

MAPPING THE KNOWLEDGE AREA RESEARCH IN JOB PERFORMANCE DETERMINANTS

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ABSTRACT

This study conducts a complete review of scientific production using the quantitative approach of bibliometric analysis to help us comprehend the existing structure of studies and to indicate future research directions on job performance determinants and job satisfaction. By restricting its study subjects and recognizing specific trends, the article maps the literature. Descriptive and performance studies were carried out on a sample of 2028 papers using the Web of Science database (WoS). The scientific mapping of the conceptual, intellectual, and social structure was performed using the VOSviewer program, which offers academics with a quantifiable and graphic depiction of the job performance determinants and job satisfaction sector.

The results indicated that the field's most notable researchers are of American origin, and the most active nations in the subject of job performance determinants and job satisfaction are China, England, Germany, Canada and the Netherlands, with important partnerships worldwide.

KEYWORDS: *bibliometric analysis, bibliometric review, job performance, job satisfaction, WoS.*

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1. INTRODUCTION

Recent trends have placed a strong emphasis on increasing employees' happiness at work. In order to do this, businesses have gone so far as to implement benefits like daily catered lunches, gaming consoles, and even ping pong tables.

The case for investing in the employee engagement is made by those who believe that raising employee work happiness would boost output, which will eventually benefit the company's success. Therefore, we may anticipate that firm performance indices would rise in companies whose employees are generally happier.

According to social identity theory, an employee's drive to work hard for (and on behalf of) their coworkers and their organization is strengthened by a strong link with their employer. The ability to perform better and be more engaged with the work itself can then be reinforced by a greater psychological connection to the company. As a reflection of the attitudinal and behavioral components of the notion, increased employee engagement may be both mental and physical.

Engagement is "a good, rewarding affective reaction of work-related well-being that is marked by energy, devotion, and absorption," according to Bakker et al. (2008).

Organizational identification relies on the social identity tradition to define a particular sort of social identification, making it a key term in study into the affective and behavioral results among employees (Van Dick, 2004).

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A better conceptual grasp of the relationship between an employee's sense of belonging to their larger organization and job satisfaction, as well as a more thorough understanding of the factors that influence job attitudes, are required because job satisfaction is seen by various stakeholders as a key indicator of overall organizational functioning and achievement (Gresov et al., 1989).

2. LITERATURE REVIEW

2.1 Job performance

Most research aimed at enhancing comprehension of variation in work role performances has concentrated on explanatory notions that highlight relatively specific characteristics of employees' self. According to identities people construct for themselves in relation to the tasks they play, scholars have viewed the self as cognitive energy that may be distributed across different work and nonwork domains (Ashforth et al., 2008). The idea of job engagement, as an illustration, relates to the extent to which individuals view their occupations as constituting their whole life, so that an employee who has high job involvement strongly connects with his or her profession and focuses about the job even while not at work (Kanungo, 1982).

Job involvement is thought to predict job performance because people who identify most firmly with their jobs concentrate on work and see more situations as opportunities to carry out work role activities (Brown & Leigh, 1996). Employee engagement is influenced by organizational characteristics, supervisory behaviors, and individual differences (Hillman et al., 2008; Kreiner et al., 2006). It is also important to mention that effort, performance and job satisfaction are filtered by attitudes, subjective norms and perceptions about really being able to influence the level of performance (Ajzen, 2011; Radu et al., 2020).

Job performance is the total value to an organization of all an employee's activities, both directly and indirectly contributing to organizational objectives (Borman & Motowidlo, 1993; Campbell, 1990).

Employees who are significantly engaged in their jobs tend to exert both physical and mental energy toward achieving role-related objectives (Ashforth & Humphrey, 1995; Kahn, 1990). They also tend to be emotionally invested in their work. Employees who are severely disengaged from their jobs, on the other hand, withhold their physical, mental, and emotional resources. As a result, their task performance is, at best, mechanical, non-passive, and indifferent (Goffman, 1961; Hochschild, 1983; Kahn, 1990).

