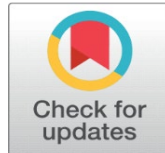


MAPPING THE INTELLECTUAL LANDSCAPE OF HR PRACTICE AND ORGANISATIONAL COMMITMENT: A BIBLIOMETRIC ANALYSIS AND VISUALISATION

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ABSTRACT

This study, titled Mapping the Intellectual Landscape of HR Practice and Organisational Commitment: A Bibliometric Analysis and Visualisation, investigates the scholarly development of the relationship between HR practices and organisational commitment. Using data extracted from the Scopus database, the analysis includes 184 documents published between 1993 and 2023. The study aims to identify key trends, influential authors, leading journals, and collaborative research networks. Bibliometric tools such as Biblioshiny (R package) and VOSviewer were employed to conduct network visualisations and thematic mappings. The results reveal a steady growth in publications, with a notable rise in research activity after 2008. Core topics identified include organisational commitment, job satisfaction, and strategic HRM, while affective commitment and social exchange theory emerged as motor themes. Co-citation and keyword analyses show a well-structured intellectual landscape with strong interdisciplinary connections. International collaboration was significant, particularly among the United States, India, the UK, and Malaysia. The findings underscore the evolving nature of HRM research and provide a foundation for future academic inquiry and practical applications in employee engagement and organisational development.

Keywords: HR Practice, Organisational Commitment, Bibliometric Analysis, Biblioshiny, VOS Viewer



1. INTRODUCTION

Human Resource (HR) practices play a vital role in shaping the attitudes, behaviors, and performance of employees within an organization (Gardner et al., 2001). These practices include recruitment and selection, training and development, performance appraisal, compensation and benefits, employee involvement, and work-life balance initiatives (Hossain et al., 2023). When designed effectively, HR practices serve as a strategic tool to align individual goals with organizational objectives, ensuring long-term sustainability and growth (Adhikari et al., 2018). By fostering a positive work environment and offering employees meaningful opportunities for growth and recognition, organizations can enhance employee motivation, engagement, and loyalty (Hauret et al., 2016).

Organizational commitment, on the other hand, refers to the psychological attachment an employee feels toward their organization (Meybodi, 2012). It influences the extent to which employees are willing to exert effort, stay with the organization, and support its goals (Jackson, 2018). Traditionally categorized into affective, continuance, and normative commitment, this construct plays a significant role in determining employee retention, job satisfaction, and overall organizational performance (Radosavljević et al., 2017). Among these, affective commitment, driven by emotional

attachment has been found to have the most consistent and positive impact on workplace behavior and outcomes (Jackson, 2018).

The intersection between HR practices and organizational commitment has garnered significant attention from scholars and practitioners alike (Warsame, 2015). Numerous empirical studies suggest that well-structured HR practices can significantly enhance employees' commitment by meeting their psychological and professional needs. For instance, opportunities for skill development, fair treatment, and transparent communication mechanisms build trust and reinforce the perception of organizational support (Ghazanfar et al., 2012). As a result, employees are more likely to identify with the organization's mission, stay longer, and contribute more proactively to its success (Sultana, 2019).

Despite the abundance of studies in this domain, the relationship between HR practices and organizational commitment remains complex and multifaceted, often influenced by contextual factors such as organizational culture, industry type, national culture, and leadership styles (Iqbal et al., 2020a). Therefore, to gain a deeper understanding of how this field has evolved over time, especially in terms of key contributors, emerging trends, and intellectual structure, a bibliometric analysis is both relevant and timely (Chia, 2017a). It allows researchers to objectively map the scholarly landscape and identify dominant themes, methodologies, and knowledge gaps in the literature (Florek-Paszkowska & Hoyos-Vallejo, 2023).

Over the past few decades, the importance of human capital has increasingly come to the forefront in organizational research (Bhatti et al., 2011). In an era marked by globalization, technological advancement, and rapid market changes, organizations recognize that sustainable competitive advantage lies not only in products or technology but also in how effectively they manage and retain their workforce (Iqbal et al., 2020b). Organizational commitment, as a determinant of employee behavior and productivity, has been found to mediate the impact of HR practices on various organizational outcomes (Chia, 2017b). Understanding how research in this field has developed, who the major contributors are, what topics dominate, and where the field is heading, can inform future strategies in both academic inquiry and HR practice (Demortier et al., 2013).

