

A Systematic Literature Review of Research on Human Resource Management and Work Performance

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ABSTRACT: This article uses bibliometric analysis to review and expand the knowledge regarding human resource management, and work performance. The author examined the Web of Science (WOS) core collection database for articles. For a complete record, information is collected on the publication year, keywords, document type, journal, author, affiliations, country, abstracts, and the number of citations. The co-citation, co-occurrence, and publication patterns were analyzed using VOSviewer 1.6.19. The study comprised 94 papers (N = 94), of which 94% were original research articles and just 6% were review articles. The study adopted the bibliometric approach in mapping out the research focus on human resource management and work performance which has been given considerable attention recently. The article concludes by identifying the gaps in the literature and proposing future study possibilities.

KEYWORDS: human resource management, work performance, systematic literature review, web of science, VOS viewer.

1. INTRODUCTION

Research on the role of human resource management on employee performance is quite diverse, presented in different fields and many different countries. Research consistently shows that there is a positive relationship between human resource practices and performance on employee outcomes (Gerhart et al., 2000; Tabiu & Nura, 2013; Haddock-Millar et al., 2016). Therefore, human resource management activities are important in enhancing employee performance and helping the organization achieve its goals. Therefore, recently organizations increasingly attach importance to human resource management as a core method to achieve organizational goals through employee performance (Hassan, 2016). Therefore, human resource management activities are important in enhancing employee performance and helping the organization achieve its goals.

Boselie and colleagues (2005) in their research on human resource management pointed out that seven factors positively contribute to employee performance, which are training and development, rewards, and analysis. work, recruitment and selection, social support, employee relations, and employee empowerment (Delery & Doty, 1996; Nataraja & Alamri, 2016). Therefore, through these factors, organizations can find ways to effectively allocate and promote employee performance, thereby comprehensively improving organizational performance. Besides, the research also shows that, for each level in each organization, managers need to flexibly apply human resource management appropriately because success in human management depends largely on how it is done. Therefore, managers need to pay attention when implementing methods to improve employees' work results and avoid errors and failure.

Armstrong's (2006) research also identified that, as businesses and organizations face more development and change, HRM can help better solve various challenges by incorporating and devising different practices that increase employee satisfaction, thereby directly positively influencing employee performance, and indirectly affecting the performance of organizations. authors Majumder & Hossain (2012) and Albrecht (2015); also share the same view with author Armstrong, in which the research emphasizes human resource functions such as training and development activities, rewards, recruitment, employee empowerment, and social support. Associations need to be built and practiced simultaneously to achieve high levels of employee satisfaction and performance.

Research by Mohammed Saud Mira et al. (2019), surveyed and analyzed information from 367 employees at Saudi Arabian ports and found a significant positive relationship between human resource management practices and employee performance. Furthermore, current research shows a positive relationship between employee job satisfaction and employee performance. Furthermore, the present study found an insignificant relationship between HRM practices and employee job satisfaction but reported no significant mediating role of job satisfaction of employees between human resource management practices and employee performance.

Human resource management (HRM) is a core element to achieving organizational goals in many different fields (Cania, 2014; Harter et al., 2002). Human resource management related to people management can help improve skills, knowledge,

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creativity, synergy, and commitment and thereby improve organizational effectiveness. In addition, this is a system that establishes the attitudes and behaviors of employees, and builds relationships between employers and employees, motivating employees to make more efforts based on creativity. create and innovate (Tan & Nasurdin, 2011).

2. METHODOLOGY

Collect data

- Implementation process

When undertaking a systematic review approach, research may encounter difficulties in synthesizing and analyzing data sets due to the large number of documents that need to be reviewed and synthesized. Therefore, this study follows the integrated systematic review approach developed by Hauser and colleagues (2006). Thereby providing standards for the system evaluation process based on three main steps including:

- (1) Establish criteria for a selected study
- (2) Conduct identification and selection of potential studies
- (3) Classification of selected articles

The systematic review process for research will include the following stages:

- Perform analysis based on the criteria (research location, research method, classification of HRM factors affecting work results, policies introduced) in the research.
- Performing bibliometric analysis on selected articles will show which keywords the authors and readers are interested in, and trends in human resource management on employee performance at the universities of countries and regions around the world.

