



Employee Performance in Public Sector: A Bibliometric Analysis of Global Trends and Thematic Development

Tareq Alambrouk Elagili*, S. M. Ferdous Azam, Jacqueline Tham, Ali Khatibi

Postgraduate Centre, Management and Science University, Malaysia. *Email: tareq.almabrok@gmail.com

Received: 11 April 2025

Accepted: 08 August 2025

DOI: <https://doi.org/10.32479/irmm.20150>

ABSTRACT

The study intends to thoroughly analyse employee performance in the institutions of public sector. It also investigates the factors that affected employee performance during the period from 1974 to 2025. This study analyzed 175 out of 294 documents sourced from the two largest databases, Web of Science and Scopus, to get the desired outcome. The research examined the scientific output of publications, prolific authors, influential papers, institutions and nations, keyword co-occurrence, thematic mapping, co-citations, and collaborations among authors and countries. The research used “VOS viewer” software to analysis and thematic clustering. The results indicated that 2024 and 2021 were the most prolific years, with 40 and 23 publications, respectively. Ghent University in Ghent, Belgium, is the most organisation institution, while the United States is the most influential country. The research determined that Public Personnel Management is the preeminent journal based on total citations and publications. Five theme clusters of employee performance in the public sector were identified. The study provides guidance and information to academics regarding the current status of employee performance in the public sector and delineates future research directions in this field of study. The impotence of the study arises from its status as the first study to offer a performance analysis and scientific mapping of employee performance in the public sector utilizing a multilabel database.

Keywords: Employee Performance, Public Sector, Bibliometric Analysis

JEL Classifications: J45, M54, C55

1. INTRODUCTION

In the public sector, employee performance is a complicated subject which is influenced by many organizational, interpersonal, and personal factors. Public sector employees often navigate unique challenges, including high job demands, rigid hierarchical structures, and limited resources, all of which influence their ability to perform effectively (Plimmer et al., 2023). These dynamics show the importance of understanding the elements that impact engagement, satisfaction, and overall performance within public organisations. Given the sector’s critical role in delivering essential services, optimising employee performance remains a key priority for policymakers and organisational leaders.

One of the primary challenges public sector employees face is the high level of job demands, which may include job insecurity,

role ambiguity, and inter-agency collaboration requirements. These stressors can undermine resilience and hinder performance (Triguero-Sánchez et al., 2021). However, resource constraints requiring employees to (do more with less) can also foster adaptability, strengthening their capacity to overcome challenges (Plimmer et al., 2023). Organisational structure further influences performance outcomes, with hierarchical distance affecting commitment and teamwork. Flatter structures tend to enhance participation and consensus, whereas rigid vertical hierarchies may stifle engagement and autonomy (Kim et al., 2024).

Human resource management (HRM) practices play an important role in shaping employee performance. Flexible work schedules and special leave policies are two HRM strategies that improve resilience and lessen the sense of a heavy burden (Giauque et al., 2022). Additionally, the adoption of HR analytics supports data-

driven decision-making, improving organisational effectiveness and indirectly boosting employee performance (Espegren, 2024). The work environment itself, including autonomy and collaboration, is crucial for well-being and engagement. The example for that was in the period of COVID-19 pandemic, the telework arrangements helps for improved work-life balance but also introduced challenges such as reduced collaboration and increased job strain (Nasirpour et al., 2024). Furthermore, effort-reward imbalances in the public sector have been linked to mental health issues, negatively affecting productivity and morale (Hur, 2024).

Turnover intention remains a pressing concern in public organisations, with professional development opportunities playing a key role in retention and job satisfaction. A stable and motivated workforce is more able to achieve high performance and contribute to organisational success (Hur, 2024). While public sector organizations face distinct challenges, strategic interventions such as resilience-focused HRM, reduced hierarchy, and supportive work environments can enhance performance. However, these strategies must be context-specific to yield optimal results.

Despite extensive research on public sector employee performance, there remains a lack of comprehensive bibliometric analyses synthesis the field evolution, key contributors, and dominant themes. This gap is particularly notable given the sector unique political, economic, and social influences. To address this shortcoming, this study conducts a bibliometric analysis to map the intellectual landscape of employee performance research in the public sector from 1974 to 2025. By examining publications from scopus and web of Science (WOS), the study identifies influential authors, institutions, countries, journals, and references shaping the discourse.

A bibliometric analysis offers a quantitative approach to evaluating scientific literature through authorship patterns, citation networks, and keyword co-occurrences. This study employs performance analysis, science mapping, and network visualization via VOSviewer to analyse a curated dataset of 175 high-quality publications. Rigorous inclusion and exclusion criteria guarantee the robustness and academic integrity of the findings. The results will provide valuable insights into research trends, collaboration networks, and emerging themes, offering a foundation for future studies and evidence-based policy recommendations.

2. LITERATURE REVIEW

Employee Performance has generally been viewed as the key to organisational success, summing up the collective effort and contribution of workers towards achieving strategic objectives. The best-known asset of any organisation is often its employees because without them goods and services cannot be produced or supplied. Consequently, it is imperative to learn about the elements that influence the performance of employees for long-term organisational growth. It is argued by several researchers that there are many internal and external influences, including leadership behaviour, organisational culture, job security, rewards, and career opportunities, that affect employee job performance.

According to two-factor theory by Herzberg, the performance of the employees is optimal when they are satisfied at work, and this occurs when they are offered appropriate recognition, fair compensation, and career advancement opportunities, but dissatisfaction leads to a drop in performance (Memon et al., 2023) supported this perception by noting that performance is influenced by organisational practices such as performance appraisals, motivational methods, and supportive work environments. In employment security (Kim, 2020) cited that while a large majority of recent literature is focused on the psychological impacts of job insecurity on employees attitudes, more and more now is the need to identify the immediate impact of job insecurity on organisational performance and the intervening processes generating the same. High-performance work practices, if implemented effectively, can enhance the morale of employees as well as reduce turnover intentions, emphasis the importance of creating a supportive and empowering organisational culture (Obeng et al., 2021)

Moreover, Khan et al. (2024) opined that positive and timely performance feedback enhances individual employee performance and also establishes a sense of belongingness and long-term commitment towards the organisation. In performance classification in jobs, Ramos-Villagrasa et al. (2019) established three central dimensions: task performance, which involves the execution of job tasks effectively and accurately; contextual performance, also referred to as organisational citizenship behaviour (OCB), which involves extra effort behaviours that help shape the organisational climate and counterproductive work behaviour, which is behaviors that demolish the organisation, such as abuse of resources, deliberate mistakes, and negative attitudes. These dimensions help evaluate and improve performance across different organisational contexts.

