

# Trends in Career Management Research: A Bibliometric Analysis

Tendências na Pesquisa em Gestão de Carreira: Uma Análise Bibliométrica

Tendencias en la Investigación en Gestión de Carreras: Un Análisis Bibliométrico

Literature Reviews

## Joana Carneiro Pinto<sup>1</sup> https://orcid.org/0000-0001-8151-7412

E-mail: joanacarneiropinto@ucp.pt

<sup>1</sup> Universidade Católica Portuguesa, Faculdade de Ciências Humanas, CRC-W, Lisboa, Portugal

Editor in charge: João Viseu

## Como citar:

Pinto, J. C. (2025). Trends in Career Management Research: A Bibliometric Analysis. *Revista Psicologia: Organizações e Trabalho, 25*, e25885. https://doi.org/10.5935/rpot/2025.258 85 Abstract: This study presents a bibliometric analysis of career management research, examining 800 documents indexed in Scopus and published between 1970-2025. The aim is: (i) to identify the most influential publications, authors, journals; (ii) to assess the impact and influence of specific works; (iii) to understand research interconnectedness; and (iv) to determine new and developing topics. Results indicate an increase in career management research in recent years. The most prolific journals are Career Development International, the Journal of Vocational Behavior, and the International Journal of Human Resource Management. Key authors include Baruch, Y., Hirschi, A., and Kong, H. The United States, United Kingdom, and China contribute most publications. Core research areas focus on (i) career management and human performance, (ii) career adaptability, competencies and success, (iii) strategic talent management and performance, (iv) career satisfaction support and wellbeing, (v) higher education and successful career transitions, and (vi) workplace diversity, change and leadership. Keywords: career management, bibliometrics, network analysis.

Resumo: Este estudo apresenta uma análise bibliométrica da investigação em gestão de carreira, examinando 800 documentos indexados na Scopus e publicados entre 1970-2025. O objetivo é: (i) identificar as publicações, autores, periódicos mais influentes; (ii) avaliar o impacto e a influência de trabalhos específicos; (iii) compreender a interconexão da investigação; e (iv) determinar tópicos novos e em desenvolvimento. Os resultados indicam um aumento na investigação em gestão de carreira nos últimos anos. Os periódicos mais prolíficos são Career Development International, o Journal of Vocational Behavior, e o International Journal of Human Resource Management. Autores chave incluem Baruch, Y., Hirschi, A., e Kong, H. Os Estados Unidos, o Reino Unido e a China contribuem com a maioria das publicações. As áreas de investigação centrais focam-se em (i) gestão de carreira e desempenho humano, (ii) adaptabilidade, competências e sucesso na carreira, (iii) gestão estratégica de talento e desempenho, (iv) satisfação na carreira, apoio e bem-estar, (v) ensino superior e transições de carreira bemsucedidas, e (vi) diversidade, mudança e liderança no local de trabalho. Palavras-chave: gestão de carreira, bibliometria, análise de rede.

Resumen: Este estudio presenta un análisis bibliométrico de la investigación en gestión de carrera, examinando 800 documentos indexados en Scopus y publicados entre 1970-2025. El objetivo es: (i) identificar las publicaciones, autores, revistas más influyentes; (ii) evaluar el impacto e influencia de trabajos específicos; (iii) comprender la interconexión de la investigación; y (iv) determinar temas nuevos y en desarrollo. Los resultados indican un aumento en la investigación en gestión de carrera en los últimos años. Las revistas más prolíficas son Career Development International, el Journal of Vocational Behavior, y el International Journal of Human Resource Management. Autores clave incluyen a Baruch, Y., Hirschi, A., y Kong, H. Estados Unidos, Reino Unido y China contribuyen con la mayoría de las publicaciones. Las áreas de investigación centrales se centran en (i) gestión de carrera y desempeño humano, (ii) adaptabilidad, competencias y éxito profesional, (iii) gestión estratégica del talento y desempeño, (iv) satisfacción profesional, apoyo y bienestar, (v) educación superior y transiciones de carrera exitosas, y (vi) diversidad, cambio y liderazgo en el lugar de trabajo.

Palabras clave: gestión de carreras, bibliometría, análisis de redes.

### Introduction

Career management is a continuous and cyclical process of decision-making and problemsolving, related to an individual's career trajectory. It includes a wide range of activities from the identification of one's core values, interests, and skills, to the understanding of the complexities of the labor market, the specification of career goals, the formulation of action plans, and the monitoring and feedback of the process (Greenhaus et al., 2019; Hirschi & Koen, 2021; Pinto, 2010). Nevertheless, while individuals can be said to be participating in career self-management, organizations also have a significant role in career development by supporting such efforts through talent management programs and initiatives (Q. Wang et al., 2024; Wesarat et al., 2014; Zhao et al, 2022). This entails personal agency, with individuals actively participating in the process of selfassessment, labor market analysis, goal setting, and the implementation and evaluation of career strategies (King, 2001, 2004). Above all, career management is a process that is fluid and repetitive in nature and therefore requires adjustment to the changes that are frequent in an individual's life and in the labor market.