Table 1. Search results on the selected database

Database	Web of Science
Keyword	HRM, Employee Performance, Higher Education Institutions
Search	Topic (Title, Abstract, Keywords)
type of document	Articles
Publishing year	1999 – 2023
Language	English
Research area	All
Web of Science Categories	All
Result	94 articles

Source: *Collected by the author*

Analyze document systems

Bibliometric analysis methods use quantitative information from bibliographic databases (Web of Science) to identify influential previous articles. The bibliographic co-citation analysis method is based on citation data on the subject of University autonomy to determine the structure of the theoretical foundations of the current literature.

Bibliometric data from the Web of Science for the 94 reviewed articles were published and a co-citation analysis to reveal the theoretical underpinnings of research on University autonomy of universities was performed. Co-citation is a measure of similarity between articles, authors, or journals (Zupic and Čater, 2014). In co-citation analysis, one counts the number of times two certain articles are cited in articles published later than the two cited articles above. The fact that the two articles are both cited by a newer article may indicate a certain quantitative relationship between the two previously published and co-cited articles. The higher the number of co-citations, the higher the relationship between the two articles (Cao Minh Kiem, 2009).

In the 94 articles, research methods were classified into three main types: qualitative research, quantitative research, and mixed research. Which, qualitative research is much more numerous than quantitative and mixed research. Of these, the proportion of quantitative articles accounts for 51.56% (49 articles) and qualitative methods account for 29.69% with 28 articles and 12% of

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articles combining quantitative and qualitative methods (Appendix A). Quantitative research accounts for a large proportion because research on the topic of human resource management's impact tends to analyze the context and overview of current management models on employee outcomes, activities as well as weaknesses in policy operations of organizations or universities, thereby providing feasible suggestions and recommendations to improve effective management capabilities. Besides, in quantitative research, the method mentioned to analyze the impact of human resource management on the work results of employees in universities is the SEM model. Appendix A categorizes the methods used in the 94 research articles. In general, we can see that *quantitative research is slightly better than qualitative research*, which is also a characteristic point in research on the impact of human resource management in education.

3. RESULTS

- Study country distribution analysis

For the 94 selected articles, 47 countries conducted empirical research on the topic of the impact of human resource management on the employment outcomes of workers in higher education institutions. Table 1.2 lists the countries with the highest publication rate from 1999 - 2023. The country with the highest article rate is China with a total of 15 publications and also a total number of citations. Highest article citation with 471 citations. Ranked second in the number of published articles is the UK with 13 publications, and the number of citations per study is relatively high with 29.15. Ranked third in the number of published articles is Pakistan with 12 publications, and is also the leading country in the rate of citations per article on the topic of the impact of human resource management on work results of workers in educational institutions with 33.83 citations per article, they are showing that the level of interest in education in Pakistan is on the rise for this developing country. Next are four countries: Belgium, Australia, Malaysia, and the Netherlands with the number of published articles being 11, 10, 8, and 7 respectively.

Table 2. Countries with the highest publication rates

Research position	Quantity	Number of citations	C/Art	Total Link Strengths (TTL)
China	15	471	31.40	3399
Older brother	13	379	29.15	2482
Pakistan	12	406	33.83	2791
Belgium	11	327	29.73	2263
Australia	10	71	7.10	1326
Malaysia	8	192	24.00	2470
Netherlands	7	149	21.29	1579
America	6	95	15.83	571
India	6	38	6.33	819

Source: Author's analysis of WOS data

The frequency of occurrence of representative phrases for each country determines the formation of clusters; The more frequently terms tend to appear together, the more they are colored into clusters. The size of the circles represents the number of products a country has produced, but the width of the lines indicates the level of cooperation. The VOSviewer map of cross-national research collaboration between countries identifies seven clusters with a minimum contribution of 94 countries that have published at least one article. Among them, the strongest research cooperation is between China and Pakistan, with a connection strength of 718 and forming the darkest blue-purple link, thereby proving the level of attention to the issue of The impact of human resource management on the work results of staff and employees in universities of the two countries. The second strongest link is between England and Belgium with a link strength of 240. **Analysis of the distribution of leading publishing journals**