Moreover, leadership quality and management style having a significant influence over employee performance, particularly in the public sector. Asif and Rathore, (2021) believed human resource practices with a commitment-oriented approach can contribute to increasing employees' long-term commitment, thus making the public sector more efficient and effective. Interventions like the Individual Work Performance (IWP) model by Koopmans et al. (2014) have also contributed towards a structured appraisal of the employee performance on the aforementioned dimensions. Compensation satisfaction is measured as one significant variable which mediates the correlation between the motivation of an employee and their performance outcome. Khalid (2020) substantiated that if employees are satisfied with their salary and receive satisfactory managerial support, the performance of the employees improves immensely through positive effective and continuance commitment.

Furthermore, Udin et al. (2022) demonstrated there to be a positive relationship among good work ethos, emotional commitment, and higher employee performance and, in consequence, the argument that ethical labour practice and emotional commitment to labour can result in greater productivity. Performance has also been perceived from more than one dimension in scholarly debates. While it has been understood as a behaviour-focused value factor for organisational contributions by Colquitt et al. (2018)

and Anitha (2014) points out financial as well as non-financial measures of performance.

Despite variations in definitions, there is consensus that employee performance is a gauge of how much individual efforts are aligned and contribute to organisational success. Ultimately, performance appraisal must be viewed as an ongoing process aimed at enhancing employees’ abilities and aligning their efforts with the organisation strategic direction. Therefore, effective management of employee performance requires a comprehensive understanding of its antecedents, dimensions, and consequences, as well as the development of supportive practices enhancing satisfaction, commitment, and ethical conduct among the workforces.

3. METHODOLOGY

3.1. Defining the Appropriate Search Terms

To ensure comprehensive coverage of relevant themes in this study, the terminology has been carefully chosen to accommodate a wide range of terms and abbreviations in employee performance. Using search parameters to ensure that all pertinent information is obtained, Table 1 shows a methodical approach to find out the relevant studies that related to employee performance in the public sector. The main search terms, which need to be included in the title, are “employee’s performance,” OR “performance of employee,” OR “employee performance,” OR “staff performance.” This methodology guarantees a comprehensive examination of all relevant studies, including the substantial amount of research conducted on this subject.

3.2. Process of Data Collection

The process of data collection for this study on “employee performance” began with an initial search in the Scopus and Web of Science (WOS) databases, yielding 294 records as of April 25, 2025, covering publications from 1974 to 2025. The search terms included variations like “employee’s performance” OR “performance of employee” OR “employee performance” OR “staff performance” to ensure comprehensive coverage. The results were then filtered by subject area, focusing on disciplines such as accounting, economics, management, business, econometrics, social sciences, finance, and arts and humanities, which excluded

60 records, leaving 232 articles. Further refinement by the type of publication (articles, book chapters, and reviews) 15 records were removed, resulting in 217 articles. Language screening limited the results to English-only documents, excluding 6 more records and leaving 211 articles. Finally, using Zotero software to find duplicate records, which drove to the removal of 38 records, resulting in a final set of 175 unique articles for analysis. This systematic approach ensured the inclusion of relevant, high-quality, and non-redundant literature for the review.

3.2.1. Selecting the analysis techniques

A bibliometric analysis was applied to evaluate the research climate of public sector employee performance. Bibliometric analysis has been acceptable for their quantitative evaluation of books, journals, and other types of publication. Bibliometric analysis Bibliometric analysis is a collection of tools which use quantitative techniques to analyze and measure text and information (Jayaratne and Zwahlen, 2015). In addition, bibliographic analysis is based on systematic publication gathering (Lubowitz et al., 2023). Keyword selection was the primary analysis step by the research team. Keyword search allows researchers to identify relevant publications based on established topics within a particular subject area (Nagpal and Petersen, 2021). This included identifying top authors, companies, countries, and main trends through performance analysis, science mapping, and network analysis tools. Moreover, Visualization and analysis of the connections between various research units based on the VOSviewer programmer finally identified key themes and patterns in articles. While network analysis and scientific mapping testified to the awareness of the co-operation networks in the region, the performance study only focused on publishing and citations figures. Therefore, this entire methodology will make sure the study dynamics and contribution towards the subject are properly given consideration.

4. RESULTS

4.1. Performance Analysis

By using the data that was collected from Scopus and (WOS), Figure 1 presents the publication distribution of the studies that related to employee performance in the public sector from 1974 to 2025. The time frame has been chosen and established based on all data available in both databases, which started publication in 1974 for the public sector employee performance. Moreover, the data was collected with research criteria defined on April 25, 2025. Also, the figure shows a trend of increasing publications in recent years, with 36 publications in Scopus and 14 in WOS in 2024, compared to just 4 and 1, respectively, in 2025. In previous years, from 2021 to 2023, there was a consistent rise in both databases, peaking in 2024. Earlier years, particularly before 2015, show significantly fewer publications in both databases. This highlights a growing academic publication output in recent times.

4.2. The Most Influential Authors, Organisations, and Countries for Employee Performance Study in Public Sector

Table 2 summarises academic contributions, highlighting authors, organisations, and countries which focused on the performance of employee based on the number of publications (TP) and total

Table 1: Inclusion and exclusion criteria of the articles

Selections	Exclusion	Inclusion
Database type: Scopus and WOS		294
Date of Search: “25 April 2025”		
Publications period: “1974-2025”		
Search term: “employee’s performance” OR “performance of employee” OR “employee performance” OR “staff performance”		
Subject area: “Accounting, economics, management and Business, econometrics and finance, Social Sciences and Arts and Humanities”	60	232
Publication Type: “Articles, Book Chapter, and Review”	15	217
Language Screening: “Include documents published in English only”	6	211
Duplicated Items	38	175

citations (TC). The top authors include Decramer, Adelién (5 publications, 237 citations) and Audenaert, Mieke (4 publications, 183 citations), while leading organisations like Ghent University (4 publications, 271 citations), University of Haifa (1 publications, 208 citations) and Temple University (1 publications, 166 citations). The United States dominates with 14 publications and 509 citations, followed by Indonesia (38 publications, 350 citations) and China (5 publications, 247 citations). Other countries like Malaysia, Pakistan, and India also show significant contributions, while smaller nations such as Oman, Saudi Arabia, and Ghana contribute fewer but notable publications. Overall, the data reflects a diverse and impactful academic landscape across authors, institutions, and countries.

4.3. Most Influential Articles on Employee Preference in Public Sector

Table 3 highlights the most influential articles on employee performance, ranked by total citations (TC). The most cited study is Vigoda-Gadot (2007), which examines the effect of leadership style and organisational politics on employee performance, with 364 citations. Following closely is Tong et al. (2021), exploring the different effects of AI feedback on employee performance, with 328 citations. Other notable works include Roberts, 2003

with 274 citations which focus on employee participation in performance appraisals. Soomro et al. (2018), focusing on work-life balance and job satisfaction's role in performance (118 citations), and Audenaert et al. (2019), linking performance management to innovation in public organisations (187 citations). Additional influential studies address topics such as job insecurity (Sverke et al., 2019, 239 citations), transformational leadership (Caillier, 2014, 166 citations), and corporate social responsibility (Sun and Robert, 2015, 79 citations). Recent research, such as Daraba et al. (2021), investigates remote work and authentic leadership during the pandemic (118 citations), while older studies like Pommer and Streedbeck (1974) remain relevant with 90 citations. Overall, the table reflects a diverse range of factors influencing employee performance, from leadership and organisational culture to emerging trends like AI and remote work.