Several factors influence an individual's career management process (e.g., Lent & Brown, 2013; Ireland & Lent, 2018; Palade, 2010; M. Wang et al., 2023). The individual's characteristics in the form of values, interests, skills, personality, and work-life balance preferences are the first factors that guide career decision making. Life stages are also important because career development needs and priorities change across the professional life cycle. Furthermore, industry trends, organizational culture, economic conditions, and social networks are called contextual factors, and greatly affect the career opportunities and decisions that can be made.

Effective career management has many advantages. First, it enables people to make the right decisions in their career, and this way, people can do the things that are most important to them, the things they enjoy doing, and the things they are good at through reflection and option generation. Second, it enhances career resilience, that is, the ability of individuals to deal with changes in the workplace, to manage their career changes and to solve problems. Finally, proactive career management contributes to the achievement of career success and satisfaction (De Vos, et al., 2009; Guo et al., 2021; Hirschi, 2014), as individuals are more likely to find fulfilling and meaningful work when they actively shape their professional paths. By taking ownership of their career development, individuals can increase their likelihood of achieving their career goals and experiencing a sense of purpose and accomplishment in their work.

The present study was conducted with the purpose of offering a systematic review of the literature on career management. Using a bibliometric approach, we review publication patterns, citation counts, and collaboration networks, with the aim of revealing high-impact papers, researchers, outlets, and topics in the field. This analysis will reveal the intellectual foundations and key contributors shaping the career management stream, and also reveal emerging trends, gaps in literature, and changes in the focus of the research (Kirby, 2023). It is important to recognize the existing body of review articles, in recent years, that have contributed to the understanding of career management (e.g., Barnes et al., 2021; Hirshi & Koen, 2021; Sultana, 2012; Vilela & Casado, 2023; M. Wang & Wanbger, 2017; Zhao et al., 2022). These reviews provide valuable insights into the state of the art about the topic, including theoretical frameworks, practical applications, and emerging trends. However, these studies also present significant limitations, particularly in terms of their scope and timeframe. Regarding scope, for instance, some reviews concentrate on specific sub-domains within career management (e.g., career management skills - Mckay et al., 2021 and Sultana, 2012; career management programs - Barnes et al., 2021) while others concentrate their analysis on certain countries or industries (e.g., female health professionals - Chong et al., 2022), and still others limit their examination to specific populations (e.g., repatriates - Wittig-Berman & Beutell, 2009; academics in the higher education sector - Barnes et al., 2021; older academic - Larkin & Neumann, 2009), all of which can limit their generalizability. Furthermore, the timeframe of some existing reviews is also limited, potentially either ignoring some past trends and developments or current challenges and opportunities (e.g., Vilela & Casado, 2023; Varma et al., 2022). Thus, this bibliometric study is considered a unique contribution by providing a systematic and quantitative analysis of the research in career management. With a focus on publication patterns, citation counts, and collaboration networks, using VOSviewer over the 1970-2025 period in Scopus, this study aims to provide a comprehensive overview of the field's intellectual structure and evolution, and to inform future research directions, collaborations, and publication strategies, ensuring that research efforts are aligned with current trends and knowledge gaps for maximum impact.

In particular, this study will apply bibliometric tools to: (i) Identify the most influential publications, authors, and journals in career management research; (ii) Analyze citation patterns to assess the impact and influence of specific works and identify seminal contributions to the field; (iii) Map collaboration networks to understand the interconnectedness of research efforts and identify potential partnerships; and, (iv) Track publication trends over time to determine new and developing topics and the changing focus of the literature.

As a comprehensive and quantitative review of the literature on career management, this study is designed to offer valuable insights to researchers, practitioners, and policymakers on the status and future directions of this vital and evolving field.

#### Methods

This study uses a bibliometric approach to analyze the literature on career management. Unlike traditional narrative reviews or systematic literature reviews, which often focus on synthesizing qualitative findings or assessing the methodological quality of individual studies (e.g., Pritchard, 1969), a bibliometric analysis is particularly well-suited for providing a broad overview of the structural and dynamic aspects of the research field, since it allows for the quantitative analysis of large datasets of scholarly publications, enabling the identification of key trends, influential authors, leading journals, and prominent research themes. Bibliometrics is especially effective in mapping the evolution of a field, revealing its intellectual foundations, and detecting emerging areas of research (e.g., Garfield, 1998; Lawani, 1981). Given the extensive and sometimes dispersed body of literature on career management and the need to understand its overall development and structure, a bibliometric approach was deemed most appropriate for achieving the objectives of this study.

### Source of data and bibliometric analysis

The study was based on data provided by the Scopus advanced search, in February 2025.

Scopus was chosen as the primary data source due to its extensive peer-reviewed literature, particularly within the social sciences, which are highly relevant to career management research. Scopus's strengths include broader journal coverage<sup>1</sup>, especially internationally (e.g., particularly in European and Asian publications), and its consistent, rich metadata is well-suited for the citation and network analysis conducted using VOSviewer. These features, along with its user-friendly interface, made Scopus the preferred database for this initial research.

