

## Exploring Employee Performance Trends: A Comprehensive Bibliometric Analysis From 2014 To 2024

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### Abstract

The primary factor in an organization's success is employee performance. Many firms now prioritize employee performance to boost output, happiness, and overall performance. Success or failure of the organization is determined by employee performance. Companies are consequently investing large sums of money in staff development. Using the R program's Biblioshiny package, this study seeks to ascertain the trajectory of research on the issue of employee performance between 2014 and 2024. This study employed a qualitative research design with a literature study methodology. Regarding the information discovered, 396 papers were acquired and examined. There is a huge opportunity for greater study in fields like impact, management, and innovation, which can yet be thoroughly investigated concerning employee performance. A thorough, organized, and objective evaluation of the workers' performance across a range of industries is provided by this bibliometric assessment.

**Keywords:** Employee, Bibliometric, Performance, Biblioshiny.

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## 1. INTRODUCTION

According to (Studer, 2016), human resource management can be defined as follows: it is basically the application of management expressly for human resources. The art of managing human resources involves coordinating, overseeing, and planning personnel actions to meet organizational objectives. From the several definitions given above, it can be inferred that human resource management is an organizational endeavor aimed at securing a skilled and dependable workforce via the processes of organizing, coordinating, executing, and monitoring in order to meet the goals of the business.

The word "job performance" refers to an individual's actual work performance or accomplishment, from which performance is derived. Performance, also known as job

performance, is the quantity and caliber of work that employee produces while carrying out his responsibilities in accordance with his given obligations.

One of the organizational resources that is crucial to the effective accomplishment of organizational aim is human resources. The achievement of employee performance in the development of human resources is crucial for the success of the firm. Enhancing the productivity of these workers benefits both the organization and the workers individually. The intended consequence is because great performance has the potential to boost employee career growth (Siahaan et al., 2016).

Primarily, bibliometrics' categorization of study subjects might point to areas for future research that will yield important information about how well employees do in higher education institutions. The following goals will be the focus of this investigation.

- a) To find out the most relevant authors, most globally cited documents, and sources on employee performance.
- b) To find out the trending themes from 2014 to 2024.
- c) To identify the areas for future research based on thematic map analysis.

To begin with, this essay presents a fresh viewpoint on employee performance by giving a more thorough and organized examination. Studies of the qualitative literature prioritized subjective judgments, whereas studies of the quantitative literature provide only statistical facts. By employing transparent and thorough visualizations together with cooperative network analysis, our study improves upon earlier evaluations. Our analysis aims to provide readers with an overview of the rapidly expanding body of literature on employee productivity in higher education institutions by demonstrating how several attributes linked to worker productivity in this field vary over time. Furthermore, we proposed a few potential future study options for each of the major topic directions. To summarise, the study provides a thorough and systematic comprehension of the theoretical framework, prevalent subjects, and possible future expansion in the field of worker productivity, establishing the foundation for additional research.

A more thorough investigation is necessary for studies about employee performance, as the author observes from a few of the aforementioned studies. Research thus focuses more on identifying research advances, authors' or particular research groups' contributions, and comparisons between newly developing research areas. This investigation will identify information gaps that may need to be filled in further studies in addition to offering a comprehensive picture of the existing situation. The aim of this study is to ascertain how research on employee performance is developing.

## **2. METHOD**

### ***2.1 Keywords Used in Database***

Usually, two databases i.e., Scopus database and Web of Science are used to conduct bibliometrics analysis. In this paper, the Web of Science database is used to select the articles. The following keywords are used to search out the results. Table 1 below shows the selection criteria used to extract the articles from the Web of Science database. Finally, the study proceeded with 396 articles.

['Employee performance' (all fields), (REFINED TO – '2014, 2015, 2016, 2017 , 2018, 2019, 2020, 2021, 2022, 2023, 2024), (REFINED TO- 'Articles only'), (REFINED TO-

‘Management and Business’ in WOS Categories), REFINED TO- ‘English’), (REFINED- ‘India’)].

**Table 1. Selection Criteria**

S.no.	Particular	No. of articles
1.	Keywords (Employee Performance)	40,374
2.	Year (2014,2015,2016,2017,2018,2019,2020,2021,2022,2023,2024)	26,506
3.	Document Type (only articles)	25,411
4.	WOS categories (Management and Business)	11,245
5.	Language (English)	11,232
6.	Countries (India)	396

### 3. RESULTS

This section consists of information about documents, the most relevant sources, and authors, the most frequent words, trending topics, a thematic map, and collaboration network analysis created with the help of Biblioshiny software.

