



# Trends and research frontiers in organizational commitment and job performance

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## Abstract

This study aims to map the latest research related to organisational commitment and job performance. Another objective is to identify factors that can be studied regarding organisational commitment and job performance. The research method used is the bibliometric method with secondary data sources. The data analysed are articles found in the Scopus database. The keywords used to search for data are 'organizational commitment' and 'job performance' published between 2020 and 2025. The selected articles are within the scope of business, management, and accounting research. Bibliometric analysis identified six main groups of factors related to organizational commitment and job performance. Five factors with great potential for future research are emotional intelligence, employee performance, organizational identification, the public sector, and civil servants. These factors indicate areas that need more attention in the context of organizational commitment and job performance.

## 1. INTRODUCTION

Organizational commitment and job performance are critical constructs in the field of organizational behavior, representing significant indicators of an employee's emotional connection to their organization and the effectiveness of their contributions in a professional setting (ASujendran, 2023). The interplay between these two phenomena has garnered extensive scholarly interest owing to its profound implications for management practice and organizational success. This introduction synthesizes existing literature on organizational commitment and job performance, highlighting their interrelationship, the influence of various moderating and mediating factors, and emerging trends in research methodologies, such as bibliometric analysis (Cobbinah et al., 2020). Organizational commitment is a psychological state that binds an employee to their organization, reflecting their level of commitment to the organization's goals and values (Maydiantoro et al., 2021). Meyer and Allen's model distinguishes three dimensions of commitment: affective, continuance, and normative. Affective commitment pertains to emotional attachment, continuance relates to the perceived costs associated with leaving the organization, and normative commitment involves an obligation to remain. This multidimensional understanding shapes employees' attitudes and behaviors towards their roles within the organization (A gegnehu et al., 2022).



Research indicates that higher levels of organizational commitment lead to enhanced job performance. For instance, [Cesinger et al \(2023\)](#) found that organizational commitment significantly mediates the relationship between social support and job performance, underscoring its role in enhancing employee effectiveness ([Teymoori et al., 2022](#)). Similarly, studies across various sectors, such as education and healthcare, indicate that employees with greater organizational commitment tend to experience higher job satisfaction, positively influencing their performance levels ([Jiatong et al., 2022](#)). Furthermore, a study highlighted that organizational commitment partially mediates the relationship between internal marketing and job performance. This suggests that organizational strategies fostering commitment can result in substantial performance improvements ([Chanana, 2021](#)). These findings emphasize that organizational commitment is an active contributor to performance outcomes.

Job performance, defined as the effectiveness with which job responsibilities are executed, is a critical measure of employee effectiveness ([Katebi et al., 2022](#)). Various studies demonstrate that organizational commitment correlates with job performance, fostering a mutually beneficial relationship ([Goetz and Wald, 2022](#); [Ahmad and Raja, 2021](#)). For example explored the moderating effects of transformational leadership on the relationship between organizational commitment and job performance, affirming that supportive leadership enhances this relationship ([Alwali & Alwali, 2022](#)). Additionally, external factors, such as psychological capital, have been shown to influence this dynamic. found that psychological capital enhances organizational commitment, which subsequently leads to improved job performance ([Daswati et al., 2022](#)). This illustrates how employee well-being and personal growth initiatives can reinforce commitment and, consequently, performance.

As organizational behavior research evolves, bibliometric approaches have become valuable tools for analyzing and synthesizing existing literature on organizational commitment and job performance. Bibliometric analysis provides insights into research trends, author networks, and the impact of specific studies on the discourse surrounding these constructs. By employing bibliometric techniques, researchers can identify knowledge gaps and areas for future exploration ([Donthu et al., 2021](#)). These insights are crucial as they not only elucidate existing relationships but also pave the way for innovative theories and practices that can enhance engagement and performance in increasingly complex work environments.

## **2. THEORETICAL REVIEW AND HYPOTHESIS**

Organizational commitment and job performance represent critical themes in the field of organizational behavior and human resource management. This literature review analyzes the complex relationship between these two constructs, emphasizing their importance for organizational success and individual employee well-being ([Sumlin et al., 2021](#)). Previous studies have demonstrated significant links between an individual's level of organizational commitment and their performance at work, suggesting that a deeper understanding of this relationship can lead to enhanced employee engagement and productivity ([Nabhan & and Munajat, 2023](#)).