We searched the database using the query: TITLE-ABS-KEY ("CAREER MANAGEMENT") AND SUBJAREA ("BUSI" OR "DECI" OR "ECON" OR "PSYC") AND (LIMIT-TO (LANGUAGE, "English") ) AND (LIMIT-TO ( SUBJAREA , "BUSI" ) OR LIMIT-TO (SUBJAREA , "PSYC") OR LIMIT-TO (SUBJAREA , "ECON"). This search query was designed to capture publications with "Career management" in the title, abstract, or keywords, within the subject areas of Business, Decision Sciences, Economics, and Psychology. The search was also limited to English language publications. The primary inclusion criterion was the relevance of the publication to the topic of career management, as determined by the search query. The timeframe for inclusion was set from 1970 to 2025, as 1970 is the first year when journal category data became available in Scopus. The search strategy resulted in the identification of 800 documents. These 800 documents form the dataset for the bibliometric analysis. No further inclusion/exclusion criteria were applied after the initial search, meaning all 800 documents resulting from the search were included in the analysis.

Publication counts were sorted by author, country/region, language, institution, research area and journal title. We also examined the co-citation network, to reveal the relevant research fields that produced publications commonly co-cited by career management publications. Finally, based on the wordings of the titles and abstracts of these publications, we created a term map to illustrate the network of frequent keywords and thus the hotspots of this field.

The inspection and visualization of networks were performed with the software VOSviewer a tool specifically designed for creating and visualizing bibliometric networks. The software uses algorithms to group related items together, revealing underlying themes and research areas within a field. By combining bibliometric analysis with visualization tools like VOSviewer, researchers can gain a deeper understanding of the structure and dynamics of a research field, identify key trends and influential works, and inform future research directions.

#### Results

This section presents the findings of the bibliometric analysis, directly addressing the study's objectives to identify influential aspects of career management research and provide a comprehensive overview of the field's intellectual structure.

### Distribution of career management publications

Between 1970-2025, there were 800 documents published within the area of career management. The years with the most publications were: 2024 (n = 49), 2022 (n = 49), 2019 (n = 49), 2014 (n = 44), 2023 (n = 43, 2020 (n = 42), 2018 (n = 38), 2017 (n = 37), 2016 (n = 36) and 2015 (n = 34). It is noted that the years 1971, 1972, 1974, 1975, 1977, 1978, 1981, 1984, show no publications in career management.

The countries with the most publications were: USA (n = 185), UK (n = 146), China (n = 66), Australia (n = 50), India (n = 32), Belgium (n = 31), South Africa (n = 28), Switzerland (n = 27), Canada (n = 26), France (n = 26), Malaysia (n = 26), and the Netherlands (n = 26). In terms of the

<sup>&</sup>lt;sup>1</sup> In comparison, for example, to Web of Science.

publication type, we found 641 articles, 68 book chapters, 36 conference papers, 26 reviews and 20 books.

The main areas of knowledge were "business, management and accounting" (n = 693), "social sciences" (n = 281), "psychology" (n = 249), and "economics, econometrics and finance" (n = 126).

Journals with the most publications include "Career Development International" (n = 50), "Journal of Vocational Behavior" (n = 38), "International Journal of Human resource Management" (n = 28), "Human Resource Management" (n = 13), "Frontiers in Psychology" (n = 12), "Personnel Review" (n = 12), "Australian Journal of Career Development" (n = 11), "Journal of Organizational Behavior" (n = 11), "Polish Journal of Management Studies" (n = 11), "Journal of Career Development" (n = 11) and "International Journal of Manpower" (n = 11).

The top ten most productive authors were: Baruch, Y. (n = 17), Hirschi, A. (n = 11), Kong H. (n = 10), Cheung, C. (n = 7), De Vos, A. (n = 7), Grote, G. (n = 7), Arnold, J. (n = 6), Cerdin, J. L. (n = 6), Feldman D. C. (n = 6), Guan, Y. (n = 6), and Kidd, J. M. (n = 6).

The most cited documents (between 2000-2025) can be seen in table 1.

### Table 1. Most cited documents (between 2000-2025; n = 663)

Document	Nr
Crant, J. M. (2000). Proactive behavior in organizations. <i>Journal of management</i> , <i>26</i> (3), 435-462.	1724
Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. <i>Career development international</i> , 9(5), 501-517.	663
Inkson, K. (2006). Protean and boundaryless careers as metaphors. <i>Journal of Vocational Behavior</i> , 69(1), 48-63.	587
Forret, M. L., & Dougherty, T. W. (2004). Networking behaviors and career outcomes: differences for men and women?. <i>Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior</i> , 25(3), 419-437.	471
Stahl, G. K., Miller, E. L., & Tung, R. L. (2017). Toward the boundaryless career: A closer look at the expatriate career concept and the perceived implications of an international assignment. In <i>International human resource management</i> (pp. 485-496). Routledge.	376

*Note.* \* Excludes self-citations and documents with 0 citations (n = 663) \* These 663 documents were cited in 17750 other documents, in a total of 23502 citations.

The most cited authors by these documents (n = 663) include: Hall, D.T. (n = 120), Baruch, Y. (n = 109), Feldman D.C. (n = 99), Brewster, C. (n = 82), Bakker, A.B. (n = 68), Schaufeli, W.B. (n = 65), Arthur, M.B. (n = 59), Rousseau, D.M. (n = 59), Dickman, M. (n = 58), Greenhaus, J.H. (n = 57), and Judge, T.A. (n = 57). These citation patterns provide insights into the impact and influence of specific works and identify seminal contributions to the field.