This bibliometric analysis focuses on published literature examining the relationship between HR practices and organizational commitment, as indexed in major academic databases Scopus (Dewi et al., 2023). The study considers articles, reviews, and conference proceedings published over the past two to three decades, depending on database availability (Ghazanfar et al., 2012). Key indicators such as the most productive authors, influential journals, collaboration patterns, thematic trends, and citation networks are analyzed to understand the structural and dynamic aspects of the research domain (Dewi et al., 2023). The scope also includes identification of emerging topics, regional contributions, and potential research gaps (Coffie et al., 2018).

The primary objective of this bibliometric analysis is to systematically examine the scholarly literature on the relationship between HR practices and organizational commitment, with the aim of uncovering key research patterns, influential contributors, and emerging trends in the field. Specifically, the study seeks to identify the most productive authors, institutions, and countries; analyze publication and citation metrics to determine influential journals and articles; map co-authorship and co-citation networks to explore collaboration and intellectual linkages; and investigate the thematic evolution of research through keyword and trend analyses. By doing so, the study aims to provide a comprehensive overview of the intellectual structure and development of this research domain, while also highlighting potential gaps and future directions for inquiry.

Bibliometric analysis is a powerful tool for quantitatively assessing the development of academic literature within a particular field (R, 2023a). It enables researchers to analyze vast volumes of publications using statistical and visualization techniques, offering objective insights into authorship patterns, thematic clusters, and citation impact (R, 2023b). In the context of HR practices and organizational commitment, bibliometric methods can reveal how research attention has shifted over time—from traditional personnel management approaches to more strategic and integrated HR systems focused on employee engagement and commitment (Wright & Kehoe, 2008).

The current bibliometric study uses tools such as VOSviewer, Bibliometrix (R Package), and Microsoft Excel to extract and analyze bibliographic data. Metrics such as total publications, citations, h-index, keyword co-occurrence, co-citation networks, and thematic maps are used to explore the landscape of research. Through these methods, the analysis uncovers how knowledge in this domain is organized, who the key contributors are, and which topics are gaining traction. The findings can provide valuable insights for academics, practitioners, and policymakers interested in developing effective HR strategies to enhance employee commitment.

Preliminary results from the analysis suggest that the field is characterized by a steady growth in publications over the years, indicating a rising interest among scholars (Fang, 2019). The data also reveal regional concentrations of research output, with countries like the United States, the United Kingdom, and India being prominent contributors (Yan-Xiang, 2013). Influential authors such as Meyer and Allen whose three-component model of organizational commitment has been widely cited frequently appear in co-citation networks, underscoring their foundational role in the field (Fan et al., 2023).

Furthermore, thematic mapping and keyword analysis show that traditional HR functions (e.g., training, performance appraisal, compensation) are increasingly being studied in relation to psychological constructs like employee engagement, job satisfaction, and organizational culture (Oliveira & Honório, 2020). Newer topics such as high-performance work systems (HPWS), psychological contract, and talent management are also emerging, suggesting a broader and more strategic view of HR practices (Wright & Kehoe, 2008). This evolution reflects a shift in focus from operational HR to a more employee-centered, strategic HRM approach that prioritizes commitment, motivation, and retention (R, 2023a).

2. MATERIALS AND METHODS

This study employs a bibliometric analysis approach to explore the academic literature on HR practice and organizational commitment. Bibliographic data were collected from the Scopus database, known for its extensive coverage of scholarly publications (Baas et al., 2020; Mongeon & Paul-Hus, 2016). The query used for data retrieval was: TITLE-ABS-KEY ("HR practices") OR TITLE-ABS-KEY ("human resource practice") AND TITLE-ABS-KEY ("organizational commitment"). The search was conducted without restrictions on language, and the dataset included peer-reviewed journal articles, book chapters, and conference papers to ensure comprehensive coverage of the topic. A total of 160 records were retrieved, spanning from 1983 to 2023, representing contributions from 115 different sources. The retrieved data underwent a meticulous screening process to remove duplicates and ensure accuracy. The refined dataset was saved in "CSV" file format, which was then imported into bibliometric analysis software for further processing using VOSviewer and Bibloghiny software.