Analyzing leading journals for each field is extremely important, in the field of human resource management for the working results of employees in universities, publications collected 15 journals with more than two articles published. In second place are *Employee Relations* and *Sustainability Journal* with six publications, of which *Sustainability* has a higher number of citations with 16.33 citations per publication. Ranked third is the *Personnel Review-Journal* with five publications. Ranked fourth are the two journals *Evidence Based Hrm A Global Forum For Empirical Scholarship* and *International Journal Of Organizational*

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Analysis with three publications each. In fifth place are nine journals that jointly published two articles. Among them, the *International Journal Of Educational Management* has the highest number of citations, and the *Environmental Science And Pollution Research Journal* has the highest impact index among nine journals with the same two publications.

Table 3. Top journal

Journal	Quantity	Quote	TC/Art	Impact Factors
International Journal Of Human Resource Management	9	357	39.67	6.70
Employee Relations	6	49	8.17	4.43
Sustainability	6	98	16.33	3.88
Personnel Review	5	53	10.60	5.05
Evidence-Based Hrm A Global Forum For Empirical Scholarship	3	8	2.67	-
International Journal Of Organizational Analysis	3	90	30.00	3.53
Asia Pacific Journal Of Human Resources	2	5	2.50	4.56
Environmental Science And Pollution Research	2	15	7.50	6.18
Human Resources For Health	2	21	15.50	4.58
International Journal Of Early Childhood Special Education	2	0	0.00	0.31
International Journal Of Educational Management	2	54	27.00	2.54
International Journal Of Knowledge Management Studies	2	7	3.50	1.20
International Journal Of Manpower	2	37	18.50	5.29
International Journal Of Productivity And Performance Management	2	28	14.00	4.68
International Transaction Journal Of Engineering Management Applied Sciences Technologies	2	2	1.00	-

Source: Author's analysis of WOS data

- Analyze keyword trends

Co-word analysis of keywords appearing in each article allows authors to identify research trends or prominent topics in each field. The keywords used by the study's authors provide information about the most important research topics (NJ Van Eck & Waltman, 2014). Therefore, the present study examines the co-occurrence of keywords, which may originate from the title, abstract, or author. VOSviewer checked a total of 685 keywords that appeared at least once and also pointed out the 47 keywords that appeared the most (≥ 5 times). Thus, the four main keywords in the study include "Performance" appearing the most 42 times, "Commitment" and "Higher Education" appearing 20 times. times, thus meeting the requirements of the topic related to the influence of human resource management on the work results of employees in higher education.

Table 4. Keywords with the highest frequency

No	Keyword	In turn	TLS	No	Keyword	In turn	TLS
1	Performance (Efficiency)	42	158	11	Sustainability (Lasting)	11	53

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2	Human resource management (Human Resource Management)	67	288	12	Management (Manager)	10	48
3	Commitment (Commit)	20	96	13	Satisfaction (Satisfied)	8	46
4	Higher Education (Higher education)	20	98	19	Job – satisfaction (Job satisfaction)	10	45
5	Impact (Affect)	14	67	15	Perceptions (Awareness)	8	45
6	Systems (System)	11	64	16	Green Human Resource Management (Green human resource management)	9	41
7	Mediating role (Role of intermediary)	12	59	17	Education (Education)	9	35
8	Behavior (Behavior)	11	58	18	Outcomes (Output)	7	40
9	HRM Practice (Human resource management practice)	14	69	14	Organizational Commitment (Organizational commitment)	7	38
10	Model (Model)	11	53	20	Organization Performance (Organizational performance)	7	36

Source: Author's analysis of WOS data

The table presents a comprehensive summary of the concept by identifying five distinct clusters, each represented by a corresponding term and number of keywords, characterized by a set of nodes and links.