## Co-authorship network of the career management literature

Considering the full counting of co-authorship, of 1610 authors, 66 meet the threshold of a minimum of 3 documents (figure 1).

As can be seen, most of these authors are not connected to each other. The largest set of connected items consists of 16. These 16 authors were organized in 5 clusters, with a total of 21 links and a total link strength of 33. Table 2 provides the organization of the clusters. This analysis maps the collaboration networks within the field, revealing the interconnectedness of some research efforts, although the overall network appears to be in an early stage of extensive collaboration

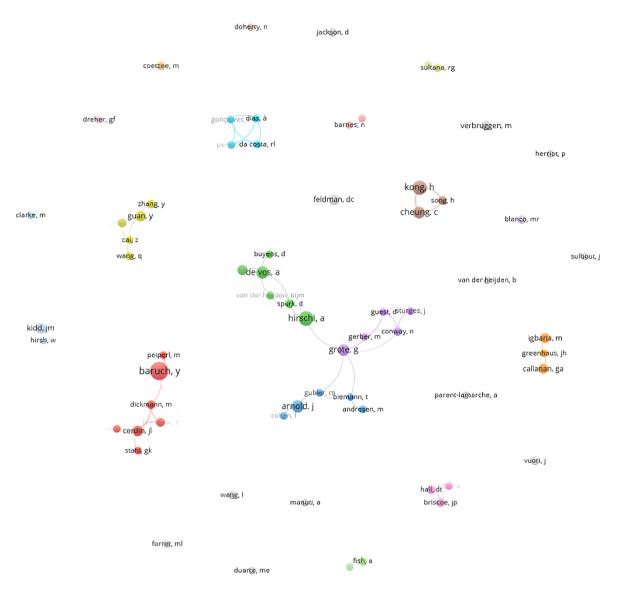
### Keywords network to identify research themes and emerging topics

Considering the author keywords, of 1784 keywords, 68 meet the threshold of a minimum of 5 times co-occurrence (figure 2). Words such as China, Australia, India, and France were removed from the analysis. These 68 keywords were organized in 6 clusters, with a total of 351 links and a total link strength of 633. Table 3 provides the organization of the clusters.

Considering the index keywords, of 614 keywords, 25 meet the threshold of a minimum of 5 times co-occurrence (figure 3). Words such as article, controlled study, major clinical study, psychology, theoretical study, questionnaire, structural equation modelling, surveys, and management science were removed from the analysis. These 25 keywords were organized in 3 clusters, with a total of 146 links and a total link strength of 336. Table 4 provides the organization of the clusters.

Considering the co-occurrence of keywords in titles, of 2007 keywords, 80 meet the threshold of a minimum of 5 times co-occurrence (figure 4). For 60% of relevance 48 words would be presented. Words such as era, systematic review, mediating effect, empirical study, exploratory study, framework, and case study were removed from the analysis – leaving 25 remaining. These 25 keywords were organized in 6 clusters, with a total of 37 links and a total link strength of 50. Table 5 provides the organization of the clusters.

## Figure 1. Co-authorship map (n = 66).



### Table 2. Co-authorship clusters

Clusters	Authors	
	Buyens, D.	
	De Vos, A.	
I	Dries, N.	
1	Hirschi, A.	
	Spurk, D.	
	Van der Heidjen, B	
	Arnold, J.	
II	Cohen, L.	
	Gubler, M.	
	Conway, N.	
III	Guest, D.	
	Sturges, J.	
T) /	Andersen, M.	
IV	Biemann, T.	
N/	Gerber, M.	
V	Grote, G.	

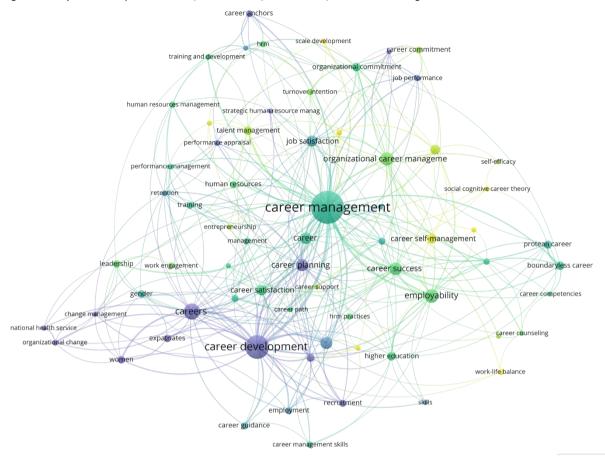


Figure 2. Keywords map: Items: 68; Clusters: 6; Links: 351; Total link strength: 633

Table 3. Keyword clusters (author keywords)