3. RESULTS AND FINDINGS

3.1. MAIN INFORMATION OF THE INVESTIGATION

The main information in Table 1 provides a comprehensive bibliometric overview of research on HR Practice and Organisational Commitment spanning the years 1993 to 2023. The dataset comprises 160 documents published across 115 sources, with an annual growth rate of 7.98%, indicating a steady rise in academic interest over the past three decades. The documents have an average age of 10.3 years, and each document has been cited approximately 68.96 times, suggesting substantial scholarly impact and relevance. The dataset includes 9902 references, with 151 Keywords Plus and 455 Author Keywords, reflecting the conceptual diversity of the field. A total of 430 authors contributed to the literature, with 24 single-authored documents, and an average of 2.88 co-authors per document, pointing to a moderate level of collaboration. Notably, 21.88% of the works involved international co-authorships, showcasing global engagement in this area. In terms of document types, the majority were articles (149), followed by a few conference papers (6) and book chapters (5), affirming the predominance of peer-reviewed journal contributions in disseminating research in this domain.

Table 1. Main Information of the Investigation

Description	Results
MAIN INFORMATION ABOUT DATA	
Timespan	1993:2023
Sources (Journals, Books, etc)	115
Documents	160
Annual Growth Rate %	7.98
Document Average Age	10.3
Average citations per doc	68.96
References	9902
DOCUMENT CONTENTS	
Keywords Plus (ID)	151

Author's Keywords (DE)	455
AUTHORS	
Authors	430
Authors of single-authored docs	24
AUTHORS COLLABORATION	
Single-authored docs	24
Co-Authors per Doc	2.88
International co-authorships %	21.88
DOCUMENT TYPES	
article	149
book chapter	5
conference paper	6

3.2. ANNUAL SCIENTIFIC PRODUCTION

Figure 1, representing the annual scientific production on HR Practice and Organisational Commitment from 1993 to 2023, reveals a slow but steadily increasing trend in publication output. The early years (1993–2000) show very sparse contributions, with several years yielding no publications. From 2001 onward, the field began to gain modest momentum, with annual publications ranging between 2 to 7 articles through the 2000s. A notable surge is observed from 2013, with 11 publications, followed by a significant and consistent rise between 2016 and 2020, peaking in 2020 with 16 articles, the highest in the dataset. This upward trend suggests growing academic interest, particularly over the last decade, likely driven by evolving HR strategies, global workplace changes, and renewed focus on organisational commitment in dynamic environments. The data indicates that the topic has matured into a significant research area, with strong scholarly engagement especially from 2013 onward.