4.4. Prominent Journals for Employee Performance in The Public Sector

Table 4 highlights the most influential journals on employee performance in the public sector, with "Public Personnel Management" standing out as the most impactful, evidenced by 9 publications and 237 citations, including contributions across multiple decades (1978-2025). Recent high-impact journals

Figure 1: Analysis of the publisher growth during the past years

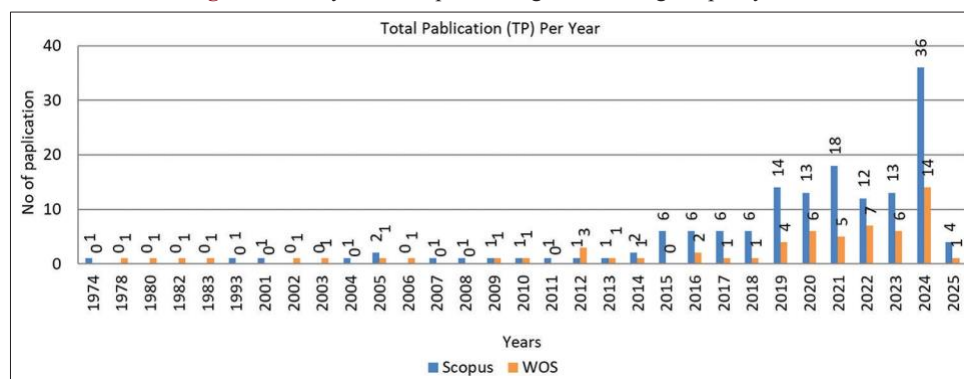


Table 2: The most influential authors, organisations, and countries

TP	Author	TC	TP	Organisation	TC	TP	Country	TC
5	Decramer, A	237	4	Ghent University, Ghent, Belgium	271	14	United States	509
4	Audenaert, M	183	1	University of Haifa, Haifa,	208	38	Indonesia	350
3	Van Waeyenberg, T	155	1	Temple University, Philadelphia, pa, United States	166	5	China	247
2	Vanderstraeten, A	82	1	Nanyang Technological University, Singapore, Singapore	166	4	Belgium	183
4	Donkor, F	54	1	Sichuan University, Chengdu, China	166	7	Pakistan	149
2	Endri, E	49	1	University of Southern California, Los Angeles, ca, United States	166	15	Malaysia	105
2	Riyanto, S	49	1	Alpen-Adria-Universitat, Klagenfurt, Austria	118	3	Australia	93
2	Virgiawan, A. R.	49	1	Comsats Institute of Information Technology, Abbottabad, Pakistan	118	11	India	61
2	Sekyere, I	48	1	Johannes Kepler Universität, Linz, Austria	118	6	United Kingdom	55
2	Yusriadi, Y	21	2	University of Memphis	115	3	South Korea	53
2	Abudaqa, A	12	1	Erasmus University Rotterdam, Rotterdam, Netherlands	106	3	Oman	38
2	Ahli, R	12	1	Karolinska Institutet	105	4	Saudi Arabia	38
2	Hilmi, M	12	1	Stockholm University	105	7	South Africa	36
2	Chang, Y	10	1	University of Canterbury	105	4	United Arab Emirates	28
2	Ferozi, S	10	1	University of Gothenburg	105	6	Ghana	26

TC: Total citations, TP: Total number of articles publications

Table 3: The most influential articles on Employee Performance in Public Sector

Author	Title	TC
Vigoda-Gadot (2007)	“Leadership style, organizational politics, and employees performance: An empirical examination of two competing models”	364
Tong et al. (2021)	“The Janus face of artificial intelligence feedback: Deployment versus disclosure effects on employee performance”	328
Roberts (2003)	“Employee performance appraisal system participation: A technique that works”	274
Sverke et al. (2019)	“A Meta-Analysis of Job Insecurity and Employee Performance: Testing Temporal Aspects, Rating Source, Welfare Regime, and Union Density as Moderators”	239
Audenaert et al. (2019)	“When employee performance management affects individual innovation in public organizations: the role of consistency and LMX”	187
Caillier (2014)	“Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: A preliminary study”	166
Soomro et al. (2018)	“Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction”	118
Daraba et al. (2021)	“Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance”	118
Decramer et al. (2012)	“The Impact of Institutional Pressures on Employee Performance Management Systems in Higher Education in the Low Countries”	115
Fisher et al. (2014)	“An experimental investigation of employer discretion in employee performance evaluation and compensation”	96
Pommer and Streedbeck (1974)	“Motivating staff performance in an operant learning program for children”	90
Sopiah et al. (2020)	“Does talent management affect employee performance?:The moderating role of work engagement”	89
Sun and Robert (2015)	“The impact of corporate social responsibility on employee performance and cost”	79
Rohim and Budhiasa (2019)	“Organizational culture as moderator in the relationship between organizational reward on knowledge sharing and employee performance”	49
Virgiawan et al. (2021)	“Organizational culture as a mediator motivation and transformational leadership on employee performance”	46

TC: Total citations

Table 4: The top prominent journals on Employee Performance in Public Sector

Journal	TP	TC	1978- 2000	2001-2015	2016-2025
“Public Personnel Management”	9	237	5	3	1
“International Journal of Environmental Research and Public Health”	3	140	0	0	3
“South Asian Journal of Business Studies	2	118	-	-	2
Cogent Business and Management”	6	69	-	-	6
“International Public Management Journal”	2	54	-	1	1
“Sustainability (Switzerland)”	2	48	-	-	2
“Sage Open”	2	41	-	-	2
“International Journal of Productivity and Performance Management”	3	30	-	-	3
“Evaluation and Program Planning”	2	27	-	-	2
“European Journal of Social Sciences”	2	18	-	2	-
“Public Organization Review”	3	18	-	-	3
“Aptisi Transactions on Technopreneurship”	2	12	-	-	2
“International Journal of Professional Business Review”	2	10	-	-	2
“Transylvanian Review of Administrative Sciences”	2	10	-	-	2
“Problems and Perspectives in Management”	4	8	-	2	2

TC: Total citations, TP: Total number of articles publications

like the “International Journal of Environmental Research and Public Health” (3 publications, 140 citations, all in 2016-2025) and the “South Asian Journal of Business Studies” (2 publications, 118 citations) indicate a shift toward health and business-oriented research. Other active contributors include Cogent Business and Management (6 publications, 69 citations) and International Journal of Productivity and Performance Management (3 publications, 30 citations), while journals like European Journal of Social Sciences (18 citations, last active in 2015) show declining influence. Lower-citation journals (e.g., APTISI Transactions on Technopreneurship) suggest limited reach despite recent publications. Overall, the field is evolving, with traditional journals maintaining legacy influence while newer, interdisciplinary journals gain traction.

