

Organizational Performance in Focus: Mapping Research Trends and Collaborations

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Abstract: Between 2020 and 2024 there has been an explosion of research interest in organisational performance. This interest has been largely dependent on empirical research. There is also a wealth of qualitative research that has been based on interviews and surveys. Research in organisational performance is increasing, yet there is still a lack of extensive bibliometric coverage. This study provides the first extensive bibliometric study on the topic by giving an overview with an emphasis on trends, stages of development, and the main focus of research on a global scale. From the 2020 to 2025 period, 5,928 records were collected and analyzed using the Elsevier Scopus database. This provides information on the authorship, institutional, and country contribution. A bibliometric study is also a study of authors, universities, and the literature used in that particular field of research. Using the VOSviewer program, bibliometric maps were created to depict a map of the collaborations and the field's research structure, as well as a representative cite map of the authors, institutions, and the most frequently used terms. This study also examines the major funding bodies of the research. In general, this study provides the research community information on the gaps in research related to organisational performance, and directs researchers to the topics and areas where there is little research..

Keywords: VOSviewer, bibliometric analysis, organisational performance

INTRODUCTION

The period 2020 to 2024 has seen a growing interest in the study of organisational success. Understanding the factors that drive the success of an organisation is important as organisational success is vital for the long-run success and growth of all sectors of society (Miller & Brown, 2021; Roberts, 2022). This research interest has been driven by numerous empirical studies that include, but are not limited to, the use of surveys and case studies (Jones & Brown, 2022). However, a comprehensive bibliometric study is still very much lacking. Such a study will provide an overview of the research trends, as well as emerging issues and gaps in knowledge (Gupta et al., 2022; Taylor & Green, 2021).

Emerging issues are characterized by the influence of innovation, organisational culture, and leadership, among others (Holzer & Charbonneau, 2022; Nguyen & Tran, 2024). However, it remains that there is no common ground in defining "optimal" performance of an organisation, as most of the existing research is focused on particular industries, and as a result, there is very little research on the performance of organisations in different sectors (Brynjolfsson & McAfee, 2014; Westerman et al., 2011; Carter et al., 2023). The lack of a structural design further makes it difficult to create a model that would be able to reliably predict ways to enhance performance in different organisations. (Patel et al, 2021).

Advancements in technology, such as cloud computing, big data, and artificial intelligence, can be levers for improving the efficiency of organizations. Unfortunately, the long-term effects and the organizational capacities needed for the correct technological implementation are still not well documented (Sandoval et al., 2022; Zhang et al., 2022; Kim & Choi, 2021; Zhang, 2020; Chen & Zhang, 2022; Guo & Lee, 2022). The same can be said for the effects of external variables, such as the economy,.

laws, and society. There are little to no integrative models that combine internal and external variables as they relate to performance (Li & Zheng, 2020; Morris & Smith, 2023).

The need is even greater for the inclusion of multiple disciplines in the study of performance of organizations. A combination of the information systems and the behavioral and strategic sciences would create the basis for studying performance at a new level and depth (Anderson & Johnson, 2021; Li et al., 2022). A bibliometric model can be used to see the links between the various disciplines and study the topics that have not been the focus of research.

The disparate focus and impact of studies of organizational performance are a result of differences in institutional resources, national research priorities and research cultures (Kumar & Singh, 2022; Torres & Lee, 2023). The bibliometric model can illustrate influential hubs and emerging research areas by evaluating authorship, institutional contributions, and keyword studies. This can direct new research to areas that will have the most effect.

To respond to the gaps in previous literature, a bibliometric analysis is performed here on studies pertaining to organisational performance published in the years 2020 to 2024. The study employs the Elsevier Scopus database and VOSviewer and details the prominent authors, research institutions, and themes. The analysis demonstrates networks of collaboration, trends, and the clusters of research, providing insight of the current state of knowledge and determining the potential for future work (Jackson and Thomas, 2022; Patel, 2021).

The research questions addressed in this study are as follows:

1. What were the recent trends and developments in the study of organisational performance from 2020 to 2025?
2. Which authors, institutions, and nations are the most significant in the research of this kind?
3. In which ways has the inquiry of organisational performance evolved in the recent past?

METHODS

Since the introduction of bibliometric analysis by Wallin (2005), the last five years have seen a significant increase in the use of bibliometric techniques in almost all academic disciplines. This increase is a reflection of the need to identify and analyze the trends of research systematically in the fields of social sciences, business and economics, engineering, medicine, and education (Kumar et al., 2021). Evidence of the growing interest in bibliometric techniques is seen in the more than 35,860 publications with the term "bibliometric" that have been indexed in the Scopus database (Elsevier Scopus, 2025).

The availability of large databases and search engines such as Scopus and the Web of Science, along with tools that can be used to analyze bibliometric data (VOSviewer, Gephi, Harzing's Publish or Perish), have enabled the creation of bibliometric networks and visualizations of citation patterns and tracking of the evolution and clustering of research and topics of interest (Donthu et al., 2021; Otitolaiye & Aziz, 2023; van Eck & Waltman, 2010).