As an increasing number of companies embrace the regular practice of preparing and releasing non-financial reports separately from their annual reports, addressing concerns involving employee health and safety has caught the attention of professionals and practitioners in the sector (Moraru et al., 2020).

Working from home has also had an influence on the performance of employees who were obliged to drive during peak hours to get to work or who lived in areas that were somewhat far from their place of work (Isac et al., 2022).

2.2 Job satisfaction

Job satisfaction can be defined as "the enjoyable emotional state arising from the assessment of one's employment as attaining or helping the fulfilment of one's job values," (Locke, 1969, p. 316). Due to its beneficial effects on job performance (Lu and Gursoy, 2013; Rich et al., 2010; Ziegler et al., 2012); firm performance (Chi and Gursoy, 2009); and customers' perceptions of service quality, satisfaction, and retention, the significance of job satisfaction has been heavily emphasized in the literature (Torres, 2014). Thus, it is crucial for academics to document the main causes of employee work satisfaction.

According to Radosevich et al. (2008), highly engaged workers are more likely to be satisfied with their jobs than disengaged workers. According to Saks (2006), highly engaged workers are also

more likely to exhibit favorable attitudes, intentions, and actions at work. Recent research has repeatedly found that one of the most important factors influencing job happiness is individuals' work engagement (Karatepe, 2013; Radosevich et al., 2008; Wefald and Downey, 2009).

Given the options for career growth and career planning, individual managers are likely to achieve higher alignment between the self and environmental exploration (than line-level employees). As a result, these career plans provide staff with professional abilities that lessen concerns about careers while increasing job satisfaction (Creed et al., 2009). Furthermore, compared to line-level employees, supervisors earn much better compensation, awards, possibilities at work, and perks. As a result, they are more satisfied with their jobs (Carbery et al., 2003; Ghiselli et al., 2001). As a result, managers could be more satisfied with their jobs than workers at the line level.

3. METHODOLOGY

The importance of scientific publications has increased in the last decades (Dima et al., 2022) and the interest for scientific production assessment is much more evident in recent years through numerous decisions of a political, economic, funding allocation, public policies development, partnership opportunities, university staff hiring and various other fundamental decisions that are based on the analysis of academic research results (Pranckutė, 2021). Therefore, the popularity of bibliometric analysis as a significant scientific tool for assessing the production of scientific publications by using mathematical and statistical methods has grown significantly in recent years. Bibliometrics, as a branch of scientometrics, has been used in many fields of research, including: agriculture (Leković et al., 2020), economics (Dima, 2021; Popescu et al., 2022), finance (Nath & Chowdhury, 2021), mathematics (Lei et al., 2021) and many others.

In the context of identifying the most relevant job performance determinants, this research seeks to highlight the current interest of researchers in the analysis of factors that influence employee performance or job performance through bibliometric analysis. The main objectives of the current research are the following:

- determining the growth rate of articles number related to job performance determinants,
- identifying the geographical distribution of research and the most prolific authors on this topic,
- illustrating the significant keyword clusters that form job performance determinants.
- In order to fulfil the stated objectives, Web of Science (WoS) was selected as the database source for the bibliometric study. The main arguments for this choice are that WoS is a very comprehensive bibliographic data source (Pranckutė, 2021), it is considered the most prominent source of bibliographic data for activities including journal selection, research evaluation or bibliometric analysis (Li, Rollins & Yan, 2018), it covers a large time frame with a low percentage of duplicated entries (Pranckutė, 2021) and it is compatible with the analysis software (Pintilie, Cicea & Marinescu, 2020).

A keyword search process was performed in the WoS database in September 2022. In the “topic” section of the database the search was conducted by the following keywords: “job performance” AND “determinant”. The initial search generated 2,088 results that covered the period 1975 – 2022. For the first years, respectively the period 1975 – 1995, less than 20 publications per year were found, without any continuity from year to year. Therefore, these publications were eliminated from the list, which generated a number of 2,028 results that were analysed using the VOSviewer software, version 1.6.18. Using the visualization of similarities (VOS) mapping technique, VOSviewer is used to create, visualize, and explore bibliometric maps of science (van Eck & Waltman, 2020).