Clusters	Keywords	Clusters	Keywords	Clusters	Keywords
I. Career management and Human performance	Career anchors Career commitment Career management HR practices Human Resource Management Job involvement Job performance Job satisfaction Organizational career management Person-job fit Strategic human resources Talent management Training and development Turnover intention	III. Strategic Talent Management and Performance	Career path Career planning Entrepreneurship Human resources Performance appraisal Performance management Retention Talent training	V: Higher education and Successful Career Transitions	Career development Career guidance Career management skills Employability Graduates Higher education Psychological contract Skills
II. The dynamics of Career: Adaptability, Competencies and Success	Boundaryless career Career adaptability Career competencies Career counselling Career self- management Career success Individual career management Motivation Protean career Self-efficacy Social cognitive career theory Work-life balance	IV. Career Satisfaction, Support, and Well-being	Career satisfaction Career support Disability HM practices Mentoring Proactive personality recruitment	VI. Workplace Diversity, Change and Leadership	Career Change management Expatriates Gender Leadership National health service Organizational change Women

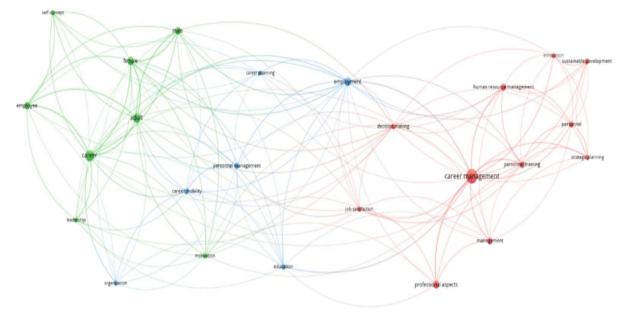


Figure 3. Keywords map: Items: 25; Clusters: 3; Links: 146; Total link strength: 336

Table 4. Keyword clusters (index keywords)

Clusters	Keywords	
	Career management	
	Decision-making	
	Human resources management	
	Innovation	
	Job satisfaction	
I. Human resources and Career Management	Management	
	Personnel	
	Personnel training	
	Professional aspects	
	Strategic planning	
	Sustainable development	
	Career	
	Adult	
	Employee	
II. Individual Career Characteristics	Female	
11. Individual Career Characteristics	Male	
	Leadership	
	Motivation	
	Self-concept	
	Career mobility	
	Career planning	
III. Organizational Caroor Systems	Employment	
III. Organizational Career Systems	Education	
	Organization	
	Personnel management	

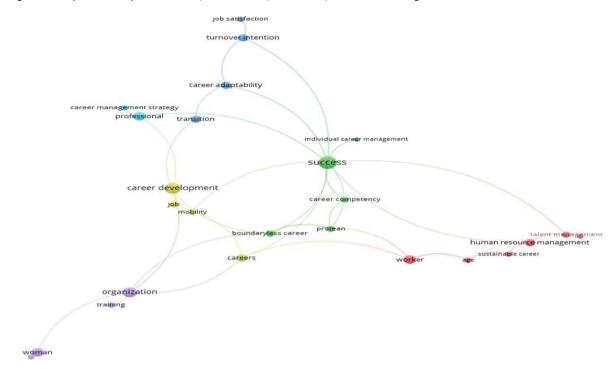


Figure 4. Keywords map: Items: 25; Clusters: 6; Links: 37; Total link strength: 50

Table 5. Keywords clusters (title field)

Clusters	Keywords	Clusters	Keywords
I. Sustainable workforce futures	Age Future Human resources management Sustainable career Talent management Worker	IV. Core Career Concepts	Career developmen Career Job Mobility
II. Modern Career Paradigms	Boundaryless career Career competency Individual career management Protean Success	V. Gendered Career Outcomes in Organizations	Career outcome Organization Training Woman
III. Career Transition and Outcomes	Career adaptability Job satisfaction Transition Turnover intention	VI. Professional Career Strategies	Career managemen strategies Professional

The analysis of these keyword networks helps track publication trends and identify prominent research themes and potentially emerging topics within the field of career management.

## Discussion

The main goal of this research was to analyze the publication patterns, influential contributors, citation impact, collaboration networks, and key research themes, to provide a comprehensive overview of the intellectual structure of career management research between 1970 and 2025. In general, the findings suggest a steady rise in the volume of work on career management in recent times. This noticeable expansion mirrors the increasing significance of this area influenced by a combination of elements. These factors consist of the ever-changing nature of job markets, the growing impact of globalization, shifts in how organizations are structured, and the acknowledged strategic value of career management, for both personal satisfaction and organizational success (Pathak, 2024; Y. Wang, Jiang, Wu, Cai & Wang, 2022). As a result of changes in the landscape there has been an increased emphasis on conducting research in career management, acknowledging its value, for both individuals and organizations (Baruch & Sullivan, 2022; Hirschi & Koen, 2021).

Regarding the most prominent journals, Career Development International, the Journal of Vocational Behavior, and the International Journal of Human Resource Management are the most prolific. It can be highlighted that these journals, although slightly different in their orientation, are centered on an interest in career development and other related fields. These journals are, without a doubt, very relevant and visible publication channels for researchers who want to disseminate their

work in the field of career management.