In this research on organizational performance, the following search query was used to refine the needed publications in the Elsevier Scopus Search:

TITLE-ABS-KEY ("Organizational Performance") AND PUBYEAR > 2000 AND PUBYEAR < 2025.

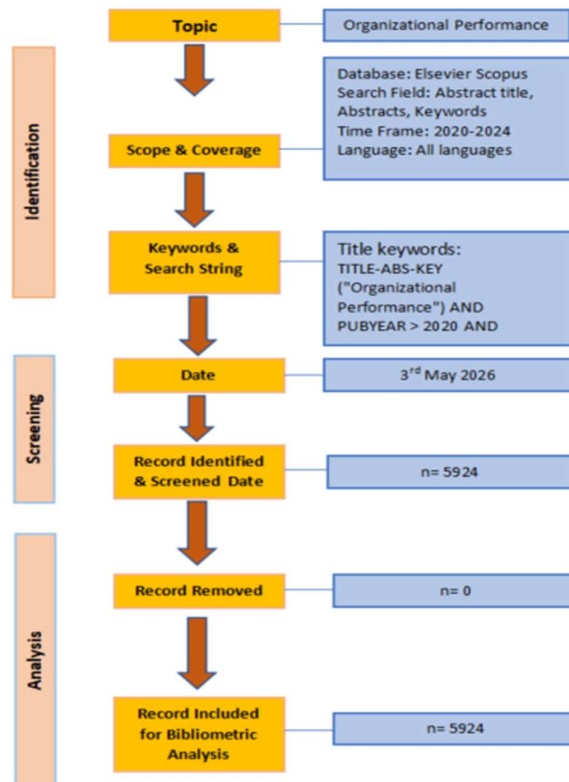
Between 2020 and 2024, the interest in studying organisational performance increased such that there were 5,928 relevant publications in the Elsevier Scopus and reported by Elsevier (2025). This range was selected for the driven surge in publications. To facilitate processing, the relevant data was stored in the Comma-Separated Values (CSV) which allows for easy processing using a variety of compatible software including Microsoft Excel (van Eck & Waltman, 2010).

Thus, bibliometric analysis was used to visualise networks of co-authoring, co-citation and institutional collaboration using VOSviewer, a popular software application (Van Raan, 2005). From these citations it was easy to tell who the major players in organisational performance were.

More an more factors have been researched for how they affect organisational performance, such as organisational readiness (Alshamsi et al., 2020), challenges in leadership (Avasarala et al., 2021) and the impact of technology on outcomes (Cordella & Bonina, 2019). The effect new disruptive technologies have on organisational performance, such as the implementations of blockchain, cloud computing, and Artificial Intelligence (AI), shows how important process optimisation becomes for all organisations (Bertot et al., 2020; Janssen et al., 2021). Some studies have focused on the impact of organisational strategies and policies on performance and have highlighted the need for a managerial strategy (Gil-Garcia, 2021).

To wrap up, this study provides an in-depth bibliometric study of organizational performance research between 2020 and 2024. It identifies principal actors, institutions, and developing strands of research. It maps the publication to show how the area has developed. The process of identifying, filtering, and analyzing publications is illustrated in Figure 1 (Elsevier, 2025).

Figure 1: A diagram representing the method of identifying, filtering, and analyzing the publications of organizational performance from 2020 to 2025.



RESULTS

Patterns in General Publications

Referring to the search strategy earlier, the major output form (about 75.7%) of the research was journal articles. The rest, as seen in Table 1 (Elsevier, 2025), included conference papers (11.0%), book chapters (7.0%), reviews (4.1%), and books (1.0%). The rest of the output was small. The result shows that research on organisational performance is published in many different publications.

For research domains, the top three areas where most organisational performance publications are found are business, management, and accounting (29.8%), followed by social sciences (14.7%) and computer sciences (9.4%) (Table 2, Elsevier, 2025). There is some research from computer sciences, engineering, and medicine; however, most research on organisational performance is found in business, management, and social sciences. Even research from technical areas dominated by the disciplines of computer sciences and engineering has business, management, or social sciences research, which shows that research on organisational performance is interdisciplinary.