Organizational commitment is defined as the psychological attachment an employee has to their organization, influencing their willingness to contribute to organizational goals and values. Meyer and Allen's three-component model of organizational commitment highlights affective, normative, and continuance commitment as critical dimensions. Affective commitment reflects an emotional attachment to the organization, normative commitment stems from feelings of obligation, and continuance commitment arises when employees perceive high costs associated with leaving the organization (Asujendran, 2023; Maydiantoro et al., 2021). This framework is essential as it provides a comprehensive view of how attachment to an organization can influence behavior. Studies have linked higher levels of organizational commitment to improved job performance. For example, Riyadh et al (2023) found that organizational commitment significantly mediates the relationship between leadership styles and job performance. In this regard, effective leadership practices can enhance commitment, leading to better employee outcomes. Furthermore, businesses implementing Corporate Social Responsibility (CSR) initiatives may improve employee commitment, as these acts align with employees' personal values, which, in turn, correlate with job performance increases (Jiatong et al., 2022).

Job performance encompasses the effectiveness of an employee's work-related activities, encompassing both task performance and contextual performance, which involves behaviors that contribute to organizational effectiveness (Katebi et al., 2022). A meta-analysis has consistently shown a positive correlation between organizational commitment and job performance across various sectors, indicating that when employees are committed to their organization, they are more likely to achieve better performance outcomes (Miao et al., 2021). For instance, highlighted the importance of understanding job characteristics and their effects on job performance among government accountants, connecting productivity directly to levels of organizational commitment (Iqbal et al., 2018).

Recent years have witnessed a shift towards employing bibliometric analyses to evaluate the literature surrounding organizational commitment and job performance comprehensively (Donthu et al., 2021). Bibliometric studies help identify key themes, research trends, and influential articles within a given field. An analysis conducted by revealed burgeoning interest in the intricate relationship between organizational commitment and job performance, highlighting key theories and measuring the impact of various interventions on employee outcomes. Such approaches allow scholars to map the landscape of existing research quantitatively while addressing significant gaps. An example can be seen in the delving into the implications of social media and modern communication tools on employee commitment and subsequent performance, which has gained importance in recent scholarship (Silva et al., 2022). These bibliometric studies refine our understanding of how contemporary workplace phenomena influence traditional constructs of organizational behavior.

### 3. RESEARCH METHODOLOGY

This study adopts a bibliometric methodology to explore the scientific landscape surrounding the topics of organizational commitment and job performance. Data were sourced from the Scopus database, chosen for its comprehensive coverage and structured metadata that facilitate bibliometric analysis. The initial search yielded 600 articles using the keywords "organizational commitment" and "job performance" within the title, abstract,

or keywords. This filtering process resulted in a final dataset of 50 articles, which were then subjected to further analysis. The article selection process involved inclusion criteria such as articles published between 2020 and 2025, written in English, categorized under Business, Management, and Accounting, and classified as journal articles. Exclusion criteria involved excluding articles that were not journal papers, not in English, or published outside the specified timeframe. This selection process aimed to ensure the relevance, quality, and alignment of articles with the research topic.

The bibliometric analysis was conducted using VOSviewer and the Bibliometrix package in R, which enabled visual mapping and statistical evaluation of key bibliographic indicators. The analysis focused on yearly publication trends, the most productive journals, author collaborations (co-authorship), keyword co-occurrences, and citation performance. The co-occurrence network of keywords helped to reveal thematic clusters in the literature, while co-authorship mapping illustrated the patterns of collaboration among researchers and institutions. These tools provided insights into both the structural and conceptual dynamics of the research field over the selected timeframe.

#### **4. RESULTS AND DISCUSSION**

This study aims to map and provide a blueprint for future research on organisational commitment and job performance using a bibliometric approach, by analysing publication trends, scientific collaboration, and key topics that have emerged between 2020 and 2025. The first analysis examines the number of publications from 2020 to 2025 related to organisational commitment and job performance. The results of the analysis can be seen in Table 1 below.