Key authors like Baruch, Y., Hirschi, A., Kong, H., Hall, D.T., and Feldman D.C. are pillars in the development of career management. However, the collaboration networks among the most productive authors are still incipient in the case of the analyzed database. This may indicate that the field of career management is still in an initial stage in terms of large-scale collaboration or that the nature of the research, which is sometimes more oriented towards the development of individual theoretical contributions or the analysis of specific cases, does not demand extensive collaboration (Baruch & Sullivan, 2022; Hirschi & Koen, 2021). Alternatively, this may be a sign of a dormant potential for future, more extensive, collaboration networks across disciplines that could add considerable value and further accelerate research in this area. It is important to highlight that the lack of co-authorship networks does not necessarily mean that the researchers do not communicate or interact. It seems that formal collaborations in joint publications are less common.

The leadership of the USA, United Kingdom and China in career management research is due to a combination of convergent factors: robust higher education systems in management and business, significant funding for research and the valuation of career management in both organizations and public policies. While the USA and the United Kingdom boast a long tradition in management research, China stands out for its recent strategic investment driven by rapid economic growth and labor market transformations. This leadership raises a crucial question about the global representativeness of the research (e.g., Zhao et al., 2022). The concentration of publications from the USA, UK and China suggests a potential bias, with theoretical perspectives and approaches which may limit the inclusion of other experiences and views, particularly from developing countries and other cultures. Therefore, it is important for the scientific community in career management to encourage more geographical and cultural diversity in future research efforts, so that we can achieve a truly global and inclusive understanding of this essential field.

Through the bibliometric analysis six central thematic areas were identified, revealing a multifaceted and comprehensive landscape: (i) Career Management and Human Performance, focusing on aligning career management practices with organizational performance objectives, in order to optimize individual contributions to organizational success; (ii) Career Adaptability, Competencies, and Success, examining adaptability as a critical skill to achieve work success in a changing workplace; (iii) Strategic Talent Management and Performance, examining how organizations can effectively select, train, and retain employees to meet the organization's goals and individuals' aspirations; (iv) Career Satisfaction Support and Well-being, exploring the role of career management in promoting professional satisfaction and individual well-being; (v) Higher Education and Successful Career Transitions, analyzing the crucial role of higher education in preparing for the labor market and supporting successful career transitions; and, (vi) Workplace Diversity, Change and Leadership, investigating how career management can promote inclusion, equity, and leadership in diverse and constantly changing work environments. These thematic areas are interconnected and reflect the full range of research in career management, from the macro-organizational and labor market level to the micro-level of individual career development (Dokko et al., 2019).

However, further research could include emerging themes with greater emphasis, such as the future of work, the gig economy, artificial intelligence, and robotization in career management (Webster & Ivanov, 2020). Although these themes are transversally present, they deserve specific and detailed attention because of their current relevance.

In terms of practical impact, these thematic areas are very relevant for organizations and individuals. For organizations, understanding these areas helps in designing better talent management programs, leadership inclusive, and well-being initiatives that enhance employee satisfaction and performance. For individuals, understanding these trends helps one understand one's competencies, become career adaptable and make informed decisions that are aligned with one's career goals and the labor market trends. In summary, these themes are useful in offering practical insights to both levels of career management practice.

The present study faces constraints as it solely depends on the Scopus database. It is essential to broaden the search to encompass bibliographic databases such as the Web of Science, for a more comprehensive and nuanced understanding of the career management field. Moreover, the quantitative aspect of analysis presents a limitation, in truly capturing the essence and qualitative impact of the research efforts. To address this issue effectively, it is recommended to integrate bibliometric analysis with other assessment approaches (Healy, Hammer & McIlveen, 2020), such as systematic reviews and meta-analyses, which can enhance the comprehension of particular topics, as well as provide a critical evaluation of the methodological soundness and reliability of the research (Clegg, 2012; Trowler, 2014). Finally, it is also recommended to conduct qualitative content analyses to determine the prevalent theoretical and methodological orientations within the career management area, which would enhance the analysis of bibliometric results and help to provide a more accurate picture of the nature and evolution of knowledge in this domain (Daenekindt & Huisman, 2020). Therefore, it is essential to combine quantitative and qualitative methodological approaches to eliminate the limitations of the bibliometric analysis and to get a more detailed and comprehensive view of the field.

This bibliometric analysis explored the evolving field of career management research. The obtained results offer valuable and multifaceted insights with implications for several areas. In terms of the research community, it reveals potential directions for future research, important journals for publishing, and possible collaboration opportunities that may help in the direction of future scientific output in this area. For career practitioners, understanding the themes can help in the design of better programs and initiatives that are relevant to the current workplace and can help in enhancing the practices and effectiveness of the interventions. To the policymakers, knowledge of the emerging trends and themes in career management can be used in the development of better informed and effective public policies in the area of human capital development and labor market functioning. In the end, this bibliometric analysis has stressed the importance of career management as a growing and essential field of study, especially in a world of work that is undergoing rapid change.