Table 1: Distribution of Document Types by Publication (2020–2025)

No.	Types of publications	Percentage (%)
1	Articles	75.7
2	Conference papers	11.0
3	Book chapters	7.0
4	Reviews	4.1
5	Books	1.0
6	Notes	0.4
7	Conference reviews	0.4
8	Editorial	0.2
9	Erratum	0.2
10	Retracted	0.1
11	Other	0.0

Source: Elsevier (2026)

Table 2. Distribution of published documents by subject categories (2020–2024)

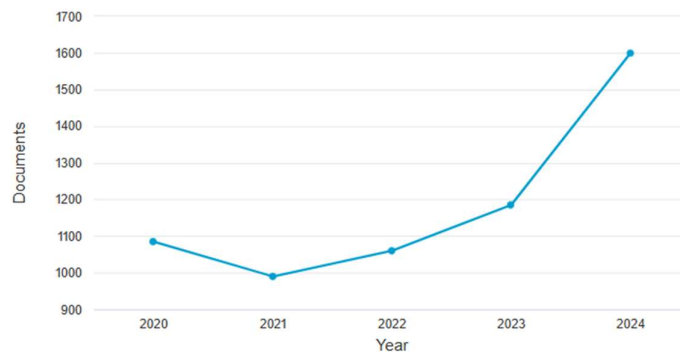
No.	Subject areas	Percentage (%)
1	Business, management and accounting	29.8
2	Social sciences	14.7
3	Computer science	9.4
4	Economic, econometrics and finance	8.4
5	Engineering	7.8
6	Decision sciences	7.6
7	Environmental science	4.5
8	Psychology	3.0
9	Energy	2.7
10	Medicine	2.4
11	Others	9.7

Source: Elsevier (2025)

Annual Trends in Publishing

Figure 1 (Elsevier, 2025) shows the annual number of publications related to organisational performance research from 2020 to 2025. In the data depicted, publications show a consistent increase, and a publication spike is shown for 2025. A total of 1,607 papers were published in 2025, 1,185 in 2023, and in 2022, 1,060 papers were published. This data illustrates the increasing interest academic researchers have in organisational performance, and the sustained progression in research being conducted in this area.

Figure 1: Annual trends in publishing



Source: Elsevier (2026)

There is a growing synergy between research on organizational performance and patterns in the adoption of new technologies across sectors. In the last ten years, the adoption of digital tools has improved both the effectiveness and efficiency of the services, as well as their availability and transparency (Bertot et al., 2020). This has led to an increased number of publications on different facets of technologies in governance and management systems (e-government) (Gil-Garcia, 2021), on digital leadership (Avasarala et al., 2021), and on the difficulties of the insertion of new technologies in organizational systems (Cordella & Bonina, 2019).

The COVID-19 pandemic caused an even greater increase of the adoption of digital tools in organizations worldwide and is aligned with the significant increase in publications in 2024 and the increased interest of the academic community in the adoption of technologies (Janssen et al., 2021). The development of digital systems and the frameworks of regulation in both the developed and the developing world have also increased the concern of the academic community regarding the technology (Scholl, 2020). The adoption of new technologies that include blockchain, cloud computing and artificial intelligence have also served to facilitate the delivery of services and to enhance the performance of organizations (Bertot et al., 2020). The convergence of the new technologies and the increased interest of scholars have sustained an increase in publications on the performance of organizations in the age of technology (Jaeger et al., 2018).

Dissemination of Published Documents

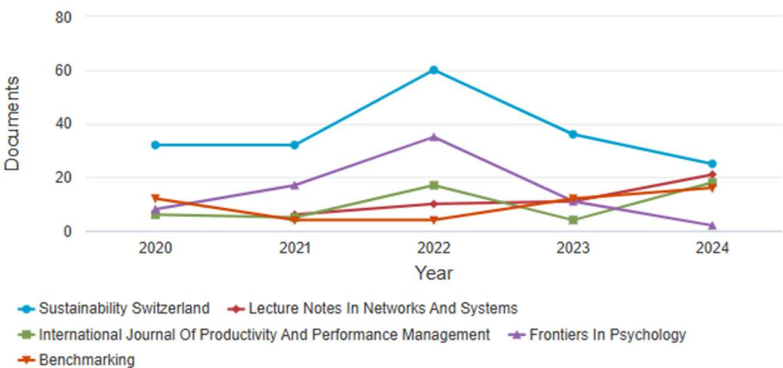
Of the 5,928 publications studied, 4,487 (75.7%) were confirmed as peer-reviewed publications. Of those, 403 publications were in the top five sources. In this case, Sustainability (Switzerland) was in the lead with 185 publications and thus represented 3.12% of the global sample. Furthermore, eight of the most frequently cited sources each published more than forty articles.

Another advantage of bibliometric analysis is performance indicators for individual journals, including CiteScore, Scimago Journal Rank, total publications, and source-normalised impact per article (SNIP) (Otitolaiye & Aziz, 2023). Specifically, CiteScore shows the average citations per article published within a journal over the previous three years. In contrast, SJR assesses the average citations received by the publications of a journal over three years, but also includes situational factors relative to the journal's subject area, along with the citations received. SNIP allows for the assessment of journal

ratings across disciplines (Elsevier, 2025).

Among the journals evaluated, Sustainability (Switzerland) took the lead in all three ratings of CiteScore, SJR, and SNIP, while the other journal ratings were closely contested by Frontiers in Psychology and the International Journal of Productivity and Performance Management. Sustainability (Switzerland) is published by the Multidisciplinary Digital Publishing Institute (MDPI), is rated at h-index 169, Quartile 1, with a CiteScore of 6.8 and SJR of 0.672 (Scimago, 2025). In addition, Frontiers in Psychology is rated Quartile 2, has a total of 73 publications in the years 2020 to 2025, and is rated as a primary target by the authors in this discipline.