#### 3.1 General information

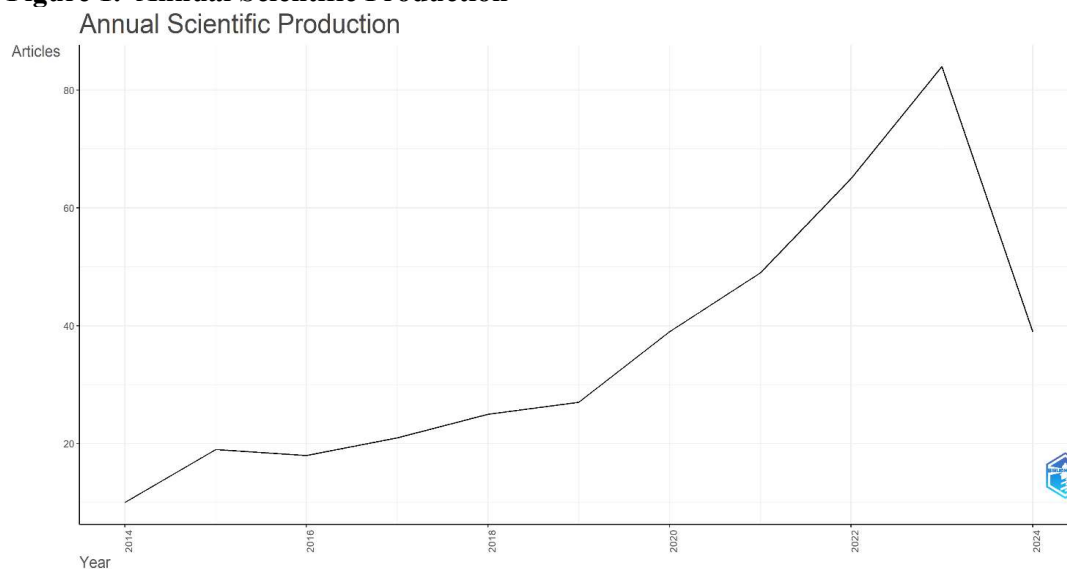
A total of ten years' worth of articles, from 2014 to 2024, have been chosen for the analysis. The findings indicate that 396 documents have been studied. There are 104 total sources, 1148 keywords plus, 28804 references, 911 total authors, and a 14.58 yearly growth rate for this topic. Table 2 shows all the relevant information about the data. Figure 1 shows the annual scientific production of articles related to employee performance. There was a total of 84 articles published in the year 2023, 65 in the year 2022, 49 in the year 2021, 39 in the year 2020, and so on.