4.5. Top References for Employee Performance in Public Sector

Table 5 shows the top 15 references of research publications for employee performance research in the public sector based on global citations and their local citations. The article written by (Vigoda-Gadot, 2007) titled “Leadership style, organizational politics, and employees performance: An empirical examination of two competing models” is the top references article with 336 global citations and 28 local citations. The research intended to find out how public sector employees perceive politics as a potential mediator between the informal and formal aspects of employee performance and the leadership style that the supervisor embraces. (Organisational Citizenship Behaviour – OCB). The findings suggested that they partially validated the

Table 5: The most influential reference Employee Performance in Public Sector

Author	Title	TC	LC	GC
Vigoda-Gadot (2007)	Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models"	364	28	336
Tong et al. (2021)	The Janus face of artificial intelligence feedback: Deployment versus disclosure effects on employee performance	328	92	236
Sverke et al. (2019)	A Meta-Analysis of Job Insecurity and Employee Performance: Testing Temporal Aspects, Rating Source, Welfare Regime, and Union Density as Moderators"	239	34	205
Roberts (2003)	Employee performance appraisal system participation: A technique that works"	274	70	204
Audenaert et al. (2019)	When employee performance management affects individual innovation in public organizations: the role of consistency and LMX"	187	56	131
Caillier (2014)	Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: A preliminary study"	166	45	121
Soomro et al. (2018)	Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction"	118	8	110
Decramer et al. (2012)	The Impact of Institutional Pressures on Employee Performance Management Systems in Higher Education in the Low Countries"	115	24	91
Daraba et al. (2021)	Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance"	118	31	87
Sopiah et al. (2020)	Does talent management affect employee performance?:The moderating role of work engagement	89	20	69
Sun and Robert (2015)	The impact of corporate social responsibility on employee performance and cost"	79	20	59
Fisher et al. (2014)	An experimental investigation of employer discretion in employee performance evaluation and compensation	96	57	39
Rohim and Budhiasa (2019)	Organizational culture as moderator in the relationship between organizational reward on knowledge sharing and employee performance"	49	10	39
Virgiawan et al. (2021)	Organizational culture as a mediator motivation and transformational leadership on employee performance	46	29	17
Pommer and Streedbeck (1974)	Motivating staff performance in an operant learning program for children"	80	70	10

LC: Local citations, GC: Global citations

mediating effect of organisational politics on the relationship between leadership, in-role performance, and OCB. A direct relationship between leadership and employee performance (in-role and OCB) was also found. (Tong et al., 2021) study titled "The Janus face of artificial intelligence feedback: Deployment versus disclosure effects on employee performance" which was the second highest references with top references article with 236 global citations and 92 local citations. The study examined the dual (Janus-faced) nature of AI-generated feedback in the workplace, focusing on how its deployment (actual use) and disclosure (revealing that feedback is AI-generated) differently influence employee performance. The findings of the study indicated that AI-generated feedback improved employee performance by 12.9% due to its higher quality. However, when employees knew the feedback came from AI, performance dropped by 5.4% due to reduced trust and job security concerns. The paper authored by (Sverke et al., 2019) titled "A Meta-Analysis of Job Insecurity and Employee Performance: Testing Temporal Aspects, Rating Source, Welfare Regime, and Union Density as Moderators" was the third top reference with top references paper with 205 global citations and 34 local citations. The research aimed to conduct a meta-analytical examination of the relationship among job insecurity and various aspects of employee performance, including task performance, contextual performance, counterproductive work behaviour, creativity, and safety compliance. The findings showed that job insecurity negatively affects employee performance, including task performance, creativity, and safety compliance

4.6. Mapping Thematic Frameworks and Influence Networks using Bibliometric Coupling Techniques

Table 6 presents the thematic clusters of Employee performance in public sector using bibliographic coupling. The five topic groups which are "Studying Leadership Styles, Motivation, and Organisational Factors Influencing Employee Performance", "Determinants Organisational Culture, Innovation, and Technology Impacts on Knowledge Sharing and Employee Performance," "Examining Leadership, Motivation, and Work-Life Balance Factors Influencing Employee Performance During Remote Work," "Linking Performance Management, Trust, and Leadership Dynamics to Innovation and Turnover in Public Organisations" and "The Influence of Technology and Career Development on Employee Performance: Insights from AI Feedback and Public Sector Growth." Table 6 listed the most important publications within each group. The five groups cover all aspects of employee performance in the public sector.

Cluster 1 contains four studies, and they are concerned about "studying Leadership Styles, Motivation, and Organisational Factors Influencing Employee Performance". The first study in this cluster is the study by (Caillier, 2014) that titled "Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: a preliminary study" The study aimed to examine how transformational leadership affects employee performance in United States, with a focus on the role of two motivators: public service motivation (PSM) and mission valence.

Table 6: The most thematic articles on employee performance in public sector

Themes	Author	Title
Studying Leadership Styles, Motivation, and Organisational Factors Influencing Employee Performance	Caillier (2014)	Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: a preliminary study”
	Fonseca Da Costa Guterres et al. (2020)	The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance”
	Donkor et al. (2021)	The mediating effects of organizational commitment on leadership styles and employee performance in soes in Ghana: a structural equation modeling analysis”
	Vigoda-Gadot (2007)	Leadership style, organizational politics, and employees’ performance: an empirical examination of two competing models”
Determinants Organisational Culture, Innovation, and Technology Impacts on Knowledge Sharing and Employee Performance	Godinho et al. (2024)	Organizational culture as moderator in the relationship between organizational reward on knowledge sharing and employee performance”
	Virgiawan et al. (2021)	Organizational culture as a mediator motivation and transformational leadership on employee performance
	Yamin (2020)	Examining the effect of organisational innovation on employee creativity and firm performance: moderating role of knowledge sharing between employee creativity and employee performance
	Kim et al. (2015)	Evaluating effects of mobile crm on employees’ performance”
Exploring the Interplay of Leadership, Motivation, and Work-Life Dynamics on Employee Performance in Contemporary Work Environments	Daraba et al. (2021)	Working from home during the corona pandemic: investigating the role of authentic leadership, psychological capital, and gender on employee performance
	Soomro et al. (2018)	Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction”
	Gross et al. (2019)	Integrating public service motivation in the job-demands-resources model: an empirical analysis to explain employees’ performance, absenteeism, and presenteeism”
Linking Performance Management, Trust, and Leadership Dynamics to Innovation and Turnover in Public Organisations	Audenaert et al. (2016)	Setting high expectations is not enough: linkages between expectation climate strength, trust, and employee performance”
	Van Waeyenberg et al. (2017)	The relationship between employee performance management and civil servants’ turnover intentions: a test of the mediating roles of system satisfaction and affective commitment”
	Audenaert et al. (2019)	When employee performance management affects individual innovation in public organizations: the role of consistency and lmx
The Influence of Technology and Career Development on Employee Performance: Insights from AI Feedback and Public Sector Growth	Tong et al. (2021)	The janus face of artificial intelligence feedback: deployment versus disclosure effects on employee performance
	Napitupulu et al. (2017)	The impact of career development on employee performance: an empirical study of the public sector in indonesia