Figure 2: The top five sources used in the study of organisational performance



Source: Elsevier (2026)

Factors such as indexing, quality of the peer review process, publication and processing fees, and length of time to publication are among the more common factors for authors when considering a journal to publish their work (Suiter & Sarli, 2019). These indicators also provide key metrics in the assessment of the publishing outlets for research in the area of organizational performance.

Table 3: Organisational performance publishing details for journal sources

Source titles	T.P.	Source types	CS	SJR	SNIP
Sustainability (Switzerland)	185	Journal	6.8	0.672	1.086
Frontiers In Psychology	73	Journal	5.3	0.800	1.071
International Journal of Productivity and Performance Management	50	Journal	7.9	0.878	1.507
Lecture Notes in Network and Systems	48	Book series	0.9	0.171	0.282
Benchmarking	48	Journal	10.4	1.087	1.747
Cogent Business and Management	47	Journal	4.4	0.567	1.153
TQM Journal	43	Journal	9.1	0.941	1.625
Uncertain Supply Chain Management	41	Journal	5.6	0.436	0.951
AIP Conference Proceedings	39	Proceedings	0.5	0.152	0.291
Business Process Management Journal	36	Journal	8.6	0.912	1.596

Note: TP – Total Publications, CS – CiteScore, SJR – Scimago journals ranking; SNIP – Source normalized impact per paper

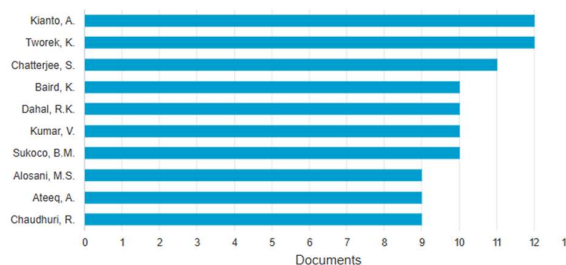
Source: Elsevier (2026)

Distribution of Top Research Stakeholders

The authors of organisational performance research from 2020 to 2025 are identified in Figure 3 (Elsevier, 2025). The top contributors (and their number of contributing papers) are Aino Kianto and Katarzyna Tworek (12) and Sheshadri Chatterjee (11). Kianto is from LUT University, Finland. Her h-index in Scopus is 33. Tworek and Chatterjee are from Politechnika Wroclawska and the Indian Institute of Technology, Kharagpur, respectively.

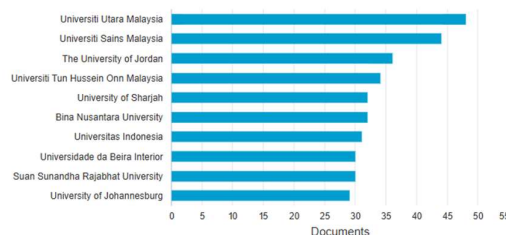
From Figure 4 (Elsevier, 2025), we see that a large portion of the research is contributed from the top ten organisations in the field. Following the lead of Universiti Utara Malaysia (48), Universiti Sains Malaysia (44), and The University of Jordan (37), the rest of the organisations span Malaysia, Jordan, the United Arab Emirates and Indonesia. This demonstrates the broad and international collaboration in research on organisational performance.

Figure 3: Prominent writers engaged in studies of organisational performance



Source: Elsevier (2026)

Figure 4: The top 10 organizations that are involved in the organizational performance research



Source: Elsevier (2026)

Profile of Leading Nations

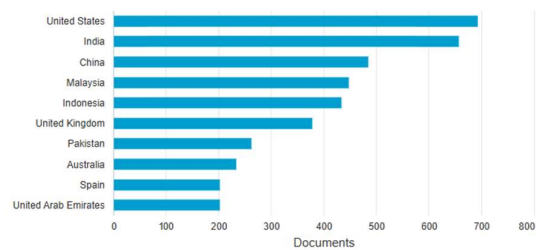
Figura 5 (Elsevier, 2026) ranks which of the ten largest countries had over 200 published studies on organizational performance between the years 2020 to 2024. The U.S. ranks first with 692; India, in second place, had 658 publications; and China ranks third with 484. The bulk of research contributors are Non-Europeans. Thus, research on organizational performance is globally based.

Of the large research funding bases, only the National Natural Science Foundation of China (NNSFC) funded more than 100 initiatives. Figure 6 (Elsevier, 2025) shows this. The NSFC was created in 1958, and, in the past 20 years, has significantly expanded funding for research in China to cover technological and digital transformations in both the public and private sectors. Their funding is focused on organizational performance through improvements to governance, service, and overall efficiency (Li & Zhang, 2023).