#### References

- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international*, 9(5), 501-517. <u>https://doi.org/10.1108/13620430410550754</u>
- Barnes, N., Du Plessis, M., & Frantz, J. (2021). Career management programmes for academics in the higher education sector: A Re-AIM systematic review. South African Journal of Higher Education, 35(5), 4-22. <u>https://hdl.handle.net/10520/ejc-high\_v35\_n5\_a2</u>
- Baruch, Y. and Sullivan, S.E. (2022), "The why, what and how of career research: a review and recommendations for future study". *Career Development International*, 27(1), 135-159. <u>https://doi.org/10.1108/CDI-10-2021-0251</u>
- Chandan, P. (2024). *Revolutionizing Career Strategies: Dynamic Career Management* Model (July 16, 2024). In P. Chandan, Ascending the Summit: A Practical Guide for Career Success (2019), pp.134-144. https://ssrn.com/abstract=4909209
- Clegg, S. (2012). Conceptualising Higher Education Research and/or Academic Development as 'Fields': A Critical Analysis. *Higher Education Research & Development, 31*(5), 667–78. https://doi.org/10.1080/07294360.2012.690369
- Chong, W. F., Zi, L. L., Junjie, C., Yang, Y. K., & Smith, H. E. (2022). Proactive career management for Singapore female health professionals: A scoping review protocol. <u>https://doi.org/10.17605/OSF.IO/2SY8V</u>
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of management, 26*(3), 435-462. https://doi.org/10.1177/014920630002600304
- Daenekindt, S., & Huisman, J. (2020). Mapping the Scattered Field of Research on Higher Education. A Correlated Topic Model of 17,000 Articles 1991-2018. *Higher Education*. <u>https://doi.org/10.1007/s10734-020-00500-x</u>
- De Vos, A., De Clippeleer, I., & Dewilde, T. (2009). Proactive career behaviours and career success during the early career. Journal of Occupational and Organizational Psychology, 82(4), 761-777. <u>https://doi.org/10.1348/096317909X471013</u>
- Dokko, G., Tosti-Kharas, J., & Barbulescu, R. (2019). Bridging micro and macro: An interdisciplinary review of theories used in career studies. In The Routledge companion to career studies (1st ed., pp. 25-41). Routledge.
- Forret, M. L., & Dougherty, T. W. (2004). Networking behaviors and career outcomes: differences for men and women? Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 25(3), 419-437. <u>https://www.jstor.org/stable/4093697</u>
- Garfield, E. (1998). From citation indexes to informetrics: is the tail now wagging the dog? *Libri*, 48, 67-80. https://doi.org/10.1515/libr.1998.48.2.67
- Greenhaus, J.H, Callanan, G.A., & Godshalk, V.M. (2019). Career Management for Life (5th ed). Routledge.
- Guo, W., Wang, L., & Wang, N. (2021). Research on the impact of career management fit on career success. *Asia* Pacific Journal of Human Resources, 59(2), 279-304. <u>https://doi.org/10.1111/1744-7941.12236</u>
- Healy, M., Hammer, S., & McIlveen, P. (2020). Mapping graduate employability and career development in higher education research: a citation network analysis. *Studies in Higher Education*, 1–13. <u>https://doi.org/10.1080/03075079.2020.1804851</u>
- Hirschi, A. (2014). Hope as a resource for self-directed career management: Investigating mediating effects on proactive career behaviors and life and job satisfaction. *Journal of Happiness Studies, 15*, 1495-1512. https://doi.org/10.1007/s10902-013-9488-x
- Hirschi, A., & Koen, J. (2021). Contemporary career orientations and career self-management: A review and integration. *Journal of Vocational Behavior, 126*, 103505. <u>https://doi.org/10.1016/j.jvb.2020.103505</u>
- Inkson, K. (2006). Protean and boundaryless careers as metaphors. Journal of Vocational Behavior, 69(1), 48-63. <u>https://doi.org/10.1016/j.jvb.2005.09.004</u>
- Ireland, G. W., & Lent, R. W. (2018). Career exploration and decision-making learning experiences: A test of the career self-management model. *Journal of Vocational Behavior*, 106, 37-47. <u>https://doi.org/10.1016/j.jvb.2017.11.004</u>
- King, Z. (2004). Career self-management: Its nature, causes and consequences. *Journal of Vocational Behavior*, 65(1), 112-133. <u>https://doi.org/10.1016/S0001-8791(03)00052-6</u>
- King, Z. (2001). Career self-management: A framework for guidance of employed adults. British Journal of Guidance & Counselling, 29(1), 65-78. <u>https://doi.org/10.1080/03069880020019365</u>
- Kirby, A. (2023). Exploratory bibliometrics: using VOSviewer as a preliminary research tool. *Publications*, 11(1), 10. <u>https://doi.org/10.3390/publications11010010</u>
- Larkin, J., & Neumann, R. (2009). Older academics and career management: An interdisciplinary discussion. Australian Journal of Career Development, 18(3), 29-39. <u>https://doi.org/10.1177/103841620901800305</u>
- Lawani, S. M. (1981). Bibliometrics: Its theoretical foundations, methods and applications. *Libri*, *31(Jahresband)*, 294-315. <u>https://doi.org/10.1515/libr.1981.31.1.294</u>