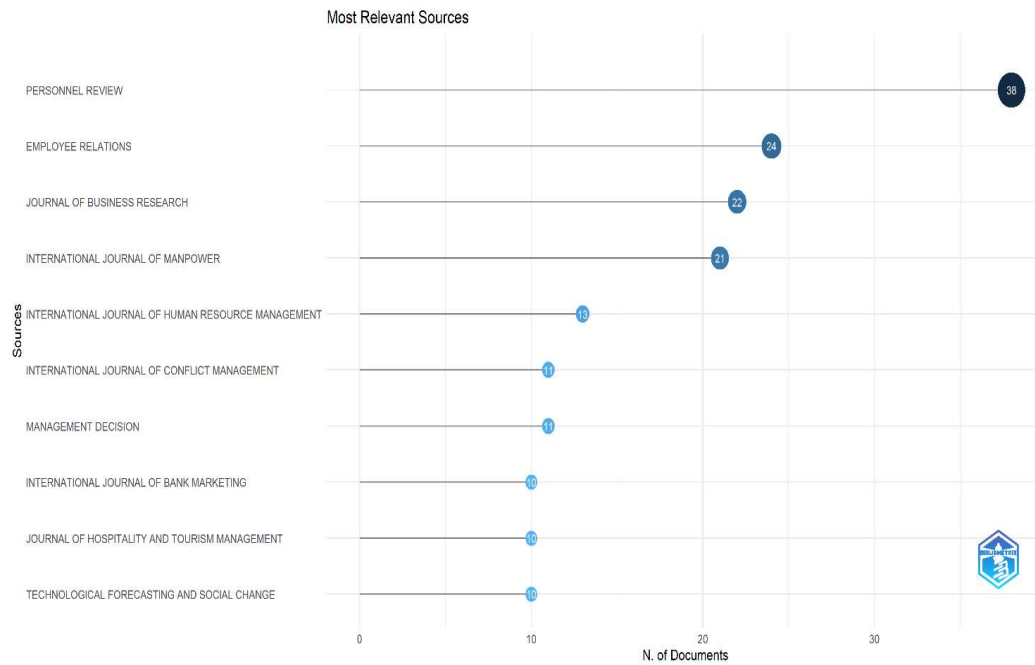
#### 3.2 Sources

This section contains information about the sources, including the most relevant sources during the selected time frame (2014-2024) and the relevant sources according to Bradford's law. Figure 2 shows the top ten relevant sources where the journal named “Personal Review” published the highest number of articles which is 38, followed by “Employee Relations” which published 24 articles, then the “Journal of Business Research” (22), and so on. The least number of articles published by the “Technological Forecasting and Social Change” is ten. Figure 3 shows relevant journals as per Bradford law. We discovered about the major publications that publish articles on employee performance with the aid of Bradford's Law. Core category journals include "Personal Review," "Employee Relations," "Journal of Business Area," "Management Decision," and so on, as illustrated in the image. Zone 2, or secondary journals, such as "Technological Forecasting and Social Change," "Journal of Hospitality and Tourism Management," "International Journal of Bank Marketing," and others, publish works on this subject.