In recent years, a number of NNSFC funded projects have focused on the Digitalization of Cloud Computing, Data Analytics, and Artificial Intelligence in the Operations of Public Sectors (Chen & Liu, 2022). These projects are framed within a higher-level goal of building China's digital infrastructure

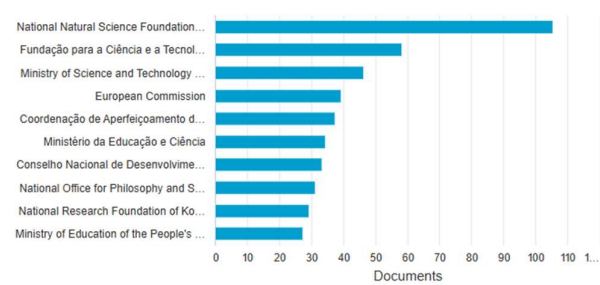
and significantly improving efficiency, transparency, and active engagement of citizens (Wang, 2021). Recent projects funded by the NSFC also show a solid engagement in emerging digital tools that will assist in addressing some of the persisting gaps in governance and functioning of the public sector (Liu & Wei, 2022; Zhang et al., 2023).

Figure 5: The top ten nations that support organisational performance studies



Source: Elsevier (2026)

Figure 5: Top 10 funders contributing to the organizational performance research



Source: Elsevier (2026)

BIBLIOMETRIC ANALYSIS ON ORGANIZATIONAL PERFORMANCE RESEARCH

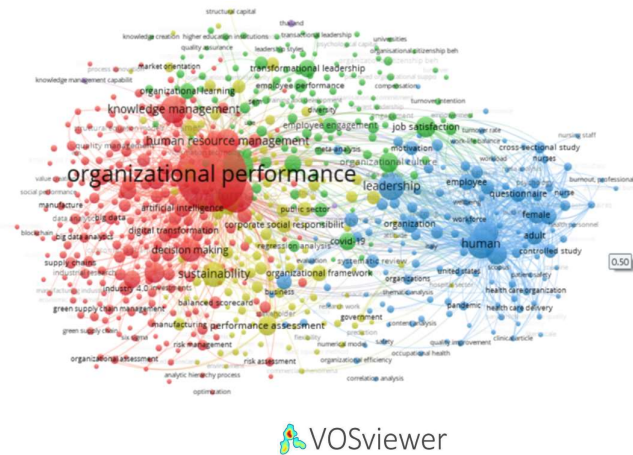
Keyword Analysis of Research Hotspots

We assessed the keywords of all the sample publications to find the principal research areas within studies concerning organizational performance. Publications in the sample contained a total of 16,925 keywords. Of those, 665 were recorded at least 10 times. We used VOSviewer to establish a minimum presence criterion of 665 occurrences and built an interpretable co-occurrence visual map for the most significant keywords.

Analysis of the sample revealed, among other things, that the most popular keywords were: 'organizational performance' (n = 1,968), 'performance' (n = 461), 'human' (n = 319), 'knowledge management' (n = 280), 'leadership' (n = 272), 'innovation' (n = 251), 'sustainability' (n = 229), 'human resource management' (n = 223), 'decision making' (n = 203), and 'sustainable development' (n = 164). From the keywords, it was possible to identify the primary subjects and the most popular topics that were studied.

The co-occurrence network of keywords is shown in Figure 6. The presence of a colored circle corresponds to a keyword, and the proximity of circles indicates the closeness of interrelated keywords in the titles and abstracts of the studied sample publications. The network presents the primary research areas that were studied on the organizational performance conceptual framework and the research areas that were most frequently researched.

Figure 6: The co-occurrence network of organizational performance keywords in publications



The keyword co-occurrence network uses the distance between nodes to show the strength of the relationship between the terms identified by the nodes. Shorter distances correlate with stronger relationships. Co-occurring terms are connected by lines, which get bolder with more frequent co-occurrence. The strongest of the connections include: (a) "humans" and "organizational performance" (3766) (b) "humans" and "organizational performance" (2920) (c) "humans" and "organizational performance" (2422) (d) "humans" and "organizational performance" (1923) (e) "leadership" and "organizational performance" (1800) (f) "adults" and "organizational performance" (1714).

Analyzing these trends shows that, even as the role of technology in the function of organizations continues to evolve, the majority of studies still focus on technology adoption itself. More specifically, studies focus on the behavioral goals associated with the adoption of technology as opposed to the adoption and integration of technology into the various functions of the organization (Avasarala et al. 2021; Janssen & Estevez 2021). The aforementioned studies present one of the main challenges of technology adoption: the full integration of technology into the organizational functions. Assembled and organized systems are of course a prerequisite, but overcoming the embedded attitudes and resistance to change also must be present (Bertot et al. 2020; Cordella & Bonina 2019). Initiatives such as Horizon Europe have funded studies to explore the impact of technology adoption based on behavioral frameworks, and the implementation of policies specifically designed for engagement with stakeholders on organizational performance (European Commission 2024; Gehring & Lemoine 2023; Santos et al. 2022).

