

## **REFLECTION OF EMPLOYEE JOB PERFORMANCE THROUGH A BIBLIOMETRIC ANALYSIS**

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### **Abstract**

Employee job performance refers to how an employee carries out his/her assigned tasks. Employee job performance on the job represents a variety of crucial factors that are dependent on the development, growth, and output of the organization. To offer future research areas, this study will identify key concerns and present trends in employee job performance. This study conducts a bibliometric analysis utilizing a sample of 105 studies from the SCOPUS database to determine the volume of research with the title search “Employee Job Performance“ between the years of 1981 and 2022. Researchers in this study chose the most eminent authors; sources; countries; and documents; based on their number of publications; and citations using Biblioshiny software. Furthermore, evaluate existing themes, identify any hurdles to the expansion of the literature, and make recommendations for future research directions. The majority of the papers on this topic have been published in China and Malaysia on this subject. The social exchange theory is often used to analyze the majority of employee job performance studies, which uses a quantitative methodology. Lastly, give suggestions for future studies and potential research directions. These suggestions help practitioners and policymakers recognize the significance of employee job performance within the context of organizations and take the necessary action.

### **Keywords**

Employee Job Performance, Bibliometric Analysis, Human Resource Management

### **JEL Classification**

O15, D23, M12

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### **Introduction**

In terms of organizational behaviour and industrial management, employee job performance is likely the most significant and researched variable in the view of Carpini, Parker and Griffin in 2017. López-Cabarcos et al. (2022) state that the amount to which

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an employee satisfies the overall organizational performance goals can also be considered when evaluating an employee's job and work performance as an achievement-related behavior with certain evaluative elements. It indicates there is more to unearth regarding employee job performance.

### **1. Review of the scientific literature**

Weis and Süß 2(2005) argue that a key consideration in determining how effectively an employee does his/her job is the outcome, in other words employee job performance. According to Zohar, Hofmann and Kozlowski (2012), there isn't a single definition of what constitutes good employee job performance. Viswesvaran and Ones (2000) define work performance as measurable activities and work outcomes that are consistent with organizational goals Thomas, Schermerhorn Jr and Dienhart (2004). Iddagoda et al. (2021) defined employee job performance, as the employee's contribution to fulfill the tasks and jobs in order to make a positive work environment while eliminating negative or harmful acts. According to Baard et al. (2014), the focus of employee job performance has changed in-order to face the highly competitive, global workplace, where all businesses must be oriented to respond to dynamic and changing events.

### **2. Research methodology**

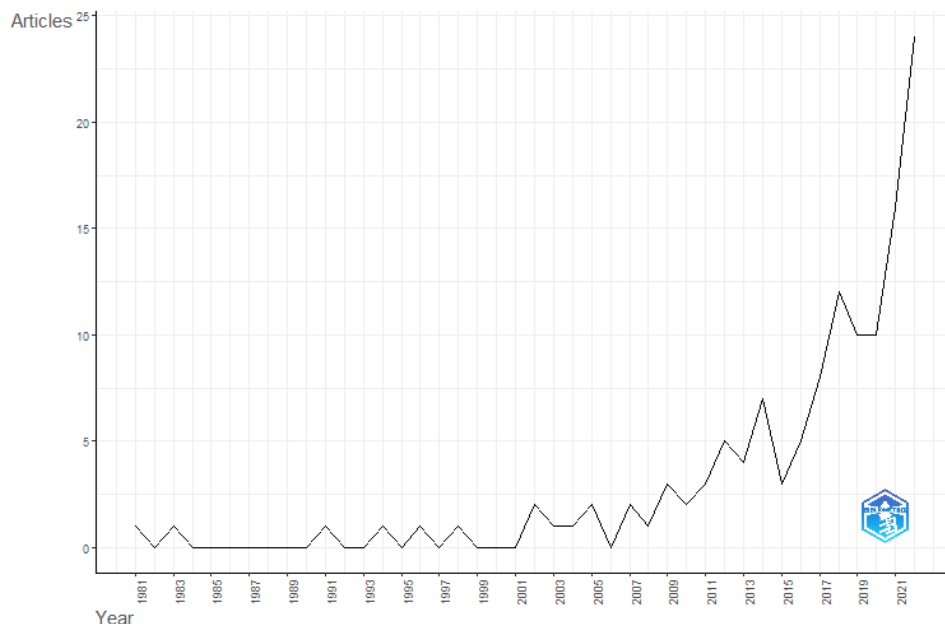
The articles used "Employee Job Performance" as a keyword considered for the analysis. The database comprises 105 articles in this area of research. This study selects the SCOPUS database as the database which consists extensive publication base with indexing, In addition, Biblioshiny software is used as the analysis software which has differential analytical techniques. The current study has used a variety of bibliometric analytic approaches, such as frequency tables on publications broken down by year, nation, author, etc. The most influential articles in this field of study are noted. The current field of research uses keyword analysis and thematic mapping to identify the prevailing topics. The objectives of the study are: (1) To examine the trend of publications related to employee job performance; (2) To examine the highly cited authors related to employee job performance; (3) To examine the highly cited sources related to employee job performance; (4) To examine the highly cited countries related to employee job performance; (5) To examine the frequently used keywords related to employee job performance; (6) To recommend future research opportunities related to employee job performance.