Table 5. Clusters are identified in the keyword network

No	Name of cluster	Number of keywords	Featured keywords related to the cluster
1	HRM and Performance	13	Determinants; Employee performance; Higher education; HRM; HRM Practice; Innovation; Knowledge; Model; Organizational Citizenship; Organizational performance; Performance management; Systems; Work engagement.
2	Factors	11	Antecedents; Commitment; Culture; Exchange; Job-satisfaction; Leadership; Mediating role; Organizational commitment; Perceptions; Work; Workplace
3	Sustainable human resource development	11	Behavior; Education; Employees; Employees; Framework; Green HRM; Performance; Perspective; PLS-SEM; Sustainability; Sustainable development
4	Outcomes	8	Attitudes; Human resource practice; Impact; Management; Outcomes; Perceived organizational; Satisfaction; Turnover

Source: Author's analysis of WOS data

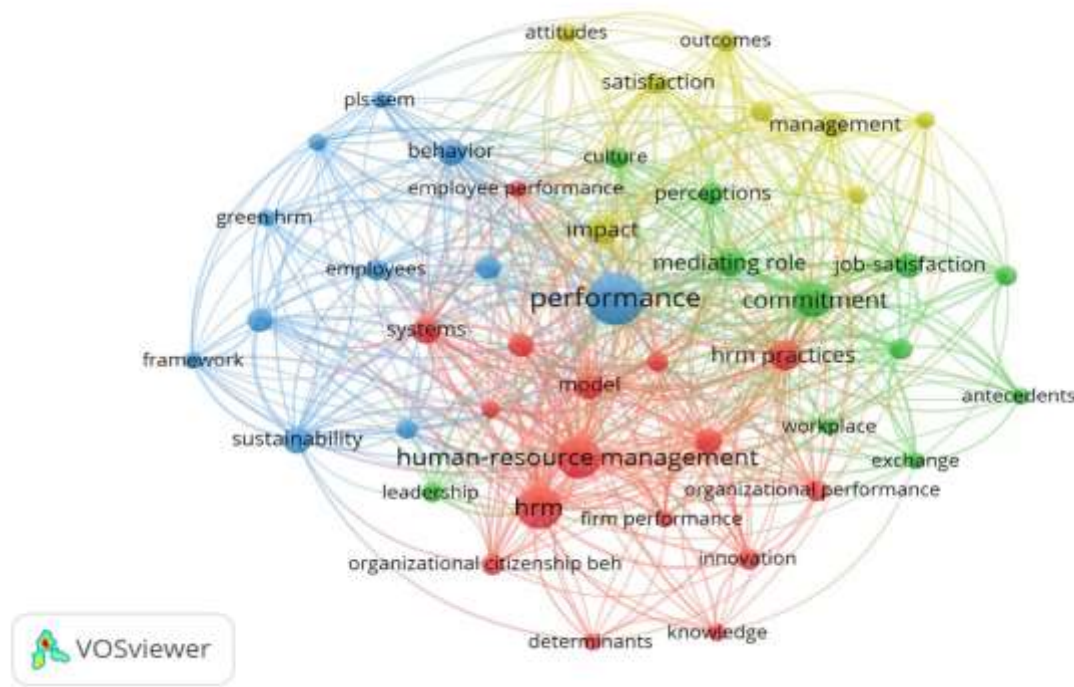


Figure 1. Cluster distribution of keyword phrase trends

Source: Author's analysis of WOS data

Cluster 1 – HRM and Performance: General issues related to human resource management and employee and organizational performance in higher education. The first cluster includes 13 keywords with the strongest spread. In particular, the keywords "human resource management", "human resource practice" and "higher education" have a much higher frequency with 67, 42, and 20 occurrences respectively, showing concern. Strongly address human resource management issues in education at universities. Besides, keywords such as "leading factors", "knowledge", "innovation", and "work commitment" show factors that can affect human resource management in organizations. With keywords such as "organizational performance", "employee performance", and "performance management". The report of the Organization for Economic Cooperation and Development (2008) also identified the major policy challenges facing higher education in the 21st century as expansion; and diversification; New funding agreements aim for comprehensive autonomy, including autonomy in human resources. There are many different reasons for the dramatic change: the advent of new information and communication technologies, globalization, improving professional networks, and the knowledge economy. Therefore, it can be seen that in the management trends in higher education, human resource management issues are always the top concern. Most studies show that implementing proper and appropriate human resource management has a positive impact on the work performance of individual lecturers in particular and the organization in general (Abdulkareem, 2011; Muhammad Tanveer, 2018).