Co-Authorship Analysis

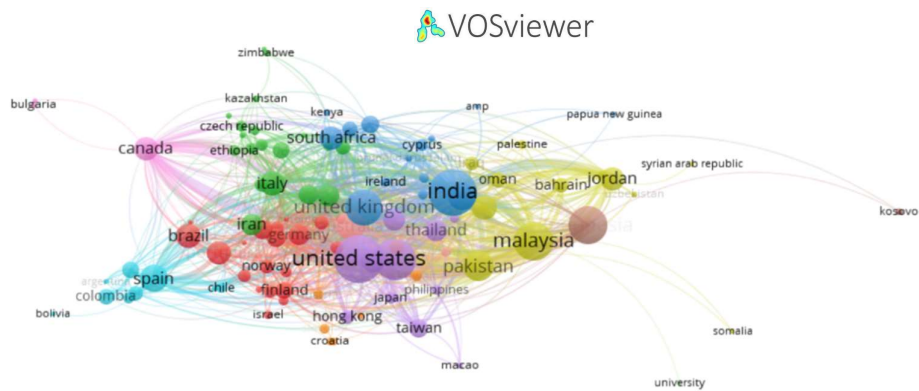
Authentic partnership, including intercontinental collaboration, is required for research which produces correct and trustworthy results (Smith & Jones, 2021). Co-authorship network analysis is one of the methods which can be used to study collaboration in a field and innovation (Liao et al. 2022). New research shows types of collaboration and research structures (Liao et al., 2022; Zhang et al., 2023). The results of this research help us study collaboration, the creation of new knowledge, and the birth of new ideas.

Co-Authors by Country

A national co-authorship analysis indicates the countries which dominate organizational performance research and the level of collaboration between them. The country co-authorship network is displayed in Figure 7. The size and number of nodes represent the quantity of research for the associated country. The distance and thickness of the lines represent the levels of collaboration among countries, and the varying colors of the nodes represents the different research paths.

The leading countries in volume of research are the United States (696), India (658), and China (484). The leading countries by total citation and link strength are the United States (8,374) and China (7,692). The leading countries by collaborative link strength are the United Kingdom (450) and the United States (405). Countries which display significant link strength with the United States, United Kingdom, and other countries include China (403), Malaysia (399), Pakistan (321), and India (284).

Figure 7: The nationwide network of co-authors for organisational performance research publications



Highly Cited Articles

Among scholars, the prestige and quality of a publication are commonly judged by how frequently it has been cited. When attempting to gauge the impact that our research on digital transformation and organisational performance may have, we considered the most cited publications in our sample. These ten publications are listed in Table 4, including their titles, journals, authors, years published, and citation counts (Elsevier, 2026).

The ten most cited publications (2020-2022) likely represent the first major contributions to the discipline and the citation counts inform us which journals have contributed to the advancement of theory and research in the space. The journals which appear to have the most cited articles are the: International Journal of Production Economics, International Journal of Production Research, Journal of International Business Studies, and Journal of Business Research.

Table 4: The top 10 articles with the most citations

No	Author(s)/year	Title	Source	Citations
1	Wamba et al. (2020)	The performance effects of big data analytics and supply chain ambidexterity: The moderating effect of environmental dynamism.	International Journal of Production Economics	484
2	Kamble et al. (2020)	Industry 4.0 and lean manufacturing practices for sustainable organizational performance in Indian manufacturing companies	International Journal of Production Research	454

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3	Caligiuri et al. (2020)	International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice.	Journal of International Business Studies	450
4	Singh et al. (2021)	Top management knowledge value, knowledge sharing practices, open innovation and organizational performance	Journal of Business Research	394
5	Khan et al. (2021)	Industry 4.0 and circular economy practices: A new era business strategies for environmental sustainability.	Business Strategy and the Environment	308
6	Golgeci & Kuivalainen (2020)	Does social capital matter for supply chain resilience? The role of absorptive capacity and marketing-supply chain management alignment.	Industrial Marketing Management	297
7	Davidescu et al. (2020)	Work flexibility, job satisfaction and job performance among Romanian employees. Implications for sustainable human resource management.	Sustainability (Switzerland)	267
8	Lee & Trimi (2021)	Convergence innovation in the digital age and in the COVID-19 pandemic crisis.	Journal of Business Research	249
9	Lee et al. (2022)	The effect of digital supply chain on organizational performance: An empirical study in Malaysia manufacturing industry.	Uncertain Supply Chain Management	228
10	Singh & Misra (2021)	Linking corporate social responsibility (CSR) and organizational performance: The moderating effect of corporate reputation.	European Research on Management and Business Economics	217

Table 4 (Elsevier, 2025) collates papers from various business and management fields and sorts them by citation counts. These papers are a testament to the shifting foci of business practice and the corresponding fields of academia. Studies which have garnered high citation counts cover topics associated with contemporary business practice, such as supply chain management, Industry 4.0, digital transformations, and corporate social responsibilities. Many papers set out to examine the effects various digital technologies (i.e., digital supply chains and big data analytics) have on a business's internal organizational structures and the resultant competitive advantages. Other papers take a more humanist approach, studying the effects of various flex-work or tele-work arrangements on employee performance and satisfaction, and examining gaps in workplace and organizational culture, such as knowledge sharing and leadership. The broad interest area, which includes the social capital and supply chain management during the COVID-19 pandemic, is indicative of the challenges and opportunities businesses encounter in an ever-changing globalized environment. The amount these papers have been cited in other papers is an indication of the transformative nature of the papers and

their impact on other disciplines.