4. RESULTS AND DISCUSSIONS

The first part of the analysis consisted of applying a descriptive analysis on the 2,028 publications selected for the research in order to determine the growth rate of articles number related to job performance determinants and to fulfil the first objective. The information from the WoS database regarding the number of published documents and the number of citations in each year from the timeframe 1996 - 2022 were analyzed in Table 1.

Table 1. Evolution of publications and citations number in 1996 – 2022 concerning job performance determinants

Publication Year	Number of documents	% of 2,028	Cumulative percent	Number of citations	% of 76529	Cumulative percent
1996	30	1.48%	1.48%	9	0.01%	0.01%
1997	24	1.18%	2.66%	12	0.02%	0.03%
1998	23	1.13%	3.80%	59	0.08%	0.10%
1999	27	1.33%	5.13%	82	0.11%	0.21%
2000	30	1.48%	6.61%	167	0.22%	0.43%
2001	30	1.48%	8.09%	268	0.35%	0.78%
2002	31	1.53%	9.62%	343	0.45%	1.23%
2003	29	1.43%	11.05%	447	0.58%	1.81%
2004	28	1.38%	12.43%	511	0.67%	2.48%
2005	36	1.78%	14.20%	816	1.07%	3.55%
2006	39	1.92%	16.12%	981	1.28%	4.83%
2007	43	2.12%	18.24%	1320	1.72%	6.55%
2008	57	2.81%	21.06%	1751	2.29%	8.84%
2009	59	2.91%	23.96%	2124	2.78%	11.62%
2010	66	3.25%	27.22%	2499	3.27%	14.88%
2011	79	3.90%	31.11%	2894	3.78%	18.66%
2012	80	3.94%	35.06%	3187	4.16%	22.83%
2013	81	3.99%	39.05%	3521	4.60%	27.43%
2014	98	4.83%	43.89%	3923	5.13%	32.55%
2015	97	4.78%	48.67%	4364	5.70%	38.26%
2016	88	4.34%	53.01%	4844	6.33%	44.59%
2017	122	6.02%	59.02%	5195	6.79%	51.38%
2018	158	7.79%	66.81%	5735	7.49%	58.87%
2019	172	8.48%	75.30%	7341	9.59%	68.46%
2020	192	9.47%	84.76%	8478	11.08%	79.54%
2021	160	7.89%	92.65%	9364	12.24%	91.78%
2022	149	7.35%	100.00%	6294	8.22%	100.00%
TOTAL	2028			76529		

Source:

Out of the total of 2,028 publications, the majority were published starting from 2015, which indicates an increased interest in this topic in recent years. Most of the works were published in 2020, the year in which employees and organizations were affected by the changes regarding social distancing and working from home imposed at the state level by the restrictions of the Covid-19 pandemic. Researchers were interested in investigating job performance determinants in the new context and a greater number of publications resulted. On average, in each year included in the analysis, approximately 75 WoS-indexed works on this topic were published. Regarding the number of citations, it had a constant evolution throughout the period, most of the citations being registered in 2021, respectively 12.24% of the total of 76,529 registered. Compared to the number of

publications, an average of approximately 37 citations for each paper resulted, and compared to the number of years included in the analysis, an average of approximately 2,834 citations per year resulted.

Figure 1 below illustrates the information presented in Table 1, highlighting the relatively inconstant evolution of the number of publications within the analysed period, but with a considerable increase, especially after 2017, as well as the exclusively upward trend of the number of citations.