Cluster 2 – Factors: Factors in human resource management affect employee behavior and perception, thereby affecting work results. Keywords referring to human resource management issues such as "Culture", "Communication", "Workplace", "Job", and "Leadership", and keywords referring to Outputs of human resource management such as "Commitment", "Job satisfaction", "Organizational commitment", "Awareness". Besides, there is an extremely important keyword and a factor that is rarely mentioned when evaluating the impact of human resource management on employee outcomes, which is factors with a "Central Role". "time" can be mentioned as service innovation and organizational commitment (Nawal, A., Shoaib, 2021), job satisfaction (Uddin, MJ, Miah, 2017), and work engagement (Aboramadan, M., 2020). Detailed research by Rothenberg et al., (2017) on the mediating role of satisfaction between human resource management and employee performance has shown that job satisfaction has an impact. positively impact employee behavior, leading to increased commitment, performance, loyalty, and engagement, while on the other hand, turnover rates, accidents, complaints, tardiness, and absenteeism will decrease (Rothenberg et al., 2017). Therefore, the mediating role of job satisfaction provides a positive contribution to employee performance through its mediating role (Khan et al., 2016).

Cluster 3 – Sustainable human resource development. With main keywords referring to human resource management trends in educational reform models such as: "Framework", "Green human resource management", "Performance", "Aspects", and "Durability". "sustainable", "Sustainable development". Over the past decade, the link between educational development and economic growth has become increasingly important to policymakers around the world. Recent policy research has confirmed the strong relationship between educational attainment and socioeconomic growth (Carnoy, 2003; Muennig, & Rouse, 2006). Therefore,

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educational reform is considered an important part of national development strategies in the context of globalization, due to the shift of economic production towards knowledge-intensive products and processes. Especially in developing countries like Southeast Asia (Carnoy, 2003). A typical example is Singapore, known around the world for its economic prosperity today achieved thanks to efforts in reforming education and training to take advantage of human resources in their society, it can be seen Human resources are an extremely important factor for any organization or country to achieve sustainable development (Kam & Gopinathan, 1999; Ng, Jeyaraj, Lim, Lee, Goh, & Chew, 2005). Besides, the trend of developing sustainable human resource management in higher education institutions has also been implemented by many different methods recently such as Ming-Chang Wu et al., (2016) with an integrated talent management program implementation approach that emphasizes the importance of the role of talent management, human resource planning for talent management, and talent management program implementation, Through this, the author also affirms that the talent management program is also more optimal if supported by good communication between managers and employees in the organizational environment. In addition, research by Vuyokazi Ntombikayise Mtembu (2017) also shows that *green human resource management* is an important factor in forming organizational culture related to greening issues, raising green awareness, Adopting a green lifestyle, by being environmentally aware, using resources effectively and sustainably. From there, improve employee performance and commitment to the organization.

Cluster 4 – Outcomes (Human resource management results): With the keywords “ *Influence*”, “*Results*”, “*Organizational awareness*”, and “*Job hopping*”, cluster 4 highlights the results for the human resource management process that includes both employees and the organization. Employees are said to be essential strategic assets for any organization (Roslender, Monk & Murray, 2020). Therefore, to gain strategic advantage, organizations need to continuously invest in employee skills and pay attention to performance-oriented human resource management practices (Bindhya & Harikumar, 2020; Zaharie and Osoian, 2013). Higher education institutions (HEIs) strive to attract and retain talent, train and motivate faculty, and provide compatible research environments to develop new generations (Lew, 2009). Previous research agrees that the successful implementation of performance-based human resource management practices empowers faculty and produces positive HR outcomes. Such as improving the mental and physical health of employees (Franco-Santos, M; Doherty, N, 2017), lower absenteeism and turnover rates (Saeed, Tasmin, Mehmood & Hafeez, 2020), desired higher engagement with the organization (Aboramadan, M., 2020).