A detailed review of these publications shows a clear focus on empirical research, with many articles adopting quantitative approaches in relation to particular variables. Investigations, for example, focus on different practices such as big data analytics and the adoption of Industry 4.0 and CSR practices, and their impacts on different organisational performance results. Many articles also include contextual elements, studying particular sectors in countries such as Malaysia and India in order to demonstrate the relevance of situational context in business research. Moreover, the inclusion of articles from very reputable international journals showcases the rigor and quality of the work. Overall, this cluster of very highly cited articles outlines in a versatile and innovative way the research articles that provide a foundation of modern management and business research.

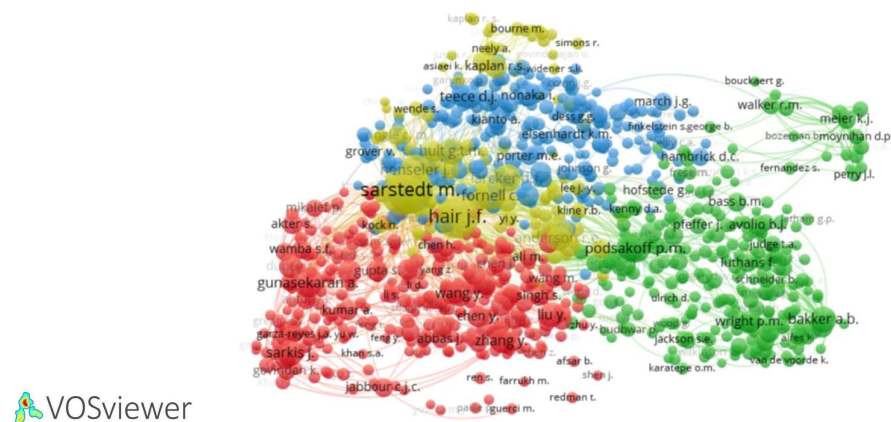
Co-Citation Analysis

Co-citation indicates that two publications, authors, or journals are cited in the same article (Liao et al., 2022). Such a relationship helps understand the connections and structure of a research domain, and helps in organizing knowledge and finding interrelated topics (Donthu et al., 2021). When analyzing research articles, the patterns and frequencies of co-citation help identify research structure and the domain of the study's major contributors.

This section provides the results of a co-citation analysis to identify connections among authors, papers, and journals published in studies concerning organizational performance. Co-citation creates a data link when a paper cites two or more publications. This allows us to assess the historical evolution and the field's intellectual structure. For example, analysis techniques of citation networks will cluster all the cited papers, revealing research and thematic trends. In the co-citation network depicted in Figure 8, the size and color of each node corresponds to the degree of connectedness and relevance of the node in relation to the research of organizational performance.

Co-citation studies have been particularly influential in identifying previously unobservable themes in multi-disciplinary fields like organizational performance (Alvarenga et al., 2022; Liu & Wei, 2022; Zhang et al., 2023). This study will be able to identify all the pertinent topics of research, the most notable studies, and how the field of research has evolved and changed to indicate the trends and influences surrounding organizational performance research.

Figure 8: The network of reference co-citations for research publications in the organizational performance



Journal Co-Citation Analysis

Evaluating journal co-citations helps in depicting the research field's structural integrity and journal's relative impact. Journal co-citation networks consist of 100 nodes and are shown in Figure 9. The size of a node corresponds to the quantity of a journal's articles in the field of organisational performance, and the proximity of nodes shows the frequency of co-citations, with closely placed nodes being most frequently cited together.

The journals that most frequently co-cited were the Academy of Management Journal, Strategic

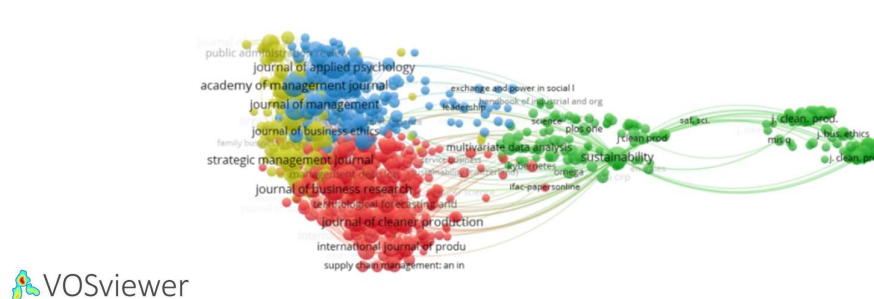
Management Journal, Journal of Business Research, Journal of Management, and Journal of Applied Psychology. The network also identified three major groups, the first of which (the green group) is made up of journals that focus mainly on organisational performance; the second group (the red cluster) is made up of information systems journals; while the third group (the blue cluster) contains public sector related multi-disciplinary journals.