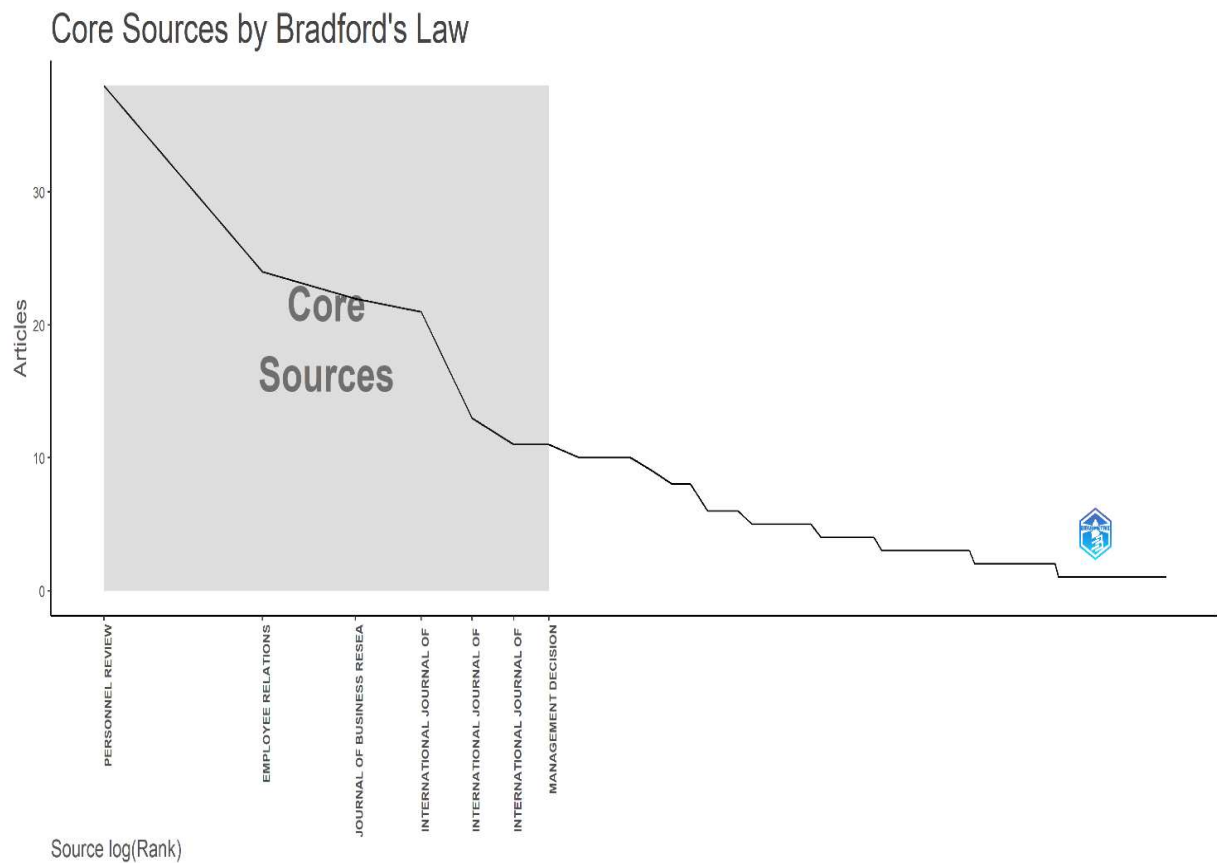
**Table 2. Main Information**

Time frame	2014:2024
Total documents	396
Sources	104
Keywords plus (id)	1148
References	28804
Annual growth rate	14.58
Authors information	
Author	911
Authors of single-authored document	30
Co-author per document	3.4
International co-authorship percentage	44.44

**Figure 1. Annual Scientific Production****Figure 2. Most relevant Sources**



**Figure 3. Relevant Journals as per Bradford Law**



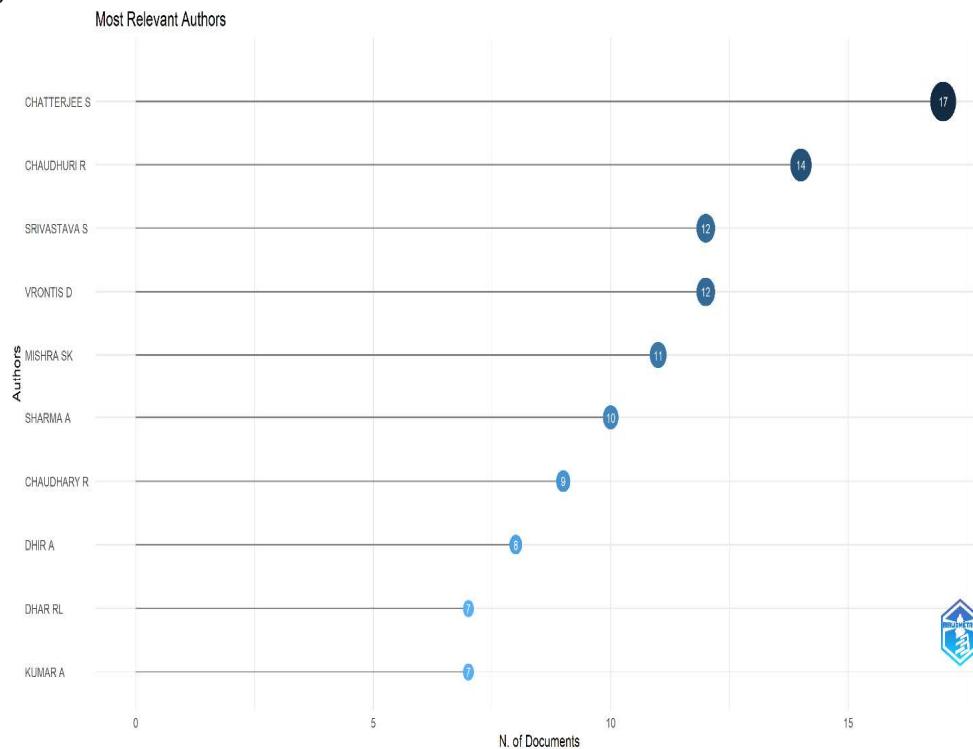
### 3.3 Authors

This part covers the author's information, which also contains a discussion of Lotka's Law and the most pertinent authors. The top ten authors of papers on employee productivity are displayed in Figure 4. It comprises, among others, Mishra SK (n11), Chatterjee S (n17), Chaudhuri R (n14), Srivastava S (n12), Vrontis D (n12), and so on. As you can see, out of the top ten writers, Kumar A wrote the fewest articles (n7). Lotka's Law is depicted in Figure 5. It describes the frequency with which writers have written pieces on the chosen subject. According to Table 3, which lists the top 10 authors, 684 authors have written one article about employee productivity, 150 have written two, and just one has written nine articles about this subject.