4. CONCLUSION

Through comprehensive research, we can see that human resource management is an important resource for the working results of employees in all higher education institutions Research on human resource management in educational institutions that can be considered can be classified into three main groups:

1) Research on highly effective human resource management models and methods, changes, and new trends to improve management performance.

2) Research related to the impact of human resource management on organizational performance such as employee performance and sustainable development of the organization.

3) Studies on the mediating and moderating role of factors between human resource management and employee behavior

In addition, the study also points out the role of most studies emphasizing the positive relationship between effective human resource management and employee productivity, thereby only out the important role of human resource management in the work results of employees in organizations. From the research, it can be seen that factors in human resource management that have a positive influence on employee performance include:

- (1) Training and developing
- (2) Bonus
- (3) Recruitment and selection
- (4) Social support
- (5) Employee relationships
- (6) Empower employees

The issue of human resource management in general and human resource management at universities in particular has attracted a lot of attention from domestic and international scholars. Although research circumstances and research periods are different, agencies and organizations have also adjusted management forms to better suit the situation in the new era. However, university autonomy at universities still faces some main challenges that HRM in higher education faces such as:

+ Budget constraints and financial uncertainty: Higher education institutions frequently struggle with budget constraints and financial uncertainties. These limitations can limit human resources, limiting the ability to attract and retain top talent, offer competitive salaries, and invest in professional development programs.

+ Balancing the needs of formal and informal faculty: Maintaining a harmonious environment between formal and informal faculty can be complex. HR must address the diverse career aspirations and expectations of both groups while ensuring fairness and equal treatment.

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+ Academic freedom and shared governance: The principles of academic freedom and shared governance are at the heart of higher education. Human resources professionals must navigate these principles carefully when making decisions related to hiring, promotion, and faculty discipline, ensuring a delicate balance between the needs of the institution and individual rights.

+ Managing a diverse workforce: Higher education institutions are characterized by a diverse workforce comprised of individuals with different cultural backgrounds, demographics, and needs. HR must create inclusive policies and practices that cater to this diversity, promoting a more equitable and supportive work environment.

+ Complex labor laws and regulations: The higher education industry is subject to many labor laws and regulations, both at the federal and state levels. Human resources departments must be familiar with these laws to ensure compliance, which can be especially difficult given the unique nature of academic employment contracts.

+ Respond to crises: Unforeseen events, such as pandemics or natural disasters, can disrupt the normal operations of higher education. HRM faces the difficult task of quickly adjusting policies, ensuring employee safety and well-being, and maintaining continuity in education and research during these crises.

Addressing these challenges in human resource management requires a strategic and proactive approach. Institutions of higher education can benefit from cultivating an adaptive culture, adopting technology and data-driven decision-making, prioritizing diversity and inclusion, and engaging in effective communication with all stakeholders to find creative solutions to these complex problems.

In addition, trends in human resource management in higher education institutions are also a topic of considerable interest, including:

+ Sustainability initiatives: Many universities are focusing on sustainability and incorporating it into their HR practices, such as green HRM, which helps drive forward choices that are environmentally friendly and reduces carbon emissions.

+ Emphasis on well-being: Organizations are placing more emphasis on employee well-being, offering mental health services, wellness programs, and work-balance initiatives and life.

+ Digital transformation: The use of AI, automation, and chatbots for HR functions is on the rise, making processes more efficient and user-friendly for faculty and staff.

Research on the topic of the impact of human resource management on employees' work results is mostly quantitative research, to evaluate the influence of factors in management, human resource management and intermediary factors on employees' perceptions, behaviors, and work results in particular and organizational performance in general.

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