### **3. Results and discussions**

- **Analysis based on the Year of Publication**

The number of publications on Employee Job Performance (EJP) between 1981 and 2022 is depicted in Figure 1. An increased upward trend in publications is observed, and it was maximum in 2022 with 24. The trend line illustrates the continuous increase in

publications related to EJP. In 2022, the number of publications peak because of the research work conducted during the COVID-19 period.



**Figure no. 1 Trend of Publications**

*Source: Own elaboration based on Biblioshiny Software*

- **Analysis based on the Authors**

The analysis of this study identified 355 authors from 127 published articles in the subject of EJP. Table 01 illustrates the top contributing authors in the EJP field. It is noted that Venkatesh V was the highest cited author who received 270 citations for 2 publications. The second highly cited author is Sturman Mc who received 159 citations for 2 publications. Third highly cited author was Frenkel S who received 144 citations for 2 publications.

**Table no. 1 Analysis by Authors**

Author	h_index	g_index	m_index	TC	NP	PY_start
Venkatesh V	2	2	0.182	270	2	2013
Sturman Mc	2	2	0.105	159	2	2005
Frenkel S	1	1	0.083	144	1	2012
Li X	1	2	0.083	144	2	2012
Sanders K	1	1	0.083	144	1	2012

Johnson JI	1	1	0.100	143	1	2014
Sykes Ta	1	1	0.100	143	1	2014
Zhang X	1	1	0.091	127	1	2013
Bouckenooghe D	1	1	0.111	118	1	2015
Raja U	1	1	0.111	118	1	2015

Source: Own elaboration based on Biblioshiny Software

- **Analysis based on the Journals**

The analysis on the journal citations was conducted using the 127 articles that appeared in 105 journals. The journals with the most citations on EJP are depicted in Table 2. The leading journals are the Journal of MIS Quarterly: Management Information Systems, Journal of Business Ethics and International Journal of Hospitality Management. Additionally, the most cited journals are also noted to be rated with the Association of Business Schools (ABS) rating.

**Table no. 2 Analysis based on Journals**

Source	h_index	g_index	m_index	TC	NP	PY_start
MIS Quarterly: Management Information Systems	2	2	0.18181818	270	2	2013
Journal of Business Ethics	2	2	0.22222222	170	2	2015
International Journal of Hospitality Management	1	1	0.08333333	144	1	2012
Journal of Applied Psychology	1	1	0.05263158	116	1	2005
International Journal of Human Resource Management	2	2	0.15384615	111	2	2011
International Journal Of Tourism Research	1	1	0.0625	101	1	2008
Journal Of Organizational Behavior	1	1	0.05	95	1	2004
American Psychologist	1	1	0.02439024	69	1	1983
Personnel Psychology	1	2	0.1	64	2	2014
Journal of Occupational Health Psychology	1	1	0.125	61	1	2016

Source: Own elaboration based on Biblioshiny Software

- **Analysis based on the Country**

The country-wise analysis included contributions from 34 countries that had publications on EJP, and the top publishing countries on this topic are depicted in Table 3. It could be observed that the top three highly cited countries are China, USA and Canada. The top cited Asian countries are the China, Korea, Pakistan and Singapore respectively. Most highly cited papers are published by developed economies.