**Table 1.** Total Publication Organizational Commitment and Job Performance

| Years        | Number of Article |
|--------------|-------------------|
| 2020         | 10                |
| 2021         | 10                |
| 2022         | 7                 |
| 2023         | 11                |
| 2024         | 8                 |
| 2025         | 4                 |
| <b>TOTAL</b> | <b>50</b>         |

Over the past six years, research on organisational commitment and job performance has shown a fairly consistent trend in the number of publications. In 2020 and 2021, there were 10 articles published, indicating considerable attention to this topic at the beginning of the period. However, in 2022, there was a decline to 7 publications, which may have been influenced by various factors, including shifts in research focus or the ongoing impact of the pandemic. Interest in this theme rebounded in 2023 with 11 articles published, marking the highest number throughout the observation period. The following year, 2024, saw a slight decline to 8 articles. Meanwhile, in 2025, which is still ongoing, 4 publications have been recorded so far, indicating that this topic remains relevant and continues to be developed. Overall, 50 articles have been published between 2020 and 2025. This indicates that organisational commitment and job performance remain important focuses in

academic literature, with dynamics reflecting changes in context and research directions from year to year. A second analysis was conducted using bibliocoupling to identify countries with publications on organisational commitment and job performance. The results of this analysis are presented in Table 2 below.

**Table 2.** Research productive country Organizational Commitment and Job Performance

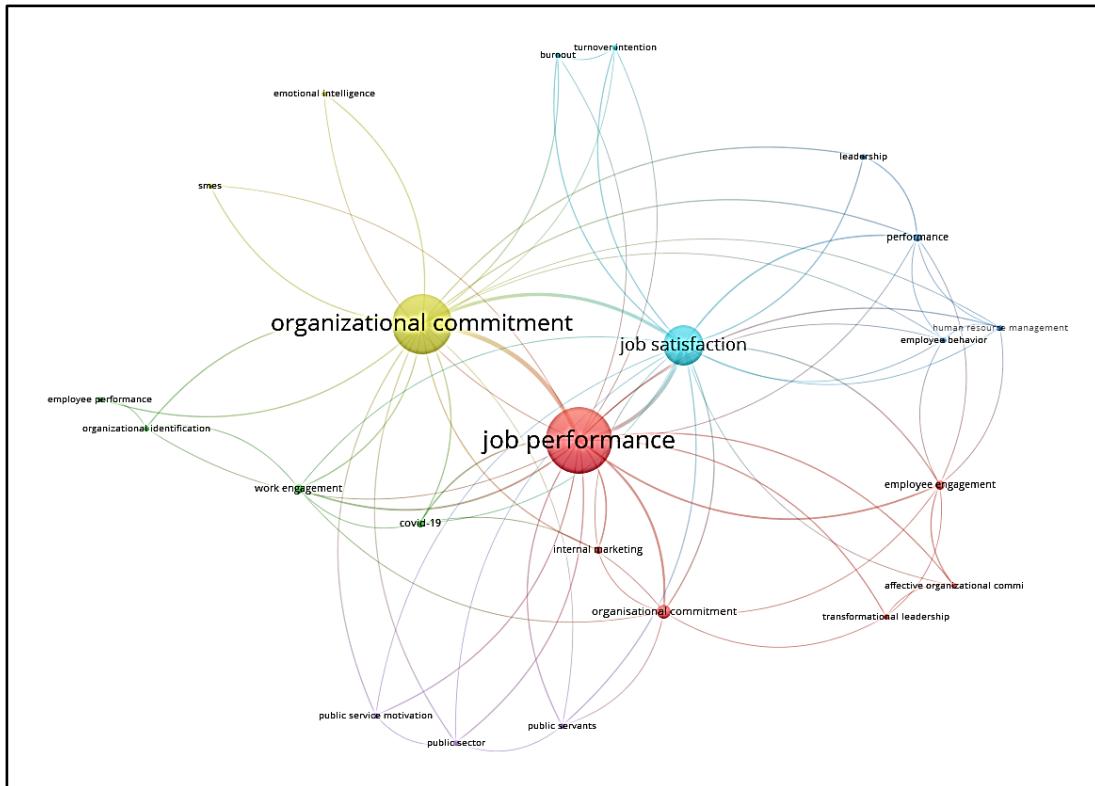
| Country       | Number of Article |
|---------------|-------------------|
| Indonesia     | 9                 |
| United States | 8                 |
| Vietnam       | 6                 |
| South Korea   | 4                 |
| Turkey        | 3                 |
| Thailand      | 3                 |
| <b>TOTAL</b>  | <b>50</b>         |