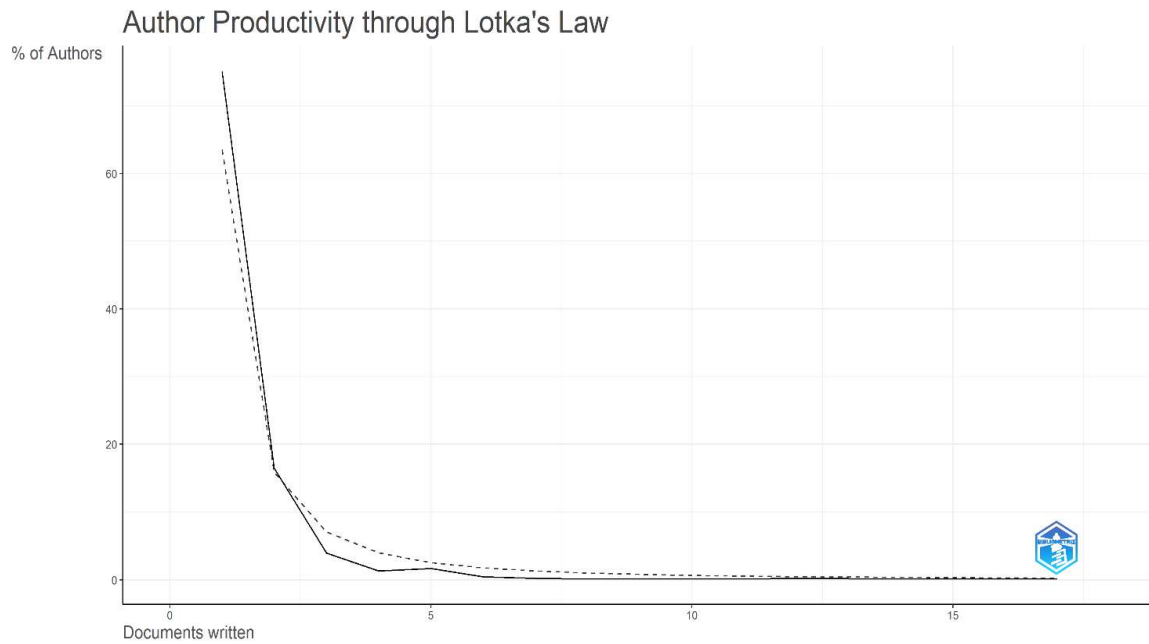
### 3.4 Documents

This section includes information about the most globally cited documents, word cloud, and trending topics between 2014 to 2024. Figure 6 shows the list of the most relevant documents including an article titled “Competitive Advantage through Engagement” by (Kumar & Pansari, 2016), (n 662), “ Transformational leadership and employee creativity: Mediating role of creative self-efficacy and the moderating role of knowledge sharing” by Mittal and Dhar (2015) (n 248) and so on.

