe that SLRs will take less time and effort than empirical investigations. However, this assumption is often incorrect. With regard to construction management as well as innovation, it can be seen from an analysis of the sample articles that the following disciplines or concepts were most pertinent: teams, strategy, crisis management, organizational learning, management, entrepreneurship, interconnection, development and research intellectual property, behavioral theory, and human and social capital. It is possible to see that the more conventional ideas about innovation and development, Ten of the fourteen articles in our sample mentioned at least one of these concepts, such as innovative product research and development. There is a plethora of literature on the topic of project management that delves into topics like social and psychological capital, teams, and integration. For those who create health systems and strategy fast evaluations, there is a dearth of reporting and disseminating advice. Despite access to systematic review reporting and disseminating techniques and channels, producers of quick reviews may need to put the demands of the seeking knowledge user ahead of more conventional or academic reporting and dissemination strategies.

Management literature promotes original ideas and is theory-driven; in contrast to replicate, hypotheses may be experimentally evaluated using many frameworks. Researchers may more fully catalogue their work on a theory or notion by using SLR, however it can be challenging to draw conclusions about the body of work when using several constructions. SLRs could be able to explain the tale and define the future research agenda, but they might not be able to determine if a hypothesis is validated. To interpret the data obtained from a theory-concept centered SLR, researchers require further methods, tools, and instructions.

SLRs hold the potential of resolving fundamental management research problems, advancing knowledge, and assisting researchers to go further into qualitative work by highlighting areas of convergence between concepts and measures. SLRs are a useful tool for assessing the theoretical strength of ideas and for promoting robust theoretical development. SLRs provide a way to lessen the effects of cherry-picking journals that could ignore null findings, results that don't support a certain agenda, or articles that do not focus on game-changing concepts and conclusions. In conclusion, SLRs provide a trustworthy technique to minimize bias while incorporating the knowledge of several researchers. In needed for

management researchers that effectively conduct SLRs, Tranifield, Denyer and smart add to the corpus of knowledge management, and make the newly acquired knowledge available to practitioners, it is our intention that the current study will serve to develop or strengthen SLR foundations for management researchers.

#### **Author credit statement**

Ayesha Amjad: Conceptualization, Methodology, Writing - original draft, Writing - review & editing. Piotr Kordel: Formal analysis, Methodology.

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# **Appendix**

# Step 1. Planning the reviews; research protocol

#### 1. Focus of search and systematic literature review

- Choose a topic for the systematic review.
- o To find out whether a systematic review has already been done, search databases.
- Whether a prior systematic review has been undertaken, decide if another review would be beneficial, how it should be modified or focused, or if it should be abandoned.
- o Describe the advantages of using a SLR and answer the question of the board.

#### 2. SRRT

- o Based on the broad focal area mentioned, ascertain the kind of expertise, interests, and time involved needed by potential research team members.
- o Identify possible members of the study team.
- Before your first SRRT meeting, provide team members a brief introduction to systematic reviews by providing essential articles regarding the procedure.
- At the first SRRT meeting, choose a team member to serve as the lead organizer for the review.
- o Create guidelines for the SRRT's communication, work progress, and review goals.

#### 3. Review protocol, criteria for inclusion answer pool

- o To answer the research question, establish the criteria that the literature must satisfy in order to be included in the first pool.
- Speak with experts or an advisory group to see if the standards will provide information that addresses the research question (s).
- Carefully study the wording of the criteria to ensure that all SRRT participants are aware of them.
- Validate (or test) the use of the criterion by the entire team while examining the same selection of publications to determine if the criteria are adequate to include or reject items. In consideration of the comments, modify the requirements.
- o Select, list, and justify the databases and literary sources that will be used.
- Specify the search criteria (date, relation to the criterion, types or quality of publications, etc.) and justify them in writing.
- o Identify the justification for removing a particular work of literature and make a note of it.
- Choose which professions will be searched, making note of why other disciplines won't be taken into account.

# Step 2. Reporting of the procedure, data finding

#### 4. Reporting

- o Give a thorough overview of what is known, what is unknown, and where research should be done next.
- Share findings in publications that will be seen by other academics in order to contribute to a greater comprehension of the literature.
- When describing the procedure used, be detailed and unbiased.
- Provide practitioners with information that has been gathered in a useful and relevant style.
- o Inform leaders and managers of information in plain language that explains the "so-what".
- Consult with professionals for assistance on the most effective way to convey the findings of the comprehensive study.

#### 5. Goal for SRRT

- Create a method for documenting fresh study ideas and subjects for the benefit of future studies
- Manage member of the team requirements to provide the research required for the systematic review.
- o Honor each step of the trip that has been accomplished.
- o Make the most of each team member's unique expertise and passion.
- Establish a continual research agenda that calls for the publication of articles or further study utilizing the full systematic review methodology.

## 6. Research study location

- Create a comprehensive understanding of what is known, unknown, to be known about the research topic in the field of management.
- o Identify any gaps or areas requiring additional study.
- o Find patterns, themes, or big-picture "solutions" to the research issue by concentrating on ideas and linkages rather than specific studies (s).
- o Determine every possible conclusion and evaluate the worth of each on its own.
- Think about using a conceptual model as a tool that displays a flowchart of concepts and connections.

# Step 3. Gathering knowledge

#### 7. Criteria for inclusion sample

- To guarantee a consistent implementation of the inclusion criteria as a complete SRRT, check the papers and literature once more.
- o Return to the whole spread sheet whenever additional criteria or interpretations are developed to make sure they are applied consistently.

- o Review example inclusion criteria to make sure the team is on the same page.
- o Instead of rushing outcomes, trust the procedure that the SRRT established.

### 8. Literature assigning to SRRT for review

 Each article is given to a team member at random for evaluation according to the stated process by a member of the team or graduate assistant.

#### 9. Decision making for sample SRRT

- Each team member inputs comments on their evaluation into the shared spreadsheet in advance of the SRRT meeting for assessment by all SRRT members.
- In accordance with the predetermined technique for deliberating and discussing whether an article or piece of literature should be part of the review sample, the SRRT discusses and analyses each item to determine if it fulfils the established criteria.
- The SRRT has regular meetings to go through and debate 15 to 20 articles. The defined criteria are the only factors considered in the debate and decision on inclusion or exclusion.
- o Continue to adhere to the established methodology for documenting the judgement process and ultimate choices on inclusion and exclusion.

#### 10. Transparency and replication

- Assign at least 2 SRRT members to examine each article. Have a graduate assistant distribute papers at random or arrange assignments such that the articles are reviewed by a different pair of researchers.
- o Make sure the SRRT members evaluate the articles they have been given without taking into account the views of other reviewers.
- o Create a culture of SRRT that forbids debate before those SRRT members have had a chance to read the article, preventing potential contamination of viewpoints.
- Continue to record inquiries, judgements, changes, and other actions as the process of reviewing the literature for integration develops.