Countries such as Indonesia, the United States, Vietnam, South Korea, Turkey, and Thailand show high levels of publication related to organisational commitment and job performance. The high number of publications from Indonesia (9 articles) reflects the increasing attention of academics and practitioners to human resource management issues, in line with the growth of the education and organisational sectors in the country. In addition, the United States (8 articles) has a strong tradition of research in organisational studies and work behaviour. With its many educational institutions and reputable journals, this country has become a centre for the development of modern management theory and practice. Vietnam (6 articles) has shown an increase in its contribution in response to rapid economic growth and the need to improve the quality of its workforce. South Korea (4 articles) is known for its disciplined and systematic work culture, which encourages research to understand and improve employee performance. The country is also actively investing in human resource development and organisational research. Meanwhile, Turkey and Thailand (3 articles each) are beginning to show greater involvement in management studies, in line with organisational modernisation and a push for scientific publication. Overall, the high number of publications from these countries reflects a strong awareness of the importance of organisational commitment and work performance in achieving organisational effectiveness. The combination of practical needs in the field, academic incentives, and policy support are the main factors driving research productivity in this field.

The third analysis is a co-occurrence analysis to see the mapping of research that has been conducted related to the topics of organisational commitment and job performance. This analysis was conducted using VosViewer. The results of the co-occurrence analysis can be seen in figure 1 and figure 2.

The results of the co-occurrence analysis sourced from keyword clustering in studies related to organisational commitment and job performance. There are six main clusters, each grouping keywords based on thematic relevance in the analysed literature, namely: Cluster 1 (6 items) is the largest cluster and contains core terms such as affective organisational commitment, employee engagement, internal marketing, job performance, organisational commitment, and transformational leadership. This cluster emphasises the

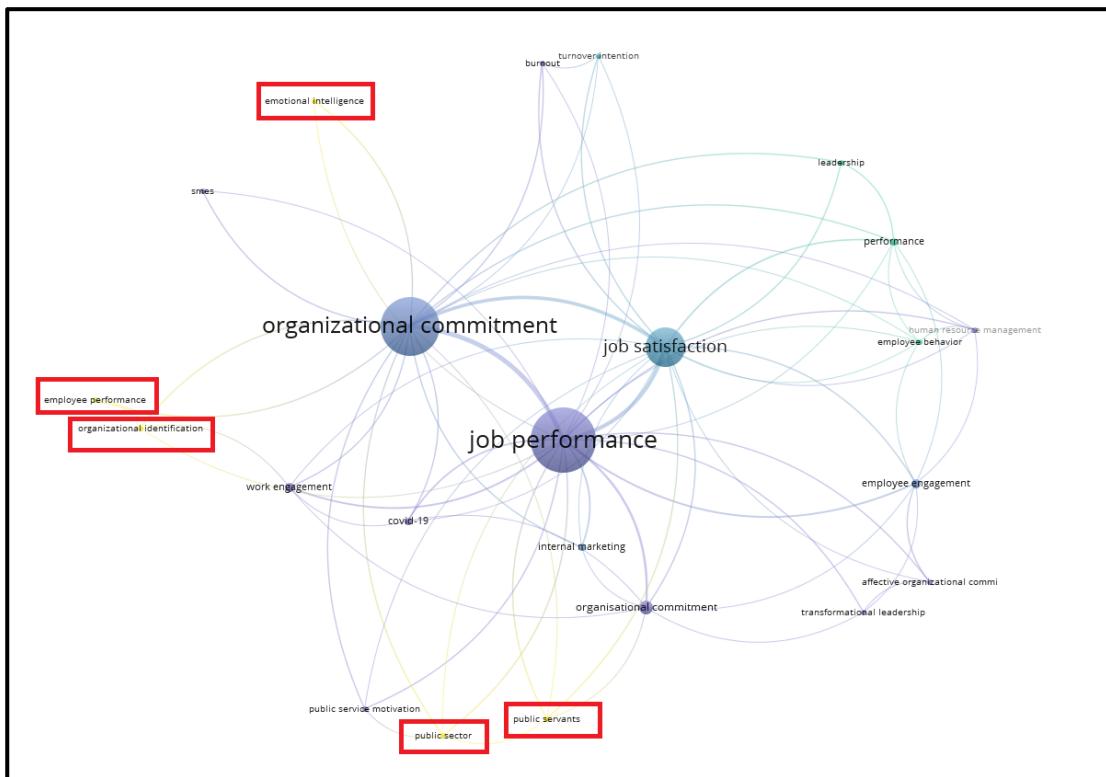
relationship between emotional commitment, employee engagement, and leadership as key factors influencing work performance.