**Figure 4. Most relevant Authors**



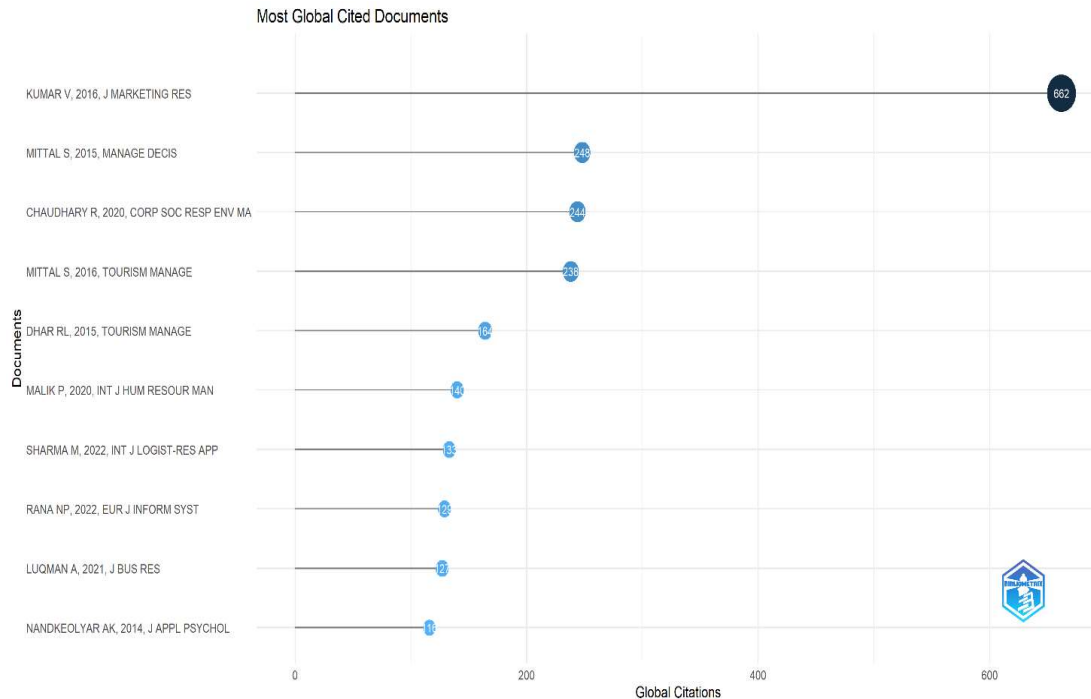
**Figure 5. Lotka’s Law**



**Table 3. Relevant authors as per Lotka's Law**

S.no.	No. of Authors	Proportion of authors
1.	684	0.751
2	150	0.165
3	36	0.040
4	12	0.013
5	15	0.016
6	4	0.004
7	2	0.002
8	1	0.001
9	1	0.001
10	1	0.001

**Figure 6 Most globally cited documents**



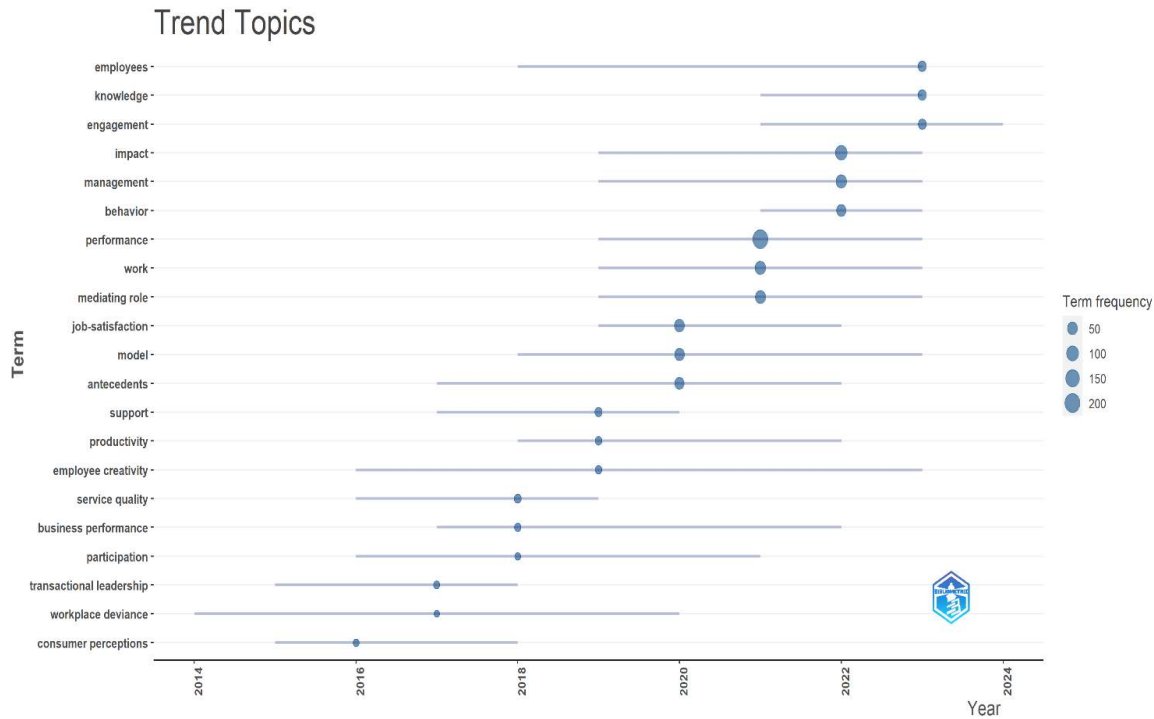
A word cloud is displayed in Figure 7. It is composed of the terms that are used the most. It demonstrates that the most frequently used word is "performance," which is followed by "impact," "management," "mediating role," and so forth. The most popular subjects regarding employee performance over time are displayed in Figure 8. Topics like employees, knowledge, engagement in 2023, impact, management, and behavior in 2022, performance, work, and the mediating role in 2021, and so on, have become popular throughout time.