**Table no. 3 Analysis by country**

Country	TC	Average Article Citations
CHINA	381	13.61
USA	343	38.11
CANADA	143	47.67
TURKEY	105	35
KOREA	96	24
PAKISTAN	93	18.6
SINGAPORE	63	63
IRAN	28	9.33
JAPAN	26	26
UNITED KINGDOM	26	13

*Source: Own elaboration based on Biblioshiny Software*

- **Analysis based on the keywords**

Keyword analysis is conducted based on the number of occurrences (after conducting data cleaning on the keywords). The keywords such as job performance, organizational commitment and job satisfaction are the main keywords used in the analysis. The top 10 keywords are used in Table 4 and Figure 2. The table highlights that most of the EJP research was conducted with ethical leadership, transformational leadership and motivation. Importantly the main theoretical underpinning of this area is social exchange theory.

**Table no. 3 Frequently used Keywords**

Words	Occurrences
job performance	66
employee job performance	16
organizational commitment	7
job satisfaction	6
employee performance	5
social exchange theory	5
corporate social responsibility	4
ethical leadership	4
transformational leadership	4
motivation	3

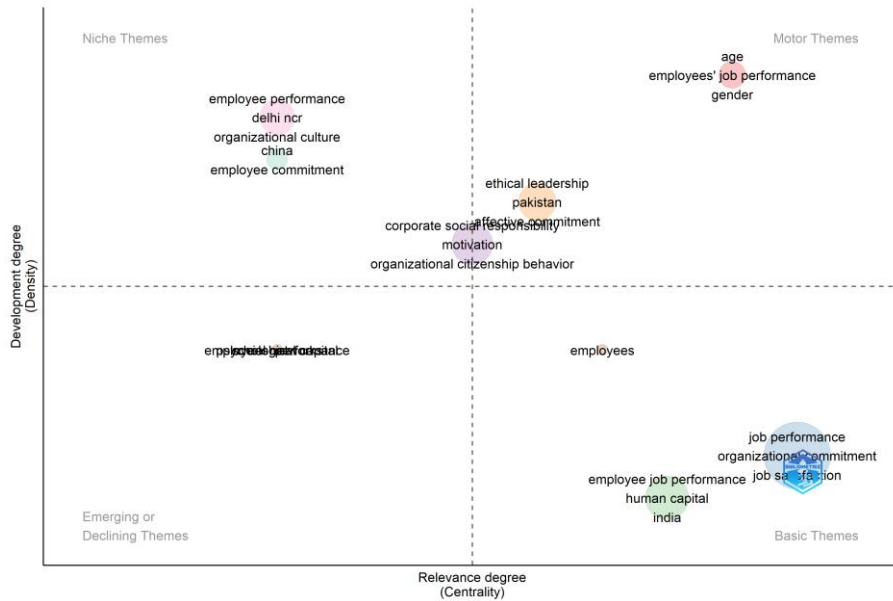
*Source: Own elaboration based on Biblioshiny Software*



Figure no. 2 Word cloud

Source: Own elaboration based on Biblioshiny Software

Thematic maps are divided into four quadrants, each representing a distinct type of topic based on its centrality and density. Centrality refers to the theme's relevance in the overall study, while density refers to the theme's progression. The presence of themes in the upper-right quadrant indicates that they are highly centralized and dense. Accordingly, age, employee job performance, gender, ethical leadership, corporate social responsibility and organization citizenship behaviour are considered motor themes examined under employee job performance. The upper-left quadrant represents highly developed, isolated, or niche themes with a high density and low centrality. Employee performance, organisational culture and employee commitment consider niche themes identified. Emerging or fading concepts are displayed in the lower-left quadrant with low density and centrality. Employee job performance is considered emerging themes. Basic and transversal notions are depicted in the lower-right quadrant, with high centrality and low density. According to Figure 3 employee job performance, human capital, India, organisational commitment and job satisfaction are basic themes.