**Figure 1.** Co-occurrence analysis

Cluster 2 (4 items) focuses on the pandemic context, with keywords such as COVID-19, employee performance, organisational identification, and work engagement. This reflects how the pandemic has reshaped work dynamics and employee attachment to the organisation. Cluster 3 (4 items) contains terms such as employee behaviour, human resource management, leadership, and performance. This cluster highlights managerial approaches and behaviour in human resource management as determinants of performance. Cluster 4 (3 items) includes emotional intelligence, organisational commitment, and SMEs. The focus is on how emotional intelligence and organisational commitment play an important role in the context of small and medium-sized enterprises. Cluster 5 (3 items) centres on the public sector, with keywords such as public sector, public servants, and public service motivation, indicating the literature's focus on the motivation and performance of government employees. Cluster 6 (3 items) consists of burnout, job satisfaction, and turnover intention, highlighting issues of workplace well-being that are directly related to employee retention and job satisfaction.

The final analysis is an overlay analysis, which is used to identify factors that are worth researching in the future in relation to organisational commitment and job performance. The results show that there are five factors worth exploring, namely emotional intelligence, employee performance, organisational identification, public sector, and public servant.



**Figure 2.** Overlay analysis

Emotional Intelligence (EI) is an important factor that deserves further study due to its close relationship with emotional dynamics in the workplace (Acheampong et al., 2023). In the context of increasingly complex modern organisations, EI serves as a bridge between the affective and cognitive aspects of employees in responding to work pressure, team conflicts, and organisational changes. Individuals with high EI tend to be able to manage their emotions and understand the emotions of others, which ultimately strengthens emotional commitment to the organisation and improves individual performance, both individually and collaboratively (Ahad et al., 2021). Future studies could explore how EI training across various sectors can sustainably enhance organisational commitment and bridge the gap between job satisfaction and actual performance. Given that EI can be developed, an intervention approach based on emotional training could serve as a practical strategy for organisations in building a healthy, productive, and loyal work culture.

Employee performance remains a timeless focal point in organisational behaviour discourse, as it is the tangible result of various psychological and structural aspects within an organisation (Roh et al., 2023). Further research on the relationship between job performance and organisational commitment is important within a temporal framework—for example, do high-performing employees automatically have high commitment, or is the opposite true? Additionally, the dimensions of task performance, contextual performance, and adaptive performance need to be mapped separately to gain a more accurate understanding (Junça-Silva & Caetano, 2024). Technologies such as performance dashboards and AI-based evaluation systems also open new avenues for study: to what extent does digitalisation influence employees' perceptions of organisational fairness and long-term loyalty? Such studies can provide strategic recommendations for organisations

in designing evaluation systems that are not only objective but also strengthen emotional and professional bonds between employees and the institution ([Gupta et al., 2024](#)).

Organisational identification offers a deep psychological perspective on how individuals form their identities based on their roles and connections to their organisations ([Brown, 2022](#)). Organisational identification creates a sense of belonging and collective pride that indirectly strengthens commitment to organisational values and goals. In the era of remote work and hybrid work cultures, future research could explore how the dynamics of organisational identification are shifting, as well as the role of internal social media and digital communication in maintaining that sense of identity ([Weisman et al., 2023](#)). When employees feel like they are part of 'who' and 'what' the organisation is, they are more likely to act proactively, innovate, and perform at a high level. A deeper examination of this identification could also open new avenues in recruitment and retention strategies, particularly among younger generations who prioritise the values and meaning of their work ([Gomes et al., 2021](#)).