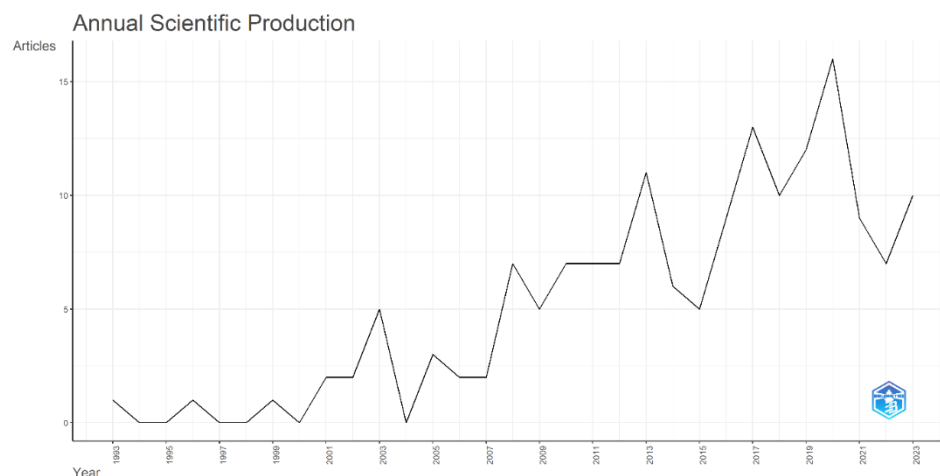


Figure 1 Annual Scientific Production

3.3. MOST RELEVANT AUTHORS

Figure 2 highlights the most relevant authors in the research domain of HR Practice and Organisational Commitment, based on the number of documents published. Four authors, Maria José Chambel, Rebecca R. Kehoe, Michel Tremblay, and Patrick M. Wright, lead the field with three publications each, reflecting their consistent contributions and potential influence in shaping the discourse in this area. Following closely are Tanuja Agarwala, Shamim Akhtar, Ramesh Bhat, Torsten Biemann, Sophie De Winne, and Shuja Iqbal, each contributing two publications. This distribution suggests a relatively dispersed authorship pattern, with no overwhelming dominance by a single scholar or research group, highlighting a collaborative and evolving academic landscape in the study of HR practices and organisational commitment.

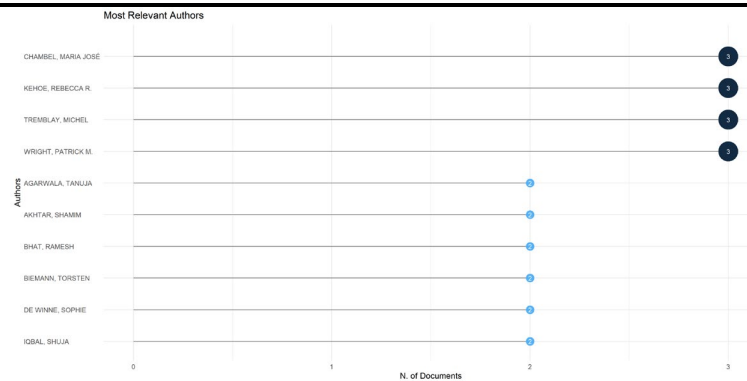


Figure 2 Most Relevant Authors

3.4. MOST RELEVANT SOURCES

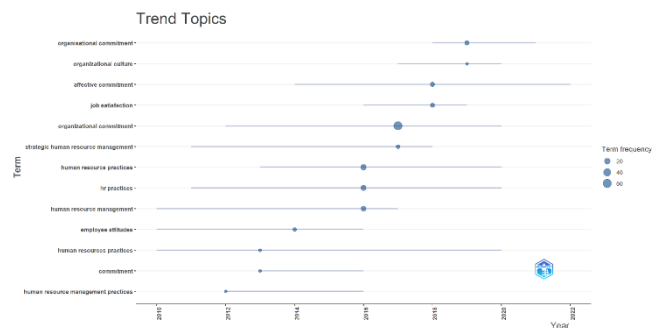
Table 2 presents the most relevant sources contributing to the field of HR Practice and Organisational Commitment, based on the number of published articles. The International Journal of Human Resource Management leads significantly with 13 articles, establishing itself as the most influential and specialized platform for research in this domain. Following it are Employee Relations with 5 articles, and three journals with 4 articles each — Human Resource Management Journal, Journal of Management, and Personnel Review — indicating their strong engagement with HR and organizational studies. Other notable contributors include the International Journal of Manpower and Systematic Reviews in Pharmacy (each with 3 articles), which reflect interdisciplinary interests. Additionally, journals like Asia Pacific Journal of Human Resources, Current Psychology, and European Journal of Training and Development (each with 2 articles) show the field's cross-disciplinary relevance, bridging HR with psychology, training, and regional studies. This distribution underscores a robust and diverse journal landscape supporting the advancement of research on HR practices and organisational commitment.

Table 2 Most Relevant Sources

Sources	Articles
INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT	13
EMPLOYEE RELATIONS	5
HUMAN RESOURCE MANAGEMENT JOURNAL	4
JOURNAL OF MANAGEMENT	4
PERSONNEL REVIEW	4
INTERNATIONAL JOURNAL OF MANPOWER	3
SYSTEMATIC REVIEWS IN PHARMACY	3
ASIA PACIFIC JOURNAL OF HUMAN RESOURCES	2
CURRENT PSYCHOLOGY	2
EUROPEAN JOURNAL OF TRAINING AND DEVELOPMENT	2