The study found that both transformational leadership and PSM independently enhance employee performance; mission valence has a moderating role by amplifying leadership’s impact. The second study titled “The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance” which conducted by (Fonseca Da Costa Guterres et al., 2020).the aim of the study is to presents an empirical study on the role of Job motivation in mediating the effect of training, education, and leadership style on the performance of Ministry of Education employees in Timor-Leste. The outcome of this article showed that motivation was a mediator of the effect of leadership style on employee performance but not of educational training. Third study in this cluster is the study by (Soomro et al., 2018) titled “Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction” It aimed to shed light on the relationship between work-life balance and employee performance, particularly for young employees in public sector university in Islamabad, Pakistan. The result showed that work-life balance and job satisfaction significantly enhance employee performance, but job satisfaction undermines the benefits of this balance and exacerbates the negative impact of family conflict. High job satisfaction leads to optimal performance when combined with work-life balance, but it worsens outcomes under conditions

of intense conflict. Last study in this cluster conducted by (Vigoda-Gadot, 2007) titled “leadership style, organizational politics, and employees’ performance: an empirical examination of two competing models”. The study aimed to examine perceptions of politics among public sector employees as a potential mediator between supervisor leadership style and formal and informal aspects of employee performance (Organisational Citizenship Behaviour - OCB).The findings of this study showed that only partially support the mediating effect of organisational politics on the relationship between leadership, in-role performance, and OCB, Also the direct relationship between leadership and performance (in-role and OCB) was also found.

Cluster 2 has four articles concerned about the determinants organisational culture, innovation, and technology impacts on knowledge sharing and employee performance. This cluster starts with the article that conducted by (Audenaert et al., 2016) which titled “setting high expectations is not enough: linkages between expectation climate strength, trust, and employee performance” The study aimed investigate how the strength of the expectation climate influences job performance. It also investigates the mediating role of trust in the organisation in this relationship. The study concludes that a positive expectation climate has a beneficial effect on employee job performance through increased

trust in the organisation. Employees, when they perceive a shared understanding of expectations, give more trust in the organisation intentions. This trust, thus, motivates higher levels of job performance. Second study that conducted by (Virgiawan et al., 2021) the title of the study is “organizational culture as a mediator motivation and transformational leadership on employee performance” The study purposed to contribute to the understanding of how motivation, leadership, and organizational culture collectively influence employee performance, thereby providing valuable insights for improving public sector effectiveness in Indonesia. The result showed that a combination of strong organisational culture, effective transformational leadership, and high levels of employee motivation are essential for improving employee performance in the public sector. Third study in this cluster conducted by (Yamin, 2020) titled “examining the effect of organizational innovation on employee creativity and firm performance: moderating role of knowledge sharing between employee creativity and employee performance”. The study seeks to investigate how organisational innovation (speed, quality and quantity), extrinsic rewards, and intrinsic motivation affect employee creativity and firm performance. We contribute to the body of research on this issue and investigate the role of knowledge sharing as moderating between employee creativity and employee performance. Data were collected from Saudi public sector employees. The results show that employee creativity is moderated by organisational innovation, extrinsic and intrinsic rewards to significantly affect creativity differences. Similarly, employee creativity has a critical role to affect firm performance. Additionally, it is confirmed by the study that knowledge sharing strengthens the positive relationship between employee creativity and employee performance such that this relationship enhances when knowledge sharing is improved. The last study in this cluster conducted by (Kim et al., 2015) the study title is “evaluating effects of mobile crm on employees’ performance” The purpose of the paper is to identify employees personal performance after mobile to study employees personal performance after using a mobile customer relationship management (m-CRM) system based on the model updated of information systems success. The researchers also identify how employees personal performance varies depending on the duration of m-CRM use. The results indicate that certain of the predictors did not have a significant impact on employees’ individual performance through employee satisfaction and system usage as mediators. Overall, though, all the three quality categories did have a significant impact on employees individual performance through employee satisfaction and system usage.

Cluster 3 has three studies which Exploring the Interplay of Leadership, work-life Dynamics, and Motivation on Employee Performance in Contemporary Work Environments. Begging with (Daraba et al., 2021) study which titled “working from home during the corona pandemic: investigating the role of authentic leadership, psychological capital, and gender on employee performance” and aimed to study the role of authentic leadership, psychological capital, and employee gender in predicting employee performance in a public institution in Indonesia during the implementation of a work-from-home system. The result shows that employees perception of authentic leadership can directly

impact performance or indirectly through psychological capital (Psy Cap). Gender moderates this relationship, with a stronger positive effect observed among female employees. Working from home influences how employees perceive leadership support. While (Soomro et al., 2018) the title of the study is “relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction” The study aimed to provide insights into the complex dynamics of work-family conflict and employee performance among young employees, challenging existing assumptions and contributing to the broader understanding of workplace behavior. The findings highlight the complex interplay between work-life balance, job satisfaction, and employee performance, suggesting that organizations should focus on enhancing work-life balance and job satisfaction to improve employee performance. The last study in this cluster conducted by (Gross et al., 2019) the title of the study is “integrating public service motivation in the job-demands-resources model: an empirical analysis to explain employees performance, absenteeism, and presenteeism” The study aimed to investigate how public service motivation (PSM) relates to employee outcomes (performance, absenteeism, presenteeism) within the job demands-resources model, which examines different PSM dimensions. Also, the study seeks to clarify the role of PSM in work engagement, relational job resources, and both positive and negative outcomes, addressing gaps in existing research. Focusing on the German public sector, the study provides empirical insights into PSM varied effects on employee well-being and performance. The study found that different dimensions of Public Service Motivation (PSM) exert different effects on employee outcomes. Public value commitment and compassion enhance employee performance. Self-sacrifice and client focus reduce absenteeism. Yet, compassion alone is linked with increased presenteeism.