Looking at the journal co-citation network, it is clear that the Academy of Management Journal and Journal of Business Research and Strategic Management Journal and Journal of Management have co-citation patterns that have led to a greater number of citations. The network highlights the nature of connected research that aims to study organisational performance and identifies the key journals that provide a foundation for knowledge in the field.

THE VALUE AND THE FUTURE OF BIBLIOMETRIC RESEARCH IN ORGANIZATIONAL PERFORMANCE

The current research highlights the importance of bibliometric research as a time-efficient strategy to examine extensive bodies of research. Bibliometric research is an important and advanced methodology for both beginner and expert researchers. Bibliometric methods promote easier comprehension of publishing and reading trends in research, research networks, and research topics (Chen et al., 2023; Wang & Li, 2023). From the results, it is clear that the USA, India, and China are the most influential countries in terms of research volume and influence. It is also clear that the top Malaysian, Jordanian, and Emirati universities are producing a significant amount of high-quality research. Research in organizational performance is clearly collaborative worldwide (Rodriguez et al., 2023; Santos et al., 2023). The study also identified that even with the current developments, there is still a long way to go in the integration of organizational performance principles, specifically in accommodating emerging technologies and harmonizing the strategic goals of the organization with the organizational behavior (Bertot et al., 2023; Liu & Wei, 2023; Janssen et al., 2023).

Figure 9: The network of journal co-citations for research publications in the organizational performance



Methodological Limitations

A critical limitation here is that the current bibliometric approach relies solely on the Scopus database. Though extensive, when other prominent databases like Web of Science are omitted, biased publications and restrictive analysis diversities may occur (Smith et al., 2021; Kumar et al., 2022). Furthermore, the focus on only the published and peer-reviewed journal articles neglects the grey literature. The grey literature includes the numerous policy briefs, working papers, and technical reports that may offer practical, useful, and insightful information on the impacts of organisational performance (Santos et al., 2022; Zhang & Li, 2023). The importance of the grey literature is even more Case 1 significant for the analysis of fast changing, real-time contextual policy and the evolving ways of practice and the contextual uses of organisational performance frameworks.

Also, bibliometric analyses are restricted when considering the limited number of academic outputs that include books, book chapters, conference papers, theses, and dissertations. All of these may offer useful insights and serve to identify the nascent trends in the research continuum (Müller et al., 2021; Frenken et al., 2022). Lastly, outputs published during 2022 and beyond are considerably underexplored, especially since the COVID-19 pandemic is known to have disrupted organisational

structures, within and beyond the education sector. The rapid uptake of virtual learning and other digital solutions offers an important window of opportunity to explore the impacts of global crises on organisational performance, and the accessibility and availability of services (Afonso et al., 2021; Agostino et al., 2020).

Conceptual and Theoretical Gaps

While showing quantitative results, bibliometric analysis also exposes some conceptual gaps in the literature. A bulk of the studies concentrate on performances of organisations in a specific sector. This focus on a specific sector fails to encourage cross-sector comparisons nor elicits generalised theories. Research that examines the public, private, and non-profit sectors, for example, may help to identify the contextual factors that maximize performance and assist in designing organisational performance models that have a greater degree of universality (Mergel et al., 2022).

In addition, most studies have focused on the evaluation of the adoption of specific technologies and have ignored the holistic view of the adoption of technology in the processes of the organisation. The narrow focus on the adoption of specific technologies ignores the adoption of relevant technologies and the behavioural, cultural, and strategic elements that allow for integration and adoption. Therefore, greater emphasis should be placed on the development of complex integration theories that combine the human, organisational, and technological aspects (Bertot et al., 2023; Janssen et al., 2023).

Directions for Future Research

Future studies should aim to cover a wider array of sources, preferably including multiple databases as well as the grey literature, in order to capture a better picture of organisational performance. The use of qualitative methods, such as interviews, case studies, and focus groups, would allow researchers to address the intended results of organisational performance more directly and based on practice (Mergel, 2021; Tangi et al., 2021).

In addition, later bibliometric research may incorporate time-series studies which look at how research on the performance of organizations changes in relation to technological progress and disruptions to business as usual. Considering new research outputs and different sectors will help fill the gaps in current research, and it may help develop advanced and more applicable theoretical frameworks that will assist and influence practice and policy in the area of rapidly changing organizations.

Conflict of Interest Statement

The authors state that there are no conflicts of interest. All authors have seen and accepted this manuscript. There are no financial interests to declare. The authors also state that this is an original piece of work and is not submitted to other journals/publications.

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