**Figure no. 3 Thematic Map**

Source: Own elaboration based on Biblioshiny Software

- **Article Analysis**

Ethical leadership is considered important for organizations because it helps reduce business costs (Thomas et al. 2004). Bouckennooghe, Zafar and Raja (2015) state that supervisors demonstrated that ethical leadership has a favorable impact on followers' in-role work performance; however, this impact is explained by the roles of psychological capital and follower-leader goal congruence, giving evidence of mediation. The employee job performance and motivation of employees can be greatly influenced by their immediate management (team leaders or supervisors) is the view of Li, Sanders and Frenkel (2012). LMX is defined as the quality of the relationship between supervisor and subordinate (Graen and Scandura, 1987). Li, Sanders and Frenkel (2012) point out that there is a positive relationship between employee job performance and the leader-member exchange (LMX). Pearce and Randel (2004) state that employers who prioritize an employable approach to human resources management are encouraging expectations for their employees that will result in lower workplace social inclusion (WSI) and poorer job performance. Pearce et al. (2004) further state that the WSI measures how much an employee feels like they belong and are socially included at work, as well as how many informal social connections they have there.

The research conducted seeks to apprehend the influence of technology on employee job performance. By differentiating between online and offline workplace communication networks, gain a clearer understanding of the role of technology in explaining job

performance by drawing on social network theory and complementarity theory is the view of Zhang and Venkatesh (2013). Increasingly, many firms are employing electronic performance monitoring, according to Bhawe (2014), to improve employee work performance (EPM). More frequent supervisory use of EPM is linked to greater job performance and organizational citizenship behaviour in the study by Bhawe (2014). Nevertheless, the usage of EPM by supervisors did not substantially correlate with unproductive work behavior. Karatepe and Uludag (2008) mention that role conflict and role ambiguity make people feel emotionally exhausted, depersonalized, and less capable of achieving their goals. Role ambiguity reduced work performance, but role conflict improved it, according to research by Karatepe and Uludag (2007).

Iddagoda and Dissanayake (2022) state that it is clear that high performance work practices provide firms with a competitive advantage. Chang and Chen (2011) mention that based on the social exchange idea, high performance work practices (HPWPs) impact each employee's job performance in the service environment. The study by Sturman, Cheramie and Cashen (2005) goes beyond merely supporting the notion that performance is dynamic in order to (a) distinguish between three important ideas: temporal consistency, stability, and test-retest reliability; (b) predict moderators to these relationships; and (c) provide estimates of these effects. According to Hunter and Schmidt (1983) determining the economic impact of psychological programs in organizations necessitates (a) the scope and variety of the resulting improvement in work performance, and (b) the economic worth of the rise in job performance. Sykes, Venkatesh and Johnson (2014) mention that social network theory specifically, advice networks to understand a key post-implementation job outcome i.e., job performance. Sykes et al. (2014) in their study presented a nomological network/conceptual framework with the constructs such as, getting advice, give advice and post implementation job performance.

## **Conclusions**

The authors examined 127 articles from 1981 to 2022 that were all published in the Scopus database. Both the number of publications and the volume of citations has steadily grown over time. The database contains 355 writers from 34 different nations. The highest levels of citations were found to be in China. Under the thematic analysis motor themes provide some indication about the research gaps in the literature on employee job performance. Identified motor themes are age, employee job performance, gender, ethical leadership, corporate social responsibility and organization citizenship behaviour. When it comes to the highest level of citations USA got the second place and the third is Canada. Ethical leadership, citizenship behavior are the themes to be investigated by the future researchers. Because only the Scopus database was used in the bibliometric research, the study has limitations. The Web of Science database and the Google Scholar database are to be considered by the future researchers. In addition, co-citation analysis, cluster analysis, bibliographic analysis can be used by the future researchers.



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