Cluster 4 has three studies which concern about Linking Performance Management, Trust, and Leadership Dynamics to Innovation and Turnover in Public Organisations. first study conducted by (Audenaert et al., 2016) titled “setting high expectations is not enough: linkages between expectation climate strength, trust, and employee performance. The study aimed to explore whether and how strong the expectation climate, or the degree of consistency among job incumbents regarding expectations about what they are supposed to do, is in affecting their job performance. The result shows a strong expectation climate affects employee performance positively by creating an atmosphere of trust in the organisation. When the employees feel they have a collective understanding of expectations throughout the organisation, it gives a message of trustworthiness and reliability, which directly influences job performance to be better. Essentially, trust is a mediator between expectation climate strength and better employee performance. The second study by (Van Waeyenberg et al., 2017) titled “the relationship between employee performance management and civil servants’ turnover intentions: a test of the mediating roles of system satisfaction and affective commitment” The study focusses on examine the influence of internal consistency and vertical alignment of Employee Performance Management (EPM) systems on civil servants satisfaction, commitment, and turnover intentions in public organisations and investigate when and under what conditions EPM systems have positive effects and hypothesis

that strategically aligned and consistent EPM practices enhance satisfaction and reduce turnover. The study found that internal consistency in EPM systems increases employees' satisfaction and affective commitment. Vertical alignment between individual and organisational goals reduces turnover intentions. These effects are mediated by satisfaction with the EPM system and affective commitment. The last study in this cluster conducted by (Audenaert et al., 2019) with title "When employee performance management affects individual innovation in public organizations: the role of consistency and lmx" The aim of the study was to investigate the impact of consistent employee performance management on individual innovation in the public sector organisations. It also explores the moderating role of Leader–Member Exchange (LMX) in this relationship. Using data from elderly homes in Flanders, the study provides insights into how structured performance practices and leader-employee relationships influence innovation. The result showed that consistent employee performance management positively influences individual innovation. Additionally, high-quality Leader–Member Exchange (LMX) strengthens this relationship. These results highlight the importance of both structured management practices and strong leader-employee bonds in fostering innovation.

The last cluster has two studies which focuses on the Influence of technology and career development on employee performance: Insights from AI Feedback and Public Sector Growth. Beginning with the study conducted by (Tong et al., 2021) titled "the janus face of artificial intelligence feedback: deployment versus disclosure effects on employee performance". Which aimed to examine the dual effects of artificial intelligence (AI) feedback on employee performance, focusing on the positive impact of AI deployment and the potential negative impact of disclosing the AI origin of the feedback. The study found that while AI feedback can significantly enhance employee performance through its deployment, the disclosure of its source can lead to detrimental effects on trust and productivity. These findings underscore the importance of managing employee perceptions when implementing AI feedback systems in the workplace. Lastly the study by (Napitupulu et al., 2017) titled "the impact of career development on employee performance: an empirical study of the public sector in Indonesia. The study aimed to the study attempted to examines the impact of career development on the performance of employees in the public sector moderated through perceived organisational support, motivation at work and affective commitment. The result shows career development positively influences perceived organisational support, motivation, and affective commitment but does not directly impact employee performance. However, these mediators significantly strengthen the indirect effect on Performance.

4.7. Knowledge Foundations of Employee Performance in Public Sector

Co-citation refers to the fact that any two papers are cited together in other papers. Co-citation analysis reveals the semantic relations of co-cited references, mapping a field knowledge base (Tang et al., 2016). Figure 2 shows the co-citation map of the references cited at least twenty times in papers of the study database. *Bass B.M., Bass B.M., Riggio R.E., Buil I., Martinez E., Matute J., Burns J.M.,*

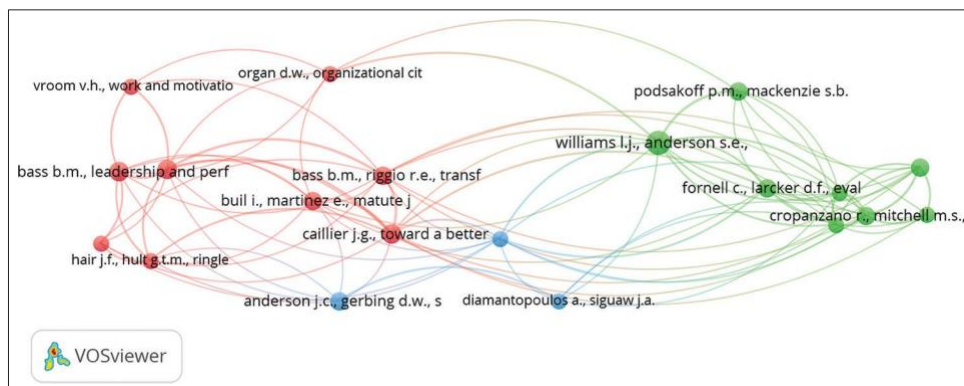
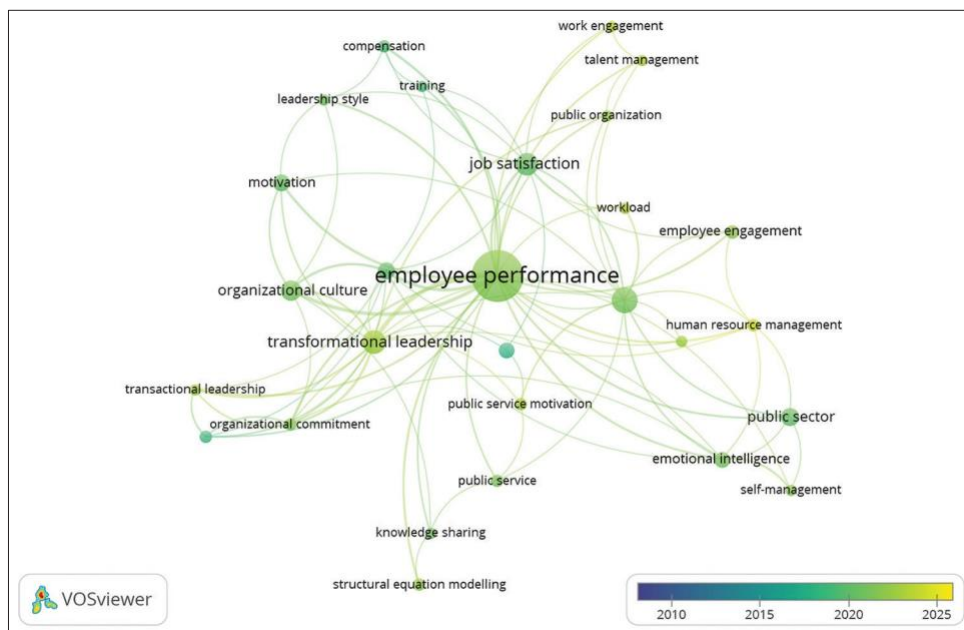
Caillier J.G., Hair J.F., Hult G.T.M., Ringle C.M., Organ D.W., and Vroom v.h., w, which have extensively referenced the red nodes in their research on a specific area Employee Performance Research in public sector. Besides, *Cropanzano R., Mitchell M.S., Fornell C., Larcker D.F., Hair J.F., Ringle C.M., Sarstedt M., Kahn W.A., Podsakoff P.M., Saks A.M., Schaufeli W.B., and Williams L.J.,* green node, have highly quoted the works of a particular part of Employee Performance in public sector. Similarly, the blue nodes, *Anderson J.C., Gerbing D.W., Diamantopoulos A., Siguaw J.A., and Henseler J., Ringle C.M., Sarstedt M.,* have also highly cited the works of a specific branch of Employee Performance in public sector. Moreover, the scope of Employee Performance in public sector extends beyond individual contracts to a comprehensive, holistic method that recognises how risks influence portfolio diversification.