- Lent, R. W., & Brown, S. D. (2013). Social cognitive model of career self-management: toward a unifying view of adaptive career behavior across the life span. *Journal of Counseling Psychology*, *60*(4), 557. https://doi.org/10.1037/a0033446
- Mackay, S., Morris, M., Hooley, T., Neary, S., Murray, R., Blake, H., & Agur, M. (2021). Maximising the impact of careers services on career management skills: a review of the literature. https://repository.derby.ac.uk/item/9xq21/maximising-the-impact-of-careers-services-on-careermanagement-skills-a-review-of-the-literature
- Palade, A. (2010). Significant aspects regarding career management: Means for a better career planning and development. *Economic Sciences Series*, 12(2), 124-134. <u>https://upq-bulletin-se.ro/old\_site/archive/2010-2/14.%20Palade.pdf</u>
- Pathak, C. (2024). Revolutionizing Career Strategies: Dynamic Career Management Model. In C. Pathak, 'Ascending the Summit: A Practical Guide for Career Success' (2019, pp. 134-149). https://ssrn.com/abstract=4909209
- Pinto, J. C. (2010). Gestão pessoal da carreira: Estudo de um modelo de intervenção psicológica com bolseiros de investigação (Doctoral dissertation, Universidade do Minho, Portugal). https://www.proquest.com/openview/48ac732df9fa7efa975695c94d8d36d2/1?pqorigsite=gscholar&cbl=2026366&diss=y
- Pritchard, A. (1969). *Statistical bibliography; An interim bibliography*. North-Western Polytechnic, School of Librarianship. London.
- Stahl, G. K., Miller, E. L., & Tung, R. L. (2017). Toward the boundaryless career: A closer look at the expatriate career concept and the perceived implications of an international assignment. In *International human resource management* (pp. 485-496). Routledge.
- Sultana, R. G. (2012). Learning career management skills in Europe: a critical review. Journal of Education and Work, 25(2), 225-248. <u>https://doi.org/10.1080/13639080.2010.547846</u>
- Trowler, P. R. (2014). Depicting and researching disciplines: Strong and moderate essentialist approaches. *Studies in Higher Education*, *39*(10), 1720–1731. <u>https://doi.org/10.1080/03075079.2013.801431</u>
- Varma, A., Kumar, S., Sureka, R., & Lim, W. M. (2022). What do we know about career and development? Insights from Career Development International at age 25. *Career Development International*, 27(1), 113-134. <u>https://doi.org/10.1108/CDI-08-2021-0210</u>
- Vilela, N. G. S., & Casado, T. (2023). Career stages in management studies: a systematic review of scientific production from 2011 to 2020. *Revista de Gestão*, 30(1), 62-77. <u>https://doi.org/10.1108/REGE-02-2021-0018</u>
- Wesarat, P. O., Sharif, M. Y., & Majid, A. H. A. (2014). A review of organizational and individual career management: A dual perspective. *International Journal of Human Resource Studies*, 4(1), 101. <u>http://dx.doi.org/10.5296/ijhrs.v4i1.5331</u>
- Wang, M., Guan, Y., & Fang, Y. (2023). Career management. In W. B. Walsh, L. Y. Flores, P. J. Hartung, & F. T. L. Leong (Eds.), *Career psychology: Models, concepts, and counseling for meaningful employment* (pp. 435–466). American Psychological Association. <u>https://doi.org/10.1037/0000339-021</u>
- Wang, Y., Jiang, S., Wu, C., Cai, X., & Wang, F. (2022). Impact of the global megatrends, COVID-19, and digital economy on professional career management transformation in Asian Countries. *Sustainability*, 14(17), 10981. <u>https://doi.org/10.3390/su141710981</u>
- Wang, Q., Shang, Z., Zuo, C., Fan, H., Xu, C., Cai, Z., & Shi, W. (2024). Proactive Personality and Turnover Intention: The mediating role of career aspiration and the moderating effect of organizational career management. *Behavioral Sciences*, 14(9), 800. <u>https://doi.org/10.3390/bs14090800</u>
- Wang, M., & Wanberg, C. R. (2017). 100 years of applied psychology research on individual careers: From career management to retirement. *Journal of Applied Psychology*, 102(3), 546. <u>https://doi.org/10.1037/apl0000143</u>
- Webster, C., & Ivanov, S. (2020). *Robotics, artificial intelligence, and the evolving nature of work* (pp. 127-143). Springer International Publishing.
- Wittig-Berman, U., & Beutell, N. J. (2009). International assignments and the career management of repatriates: the boundaryless career concept. *International Journal of Management, 26*(1), 77.
- Zhao, Q., Cai, Z., Zhou, W., & Zang, L. (2022). Organizational career management: a review and future prospect. *Career Development International*, 27(3), 343-371. <u>https://doi.org/10.1108/CDI-04-2021-0088</u>

#### **Contribution:**

Joana Carneiro Pinto: conceptualization, data curation, formal analysis, funding acquisition, investigation, methodology, validation, visualization, writing – original draft, writing – review & editing.

#### Data availability:

Research data are available upon request to the author.

#### **Conflicts of interest:**

The author declares that there are no conflicts of interest in carrying out and communicating this research.

Submitted: February 20th, 2025 Reviewed in: April 2nd, 2025 Accepted in: April 3rd, 2025 Published in: May 1st, 2025