**Figure 7 Word cloud**



**Figure 8 Trending Topic**





### 3.5 Conceptual and Social Structure

This section includes thematic map analysis and collaboration network analysis on employee performance. Figure 9 shows a thematic map analysis which has four quadrants. The X-axis shows the development degree and the Y-axis shows the relevance degree. Clusters that fall under quadrant four like mediating role, work, impact, management, firm performance, model, moderating role, etc. still have some scope for future research. These highly relevant topics have not been developed yet. Figure 10 shows the collaboration network between various countries on the selected topic. Countries like India, the USA, Brazil, Australia, and Malaysia come under Cluster 1, while countries like Italy, China, Norway, Japan, and Korea, fall under Cluster 2 and so on.



## 4 DISCUSSION

There were two goals for this literature analysis. The first research question includes determining the publication trend, research regions, countries of contributing authors, most relevant journals, most influential authors, research methods employed, co-occurrence of keywords, and most cited papers. The purpose of the second question was to know the themes trending in the duration of the study. The third question that is raised is to identify the various themes on which future research can be carried out.

Employee performance, as defined by Shmailan (2016), is an employee's action in carrying out the work that the organization completes. Its ability to carry out its responsibilities effectively is never separate; rather, it is constantly connected with satisfaction with work, the amount of pay they receive, and their own personal traits, abilities, and talents. A key factor in determining an organization's success these days is employee engagement. Despite its significance, operationalizing and conceptualizing employee engagement is difficult. As a result, the process is designed as a one-dimensional, cumulative idea that denotes the organization's members' physical, mental, and emotional energies being channelled toward the objective of the organization (Jeet et. al., 2024).

(SHRM, 2016) states that effective human resource planning will result in the following advantages: The aspects of human resources are more clearly visible to top management as a result of business decisions. Management's ability to foresee that imbalances would result in high costs or will not be handled helps save HR expenses. An employee's actions and inactions are considered when assessing his performance. Employee performance is calculated by punctuality, amount and quality of output, attendance at work, and friendliness and accommodations (Shahzadi et. al., 2014). Employee performance will improve if they are allowed to learn basic skills, techniques, and management strategies through structured skill development and mentorship programs (Tiwari & Singh, 2024).

Individual performance cannot be verified, according to Yang's (2008) study's findings. According to Yang (2008), he further claims that organizations can implement directly related bonuses and awards determined by worker's performance if those results are apparent. According to Yang (2008), an analysis of employee performance revealed that discrimination against employees' productivity is directly driven by how well employees are acknowledged, valued, and compensated for their work.

Singh and Al Mehrzi (2016) define performance as the result or level of accomplishment of a worker as a whole within a given time frame when performing duties as compared to several options, such as job requirements, targets, or defined standards that were mutually settled upon. According to Yang et al. (2016), performance is fundamentally what employees undertake or choose to not do. Performance management includes all actions done to improve the overall performance of an organization or firm, in addition to the achievement of goals of each employee and work division inside the enterprise.

## 5 CONCLUSION

The last ten years have witnessed a fast and dynamic evolution in the field of employee performance studies. 396 scholarly articles on employee performance between 2014 and 2024 provide sufficient evidence of a notable increase in interest in and study on this subject.

The upward trend in the quantity of publications indicates a good reaction to the significance of this subject. In addition, 17 documents consistently list Chatterjee, S. as the author who contributed the most. Employee performance is primarily focused on issues like workers, knowledge, engagement, job satisfaction, leadership, conflict, stress, customer perceptions, and employee creativity, according to visualization mapping. However, some topics, like impact, management, mediating role, satisfaction, moderating role and innovation, are still up for future study. The importance of employee involvement in determining an organization's performance has increased. Even with its significance, employee engagement is difficult to conceptualize and translate into practice. As such, the process is formulated as a one-dimensional, cumulative notion that denotes the organization's members' physical, cognitive, and emotional energies being channelled toward the achievement of specific organizational goals. The efficacy of enhancing employee performance evaluation procedures is being observed in research trends, and this is generally expected to lead to improvements in the administration of organized organizational management systems for employees.

This review has several limitations. Firstly, we limited our search to papers that were released in the Web of Science database between 2014 and 2024. As a result, some pertinent publications might have been overlooked; so, in subsequent studies, additional databases might be used to assemble this corpus of information. Thematic analysis based on keyword plus, as indicated by multiple clusters, showed that research is still needed on highly relevant but understudied topics related to the efficiency of the workforce: (task conflict, interpersonal conflict, intergroup conflict); (performance, work, mediating role); (impact, management, innovation). Books, book chapters, and early access papers were not included in our analysis; only materials that have been published in academic publications were. Ultimately, these results can serve as a guide for future investigations into the problems faced by workers and their performance can be improved.

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