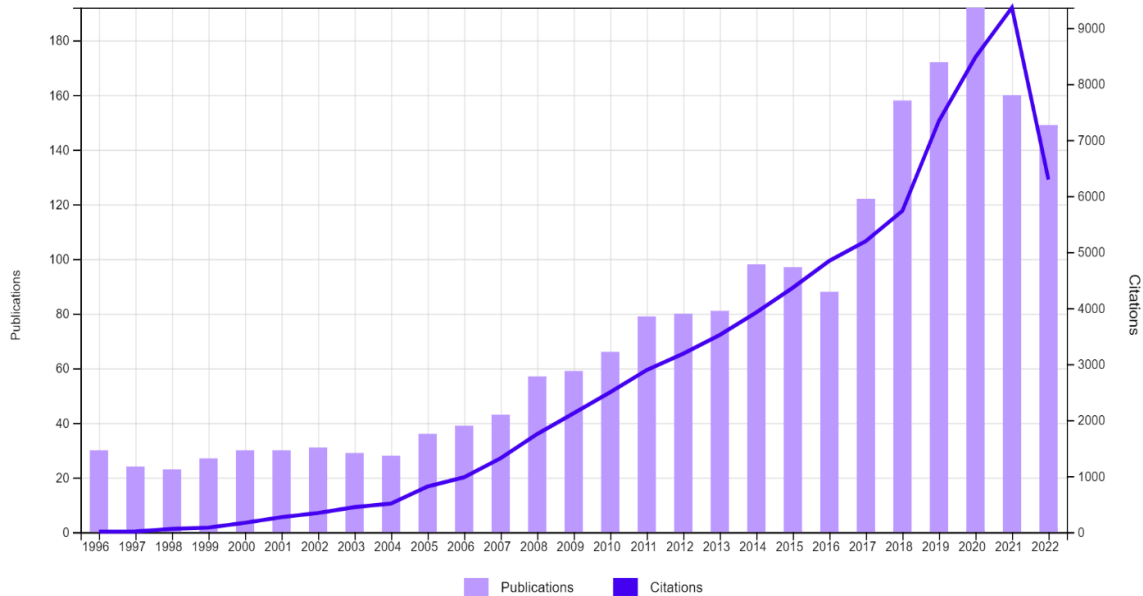


Figure 1. Evolution of publications and citations number

Source:

Regarding the type of publications, it was found that the majority of these are articles (90.53%), followed by proceeding papers (7.89%) and review articles (3.35%). The full results are presented in Figure 2. The authors' interest in the articles, which presuppose more laborious practical research of the analysed field compared to conference papers or the theoretical aspects presented in book chapters, is noteworthy.