4.8. Thematic Trends of Employee Performance in the Public Sector

Thematic document- and keyword-based author co-citation and authors' keywords analysis tendencies are applied in the co-occurrence analysis in order to examine thematic trends (Wang et al., 2018). Figure 3 is a VOSviewer keyword co-occurrence visualization on influential research themes on employee performance between 2009 and 2025. Each node size represents keyword frequency of occurrence, with "employee performance" being the largest. Blue to yellow coloring indicates the average year published, where yellow shows newer interest (closer to 2025). Strongly related terms such as "job satisfaction," "transformational leadership," and "organisational culture" are representative of widely related concepts, while new topics such as "employee engagement," "human resource management," and "self-management" are highlighted in yellow. Visualization also includes methodological terms such as "structural equation modelling," which is representative of standard analytical methods employed in the discipline. This visualization facilitates easy identification of core themes, their relationships, and how research areas have evolved over the years

5. CONCLUSION

This study applies bibliographic analysis to quantify research trends, productivity, and influence on employee performance studies in the public sector. Depending on the use of Scopus and Web of Science databases, and reviewing literature from the years 1974 to 2025, the study tracks landmark research progression, identifies publications that have impacts, and observes patterns of citing and co-citation networks. It pinpoints the most productive years (2024 and 2021), with the United States being the leading contributor and the Ghent University, Ghent, Belgium being the most influential institution. The findings reveal growing academic interest in issues such as leadership, motivation, organisational culture, telecommuting, employee well-being, performance management, and AI integration in career development. These themes reflect the rich, complex nature of employee performance, shaped by psychological, organisational, and technological factors. Contributions from countries like the United States, Indonesia, China, and Belgium have played a crucial role in shaping the literature. This analysis has practical implications

Figure 2: Co-citation of references cited by articles on Employee Performance in public sector**Figure 3:** Influential topics in the period of 2009-2025

for researchers, practitioners, and policymakers interested in improving public sector workforce effectiveness and retention. The study also pinpoints potential areas for future research, including ethical considerations of AI in HR, culturally sensitive leadership in diverse settings, and the long-term consequences of high-performance work practices on employee well-being, to help inform the creation of responsive, evidence-based policies for the evolving context of public service.

5.1. Implications

Future scholars can use research as a baseline and roadmap to study the topic from different perspectives, thereby developing the discipline of employee performance and the professional practice. The current research offers a roadmap and a guide to the literature on employee performance. It may be of use to shareholders, government, and academics. They will be able to obtain a good overview of the research in this field. By determining the prominent and important authors of this research subject and their position as useful contributors, they can use these papers to address the present academic as well as industry issues. In addition, research can also direct researchers to acknowledge gaps in current

research and possible study directions, which will allow them to carry out future research.

5.2. Future Research Direction

Based on the findings of this bibliometric review, subsequent research into employee performance in the public sector has to address some of the important areas to bridge existing gaps and new challenges. First, the application of artificial intelligence (AI) to performance management systems is both an opportunity and a source of ethical issues, particularly regarding transparency, trust, and staff attitudes. Future studies need to investigate the effective and ethical use of AI-driven feedback across a range of public sector environments. Leadership in remote and hybrid work settings also needs to be further investigated, especially in terms of how transformational and authentic leadership styles influence employee motivation, trust, and performance across different cultural and organisational contexts. In addition, the role of organisational culture in innovation and knowledge sharing must be explored using cross-national comparisons and mixed-method designs. Mental well-being, resilience, and well-being have become important issues, and longitudinal studies must be

used to assess the impact of high-performance HRM practices on psychological outcomes and long-term job performance. Researchers are also called upon to create dynamic and situation-specific performance models of measurement that reflect the multi-faceted nature of public service jobs today. More emphasis must be given to the mediating role of public service motivation (PSM), affective commitment, and job satisfaction, particularly in politically and economically strained circumstances. Lastly, as employee engagement, career development, and self-management become drivers of performance, future research must face the challenge of gaining an understanding of their long-term effects, especially using advanced analytical techniques and longitudinal data for informing evidence-based HR practices and strategic workforce planning within the public sector.