3.5. TREND TOPICS

Figure 3 presents a visual representation of trend topics over time in the field of human resource management and organizational commitment. Terms like "social exchange theory," "perceived organizational support," "organizational commitment," and "job satisfaction" have sustained interest, appearing consistently over the years. Notably, "organizational commitment" shows the highest frequency, represented by the largest bubble, especially peaking between 2018 and 2020, reflecting its central role in the discourse. The recurrence of closely related terms—such as "organisational commitment" and "organizational commitment"—indicates global interest with slight spelling variations across regions. Meanwhile, terms like "strategic human resource management," "affective commitment," "human resource practices," and "turnover intention" began gaining prominence post-2015, signaling a shift towards examining strategic alignment and emotional aspects of employee engagement. Emerging themes such as "organizational culture" and "employee attitudes" also illustrate a growing interest in the psychological and cultural dimensions of HR practices. The presence of multiple variations of HR-related keywords (e.g., "HR practices," "human resource practices," and



3.6. THEMATIC MAP

The top-right quadrant, labeled Motor Themes, includes topics that are both highly developed and essential for advancing the field. Notable themes here include “affective commitment,” “organizational citizenship behavior,” “social exchange theory,” “developmental HR practices,” and “human resource management practices.” These topics are not only central but are also intensively studied, indicating they serve as dynamic engines of current research. Their robust internal development and strong links to other themes suggest these are areas of high academic productivity and practical relevance.

Lastly, the bottom-left quadrant includes Emerging or Declining Themes, which have low development and low centrality. Themes like “employee engagement,” “training,” “work-life balance,” and “normative commitment” appear here, suggesting these topics either represent early-stage research areas or are losing scholarly interest. While not yet core topics, their presence signals potential for future investigation. If supported by empirical studies and theoretical refinement, these themes could migrate to more prominent positions on the map over time.

3.7. CO-CITATION OF CITED AUTHOR

The network visualization in Figure 5 presents the co-citation analysis of cited authors, where only authors with a minimum of 10 citations are included, resulting in a total of 333 authors organized into 5 distinct clusters. Each node represents a cited author, while the size of the node indicates the frequency of citations—the larger the node, the more frequently the author is co-cited. The lines (or links) connecting nodes depict the strength of co-citation relationships: the more two authors are cited together in the same articles, the thicker the link between them. For instance, Meyer J.P., Eisenberger R., and Wright P.M. appear as highly influential figures in this network, occupying central positions within their respective clusters. These authors have foundational contributions in the fields of organizational commitment and HR practices, and their work is frequently referenced together in scholarly literature, reflecting their conceptual interconnectedness.

The five clusters, differentiated by color, represent groups of authors whose work is frequently co-cited, suggesting thematic or theoretical alignment. The red cluster (e.g., Wright P.M., Delery J.E., Porter L.W.) largely focuses on strategic HRM and its impact on performance and organizational outcomes. The blue cluster, anchored by Meyer J.P. and Eisenberger R., includes foundational work on organizational commitment, perceived organizational support, and employee motivation. The green cluster (e.g., Lepak D.P., Guest D., Bakker A.B.) appears to be focused on work engagement, psychological contracts, and HRM systems. Meanwhile, the yellow cluster (Hair J.F., Sarstedt M., Podsakoff P.M.) emphasizes methodology and measurement models, particularly in structural equation modeling, often used in HR and organizational behavior research. A fifth, more isolated yellowish cluster includes Al-Hawary S.I., indicating regional or specialized focus that has emerging but limited connection to the dominant Western-centric scholarly networks. Overall, the figure reveals the intellectual structure and interrelationships within the literature on HR practices and organizational commitment, offering valuable insight into influential research streams and scholarly communities.