The public sector presents a unique context that differs from the private sector, particularly in terms of bureaucracy, job stability, and incentive systems that tend to be formalistic ([Boukamcha, 2022](#)). Commitment in the public sector is not always motivated by financial compensation, but rather by a spirit of public service, ethical values, and loyalty to the state or institution. Therefore, understanding how commitment develops and changes within the public sector is crucial, especially when designing human resource management policies that are relevant to the challenges of the times ([Knies et al., 2024](#)). Future research could explore how bureaucratic reforms, political pressures, or regulatory changes impact the performance and loyalty of civil servants. Additionally, cross-country comparisons are intriguing to examine how cultural value systems influence commitment levels and performance in similar public institutions..

Public servants, as individuals within the public sector structure, possess psychological and professional characteristics that are interesting to study, particularly in the context of dedication, ethics, and social responsibility ([Rafique et al., 2021](#)). Public servants often face dilemmas between rigid bureaucratic standards and dynamic public service demands. This creates challenges in maintaining high work performance while upholding commitment to the organisation. Amidst increasing demands for transparency and accountability, understanding the factors that strengthen public servants' commitment and intrinsic motivation is important to prevent burnout, apathy, or even ethical deviations ([Hartnell et al., 2023](#)). In-depth research on public servants can integrate positive psychology, transformative leadership, and studies on work-life balance in the context of public service ([Gomes et al., 2021](#)). This is particularly relevant in developing countries, where the quality of public officials is critical to the effectiveness of policies and services for the broader community.

## **5. CONCLUSION AND RECOMMENDATIONS**

This study aims to map the development and trends of scientific research related to organisational commitment and job performance using a bibliometric approach. Through co-occurrence analysis of keywords in the analysed literature, six main thematic clusters were identified that describe the focus of research in this field. The largest cluster, Cluster 1, encompasses central themes such as affective organisational commitment, employee

engagement, internal marketing, job performance, organisational commitment, and transformational leadership. This cluster indicates that employees' emotional attachment to the organisation, transformative leadership styles, and active involvement in work are central to improving work performance. These findings suggest that affective and behavioural dimensions have a dominant contribution in building commitment and driving optimal performance.

Cluster 2 reflects the academic response to the crisis context, particularly the COVID-19 pandemic. Terms such as COVID-19, employee performance, organisational identification, and work engagement show how the global crisis has affected the relationship between individuals and organisations and led to new adaptations in rebuilding employee loyalty and performance. Cluster 3 highlights behavioural and managerial approaches to performance management through terms such as employee behaviour, human resource management, leadership, and performance. Here, the strategic role of human resource management and organisational behaviour serves as the foundation for strengthening work performance.

Meanwhile, Cluster 4 focuses on the SME sector, indicating that emotional intelligence and organisational commitment have an important influence in the context of small businesses, where interpersonal relationships and organisational flexibility are key to success. Cluster 5 shows the literature's interest in the public sector by highlighting public sector, public servants, and public service motivation, reflecting the importance of service motivation and institutional loyalty in improving the performance of state officials. Cluster 6 shows that work welfare issues such as burnout, job satisfaction, and turnover intention are real challenges that affect the commitment and sustainability of workforce performance in the long term.

Through overlay analysis, five highly potential factors were identified as areas for future research focus, namely emotional intelligence, employee performance, organisational identification, public sector, and public servant. These factors reflect a shift in academic attention toward a more contextual and humanistic approach in understanding organisational work dynamics. As such, future research is expected to delve deeper into the psychological, structural, and sectoral roles in shaping employee loyalty and improving work performance, both in the private and public sectors, as well as in large and small organisations.

The limitations of this study's bibliometric methodology include potential biases in the Scopus database, as it may not cover all relevant articles from other databases. The filtering process restricted the dataset to English-language journal articles, potentially excluding valuable non-English research. Additionally, the focus on publications from 2020 to 2025 may overlook important foundational studies or long-term trends in organizational commitment and job performance. The reliance on bibliometric tools, such as VOSviewer and Bibliometrix, also limits the analysis to available bibliographic data, which may not fully capture the nuanced qualitative aspects of the research landscape.

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