REFERENCES

- Anitha, J. (2014), Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Asif, A., Rathore, K. (2021), Behavioral drivers of performance in public-sector organizations: A literature review. *SAGE Open*, 11(1), 1-12.
- Audenaert, M., Decramer, A., George, B., Verschuere, B., Van Waeyenberg, T. (2019), When employee performance management affects individual innovation in public organizations: The role of consistency and LMX. *International Journal of Human Resource Management*, 30(5), 815-834.
- Audenaert, M., Decramer, A., Lange, T., Vanderstraeten, A. (2016), Setting high expectations is not enough: Linkages between expectation climate strength, trust, and employee performance. *International Journal of Manpower*, 37(6), 1024-1041.
- Caillier, J.G. (2014), Toward a better understanding of the relationship between transformational leadership, public service motivation, mission valence, and employee performance: A preliminary study. *Public Personnel Management*, 43(2), 218-239.
- Colquitt, J.A., LePine, J.A., Wesson, M.J. (2018), *Organizational Behavior: Improving Performance and Commitment in the Workplace*. Florida: McGraw-Hill Irwin.
- Daraba, D., Wirawan, H., Salam, R., Faisal, M. (2021), Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance. *Cogent Business and Management*, 8(1), 1885573.
- Decramer, A., Smolders, C., Vanderstraeten, A., Christiaens, J. (2012), The impact of institutional pressures on employee performance management systems in higher education in the low countries. *British Journal of Management*, 23(1), S88-S103.
- Donkor, F., Dongmei, Z., Sekyere, I. (2021), The mediating effects of organizational commitment on leadership styles and employee performance in SOEs in Ghana: A structural equation modeling analysis. *SAGE Open*, 11(2), 21582440211008894.
- Espegren, Y. (2024), Reasons for HR analytics adoption in public sector organisations: Evidence from Swedish public administrations. *Personnel Review*, 54, 1621-1642.
- Fisher, J.G., Maines, L.A., Pfeffer, S.A., Sprinkle, G.B. (2014), An experimental investigation of employer discretion in employee performance evaluation and compensation. *The Accounting Review*, 80(2), 563-583.
- Fonseca Da Costa Guterres, L., Armanu, R., Rofiaty, A. (2020), The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance. *Management Science Letters*, 10(7), 1497-1504.
- Giauque, D., Renard, K., Cornu, F., Emery, Y. (2022), Engagement, exhaustion, and perceived performance of public employees before and during the COVID-19 crisis. *Public Personnel Management*, 51(3), 263-290.
- Godinho, C.C., Ribeiro, F., Araujo, E.B., Carion, S., Maria, E. (2024), The role of job satisfaction and employee motivation serves as a mediating potency within the remuneration system, contributing to the employee loyalty. A Case Study in Hospitality Industry in Dili, 6(1), 51-62.
- Gross, H.P., Thaler, J., Winter, V. (2019), Integrating public service motivation in the job-demands-resources model: An empirical analysis to explain employees' performance, absenteeism, and presenteeism. *International Public Management Journal*, 22(1), 176-206.
- Hur, Y. (2024), Assessing the effects of workplace contextual factors on turnover intention: Evidence from U.S. federal employees. *Public Organization Review*, 25, 193-213.
- Jayarathne, Y.S.N., Zwahlen, R.A. (2015), The evolution of dental journals from 2003 to 2012: A bibliometric analysis. *PLoS One*, 10(3), 1-10.
- Khalid, K. (2020), The impact of managerial support on the association between pay satisfaction, continuance and affective commitment, and employee task performance. *SAGE Open*, 10(1), 21582440209.
- Khan, M.A., Farooqi, M.R., Ahmad, M.F., Haque, S., Alkhuraydili, A. (2024), Influence of compensation, performance feedback on employee retention in Indian retail sector. *SAGE Open*, 14(2), 1-15.
- Kim, B.J. (2020), Unstable jobs harm performance: The importance of psychological safety and organizational commitment in employees. *SAGE Open*, 10(2), 1-10.
- Kim, C., Lee, I.S., Wang, T., Mirusmonov, M. (2015), Evaluating effects of mobile CRM on employees' performance. *Industrial Management and Data Systems*, 115(4), 740-764.
- Kim, P., Cho, W., Yang, I. (2024), Workplace disruption in the public sector and HRM practices to enhance employee resilience. *Review of Public Personnel Administration*, 44(1), 86-115.
- Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Lerner, D., De Vet, H.C.W., Van Der Beek, A.J. (2014), Responsiveness of the individual work performance questionnaire. *BMC Public Health*, 14, 513.
- Lubowitz, J.H., Brand, J.C., Rossi, M.J. (2023), Search methods for systematic reviews and bibliographic articles can improve: Responsibilities of authorship are vast. *Arthroscopy Journal of Arthroscopic and Related Surgery*, 39(6), 1367-1368.
- Memon, A.H., Khahro, S.H., Memon, N.A., Memon, Z.A., Mustafa, A. (2023), Relationship between job satisfaction and employee performance in the construction industry of Pakistan. *Sustainability*, 15(11), 1-21.
- Nagpal, M., Petersen, J.A. (2021), Keyword selection strategies in search engine optimization: How relevant is relevance? *Journal of Retailing*, 97(4), 746-763.
- Napitupulu, S., Haryono, T., Laksmi Riani, A., Sawitri, H.S.R., Harsono, M. (2017), The impact of career development on employee performance: An empirical study of the public sector in Indonesia. *International Review of Public Administration*, 22(3), 276-299.
- Nasirpour, N., Shalbafan, M., Savari, E., Pirani, A., Baradaran, H.R., Motevalian, A. (2024), Effort-reward imbalance and common mental disorders among public sector employees of Iran: A cross-sectional analysis. *BMC Public Health*, 24(1), 1-8.
- Obeng, A.F., Zhu, Y., Quansah, P.E., Ntarmah, A.H., Cobbinah, E. (2021), High-performance work practices and turnover intention: Investigating the mediating role of employee morale and the moderating role of psychological capital. *SAGE Open*, 11(1), 1-22.
- Plimmer, G., Kuntz, J., Berman, E., Malinen, S., Näswall, K., Franken, E. (2023), The negative relationships between employee resilience and

- ambiguity, complexity, and inter-agency collaboration. *Australian Journal of Public Administration*, 82(2), 248-270.
- Pommer, D.A., Streedbeck, D. (1974), Motivating staff performance in an operant learning program for children. *Journal of Applied Behavior Analysis*, 2(2), 217-221.
- Ramos-Villagrasa, P.J., Barrada, J.R., Fernández-Del-Río, E., Koopmans, L. (2019), Assessing job performance using brief self-report scales: The case of the individual work performance questionnaire. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 35(3), 195-205.
- Roberts, G.E. (2003), Employee performance appraisal system participation: A technique that works. *Public Personnel Management*, 32(1), 89-98.
- Rohim, A., Budhiasa, I.G.S. (2019), Organizational culture as moderator in the ewlationship between organizational rewaeed on knowledge sharing and employee performance. *Journal of Management Development*, 38(7), 538-560.
- Soomro, A.A., Breiteneker, R.J., Shah, S.A.M. (2018), Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146.
- Sopiah, S., Kurniawan, D.T., Nora, E., Narmaditya, B.S. (2020), Does talent management affect employee performance?: The moderating role of work engagement. *Journal of Asian Finance Economics and Business*, 7(7), 335-341.
- Sun, T., Robert, Y. (2015), Review of accounting and finance article information . *Review of Accounting and Finance*, 15(1), 65-84.
- Sverke, M., Låstad, L., Hellgren, J., Richter, A., Näswall, K. (2019), A meta-analysis of job insecurity and employee performance: Testing temporal aspects, rating source, welfare regime, and union density as moderators. *International Journal of Environmental Research and Public Health*, 16(14), 2536.
- Tong, S., Jia, N., Luo, X., Fang, Z. (2021), The janus face of artificial intelligence feedback: Deployment versus disclosure effects on employee performance. *Strategic Management Journal*, 42(9), 1600-1631.
- Triguero-Sánchez, R., Peña-Vinces, J., Guillen, J. (2021), Hierarchical distance and employees' commitment as conditioning of team-based work in the Spanish public sector. *Scandinavian Journal of Psychology*, 62(4), 537-551.
- Udin, U., Dananjoyo, R., Shaikh, M., Vio Linarta, D. (2022), Islamic work ethics, affective commitment, and employee's performance in family business: Testing their relationships. *SAGE Open*, 12(1), 1-12.
- Van Waeyenberg, T., Decramer, A., Desmidt, S., Audenaert, M. (2017), The relationship between employee performance management and civil servants' turnover intentions: A test of the mediating roles of system satisfaction and affective commitment. *Public Management Review*, 19(6), 747-764.
- Vigoda-Gadot, E. (2007), Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models. *Personnel Review*, 36(5), 661-683.
- Virgiawan, A.R., Riyanto, S., Endri, E. (2021), Organizational culture as a mediator motivation and transformational leadership on employee performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67-79.
- Wang, B., Bu, Y., Huang, W., Access, O., Decade, F., Placeholder, P. (2018), Document- and keyword-based author co-citation analysis what is so different about was ist so anders am neuroenhancement?, 2(2), 70-82.
- Yamin, M.A.Y. (2020), Examining the effect of organisational innovation on employee creativity and firm performance: Moderating role of knowledge sharing between employee creativity and employee performance. *International Journal of Business Innovation and Research*, 22(3), 447-467.