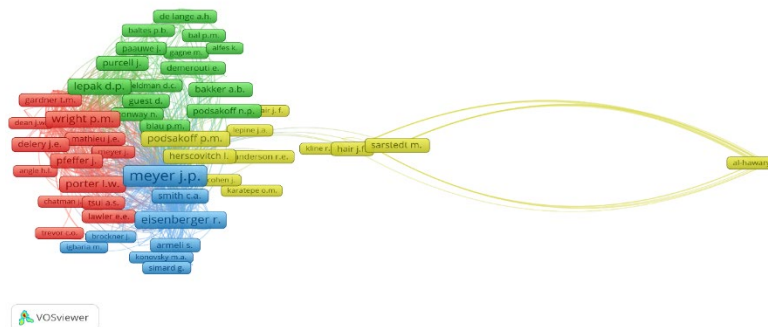


Figure 5 Co-citation of cited authors

3.8. CO-OCCURRENCE OF KEYWORDS

Figure 6 displays the network visualization of the co-occurrence of author keywords, offering insights into the thematic structure and conceptual relationships within the literature on HR practices and organizational commitment. Among the 517 author-provided keywords, 83 surpassed the minimum occurrence threshold of 2 and were included in the analysis. These keywords form 82 nodes, each representing a unique keyword, with the size of the node corresponding to the frequency of its appearance. The connections (or links) between the nodes indicate the frequency with which pairs of keywords appear together in the same documents, reflecting thematic co-occurrence. The denser the network and the thicker the links, the stronger the association between keywords—suggesting well-established or frequently studied topics in the field.

The network is divided into 10 distinct clusters, each denoted by a different color, revealing different thematic groups. For example, one prominent cluster may focus on "human resource management," "organizational commitment," and "employee engagement", indicating a core area of research centered on how HR practices drive commitment and engagement. Another cluster might emphasize "job satisfaction," "motivation," and "performance", revealing studies that link psychological variables to HR outcomes. Clusters with terms like "leadership," "organizational culture," or

"transformational leadership" suggest the incorporation of leadership perspectives in understanding employee commitment. Smaller or more peripheral clusters could represent niche or emerging topics, such as "talent management," "psychological contract," or "employee retention", showing the evolving directions and diversification of the field.

Overall, the co-occurrence graph provides a visual roadmap of the conceptual landscape in this domain. The clustering pattern suggests that while there is a strong central focus on HR practices and organizational commitment, the research also branches into adjacent areas such as leadership, work environment, employee outcomes, and organizational behavior. The diversity of clusters highlights the multidisciplinary nature of the field, integrating psychological, managerial, and organizational concepts. Importantly, the presence of inter-cluster connections points to growing integration between subfields, reflecting a more holistic approach to understanding how HR strategies influence employee attitudes and organizational effectiveness. This network not only maps established research domains but also helps identify underexplored themes and potential avenues for future investigation.

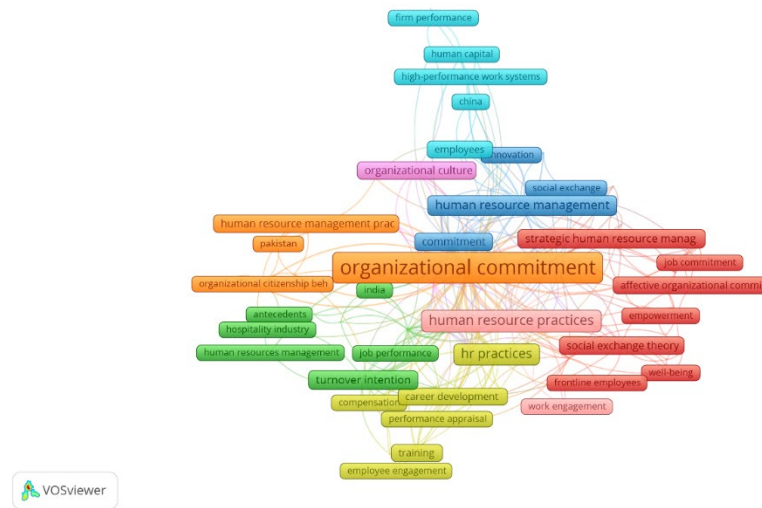


Figure 6 Co-occurrence of author keywords

3.9. CO-AUTHORSHIP OF COUNTRIES COLLABORATIONS

Figure 7 represents the network visualization of international co-authorship by country, mapping the collaborative relationships among countries contributing to the research on HR practices and organizational commitment. Each node represents a country, with its size reflecting the volume of research output or participation. The links between nodes indicate the strength of co-authorship connections—i.e., how frequently researchers from the connected countries have collaborated. Notably, the United States, United Kingdom, India, and Malaysia appear as central and highly connected countries, suggesting they play a pivotal role in driving international research collaborations in this field. These countries are part of multiple cross-national research projects, bridging knowledge across regions and contributing significantly to the global discourse.