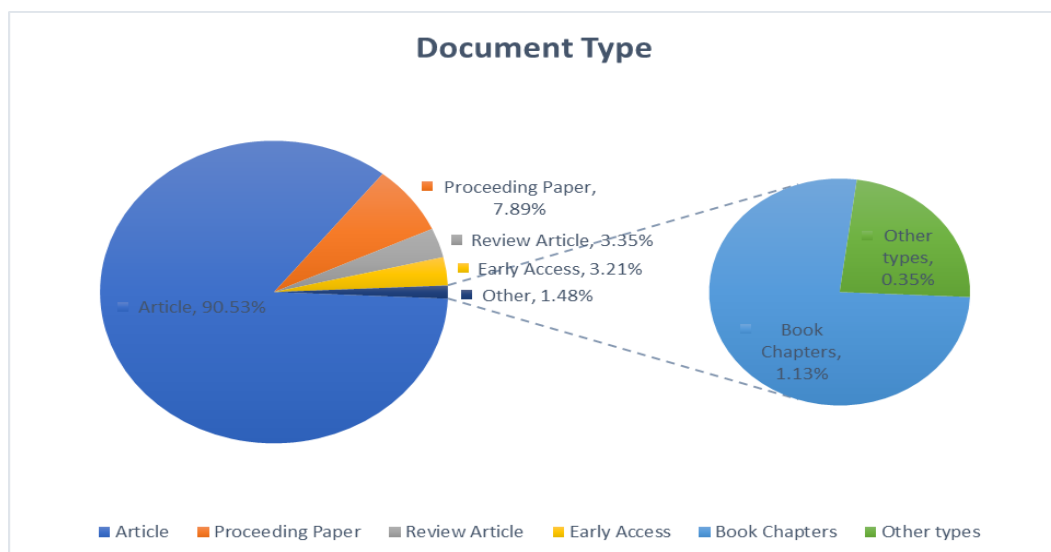


Figure 2. Distribution of publications in terms of document type

In order to fulfil Objective 2, namely to identify the geographical distribution of research and the most prolific authors on this topic, an analysis of these elements was carried out by the authors based on the available data identified in WoS. Regarding the geographical distribution of publications, the main provider of scientific production stands out to be the United States of America, the authors affiliated with the USA publishing approximately 32% of the total works on this topic (Table 2). Also, an increased interest in job performance determinants is found in the case of China, England, Germany, Canada and the Netherlands. These countries have published over 100 articles in the analysed field, accumulating over 50% of the total of 2,028 publications registered worldwide. It is found that the states that emphasize research in the field of job performance determinants are those that allocate very large funds for research, respectively USA, England or Canada, or prioritize the production sector, being suppliers of significant quantities of finished products, respectively China, Germany or agricultural producers, as is the case with the Netherlands, the second-largest exporter of agricultural products in the world. Therefore, the desire for research in the field is translated by the increased interest in obtaining the highest possible performance of the employees to further stimulate the economic sector.

Table 2. Geographical distribution of publications

	Countries/Regions	Record Count	% of 2.028
1	USA	642	31.66%
2	PEOPLES R CHINA	149	7.35%
3	ENGLAND	133	6.56%
4	GERMANY	126	6.21%
5	CANADA	118	5.82%
6	NETHERLANDS	102	5.03%
7	AUSTRALIA	99	4.88%
8	SPAIN	96	4.73%
9	SOUTH KOREA	86	4.24%
10	TAIWAN	69	3.40%
11	ITALY	68	3.35%
12	MALAYSIA	67	3.30%
13	TURKEY	56	2.76%
14	INDIA	54	2.66%
15	FRANCE	48	2.37%
16	PAKISTAN	43	2.12%
17	INDONESIA	41	2.02%
18	PORTUGAL	35	1.73%
19	SOUTH AFRICA	34	1.68%
20	POLAND	31	1.53%

Source: Analyzed by the authors, adapted from WoS

As probably expected, the main 20 authors who published works related to job performance determinants come from the states identified and mentioned in the previous table. The centralization of the processed data from WoS regarding the most prolific authors is presented in Table 3. It is found that there is no very prolific author in this field, as is the case in other research topics. The most publications are attributed to Timothy A. Judge from Department of Management, University

of Florida, USA (10 papers), Laura Borgogni from Sapienza University of Rome, Italy (8 papers) and Phillip Ackerman from Georgia Institute of Technology, USA (7 papers).

Table 3. Most prolific authors

	Authors	Record Count	% of 2,028
1	Judge TA	10	0.49%
2	Borgogni L	8	0.39%
3	Ackerman PL	7	0.35%
4	Viswesvaran C	6	0.30%
5	Chen YJ	5	0.25%
6	Lin CP	5	0.25%
7	Mackenzie SB	5	0.25%
8	Podsakoff PM	5	0.25%
9	Alessandri G	4	0.20%
10	Cadogan JW	4	0.20%
11	De Witte H	4	0.20%
12	Demerouti E	4	0.20%
13	Han H	4	0.20%
14	Hitka M	4	0.20%
15	Lee J	4	0.20%
16	Lee S	4	0.20%
17	Li J	4	0.20%
18	Ones DS	4	0.20%
19	Oswald FL	4	0.20%
20	Sackett PR	4	0.20%

Source: Analyzed by the authors, adapted from WoS

In order to illustrate the significant keyword clusters that form job performance determinants, a map based on bibliographic data was generated in WOSviewer. The selected type of analysis was co-occurrence, using the full counting method and Keywords plus as unit of analysis. Based on these, 3498 keywords were found connected to the topic job performance determinants. To reduce the large volume of generated keywords, a restriction of minimum 30 occurrences of the same keyword was applied and 72 different keywords met the threshold. These 72 different keywords are grouped into four clusters, generating 1941 links and a total link strength of 15675. The main keywords for each of the four clusters are illustrated in Figure 3 bellow. The visual representation of this grouping is a map with each cluster shown as a node and the branches connecting those nodes.

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