The network is divided into several clusters, each indicated by a distinct color, which groups countries based on the intensity and patterns of their collaborative ties. For example, India (blue cluster) shows strong ties with countries like Spain, South Africa, and Malaysia, suggesting a diverse international research network. The green cluster, centered around the United States, China, and the UK, includes significant contributors such as Pakistan, Canada, and Australia, indicating a strong transatlantic and Asia-Pacific research collaboration. Smaller or less interconnected nodes like Portugal, Qatar, and Vietnam suggest limited but emerging contributions, potentially representing growing research engagement in these regions. Overall, the map highlights both well-established international partnerships and emerging regions in the global academic network, emphasizing the increasingly collaborative nature of research in HR and organizational commitment.

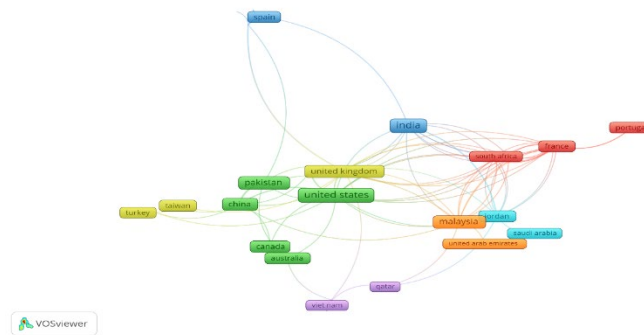


Figure 7 Co-authorship of countries

4. DISCUSSIONS

Based on the bibliometric analysis of HR practices and organizational commitment, several key findings emerged. The analysis of publication trends from 1993 to 2023 reveals a gradual increase in scholarly attention, with notable growth after 2008 and a publication peak in 2020. The most relevant sources contributing to this domain include *The International Journal of Human Resource Management*, *Employee Relations*, and *Personnel Review*, reflecting the field's strong academic grounding in HR-focused journals. Influential authors such as Maria José Chambel, Patrick M. Wright, and Rebecca R. Kehoe have consistently contributed to the literature, while trend topic analysis highlights that “organizational commitment,” “job satisfaction,” “turnover intention,” and “perceived organizational support” remain central and evolving themes.

The thematic map reveals a well-structured research landscape, where fundamental concepts like HR practices and organizational commitment are classified as basic themes, while areas like affective commitment and organizational citizenship behavior are considered motor themes, driving current research forward. Niche areas, such as high-performance work systems and older workers, indicate specialized interests with strong internal development but limited external connectivity. Emerging or declining themes like employee engagement and work-life balance represent potential opportunities for deeper exploration. Co-citation analysis further supports these findings by identifying tightly connected author groups with shared conceptual orientations, including foundational figures like Meyer, Eisenberger, and Wright.

Keyword co-occurrence analysis shows a multidisciplinary and interconnected field, where dominant themes such as HRM, employee attitudes, and motivation intersect with psychological and organizational variables like leadership and culture. The presence of 10 distinct thematic clusters reflects broad research interests and a high degree of conceptual richness. Additionally, international collaboration analysis reveals strong partnerships among countries such as the United States, India, the UK, and Malaysia, emphasizing the global relevance of this research. These insights collectively highlight a mature and growing field, with a robust intellectual structure and emerging avenues for future investigation in both theory and practice.

5. CONCLUSION

This bibliometric analysis offers a comprehensive overview of the research landscape surrounding HR practices and organisational commitment. The findings demonstrate a consistent growth in scholarly interest, particularly over the last two decades. Influential authors, journals, and institutions have significantly shaped the field, contributing to its theoretical depth and practical relevance. Thematic mapping and trend analysis reveal that core topics like organisational commitment and job satisfaction remain central, while emerging areas such as affective commitment and strategic HRM are gaining prominence. Co-authorship and international collaboration patterns highlight the global and interdisciplinary nature of this research domain. The use of bibliometric tools like Biblioshiny and VOSviewer allowed for rich visualisations and objective analysis of the intellectual structure. Overall, the study provides valuable insights that can guide future research, policy development, and HR practice implementation.

CONFLICT OF INTERESTS

None.

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None.

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