THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT MODEL AND EMPLOYEE PERFORMANCE: A REVIEW

Atirah Nshroha Johnny[1], Faerozh Madli[2*] and Mat Salleh Ayub[3]

Faculty of Business, Economics and Accountancy
Jalan UMS, Universiti Malaysia Sabah,
88400 Kota Kinabalu, Sabah, Malaysia
[1]atirah_nshroha_bb20@iluv.ums.edu.my;
[2]faerozhmadli@ums.edu.my; [3]mayub@ums.edu.my

ABSTRACT

This paper's study aims to conduct a bibliometric evaluation and a visual analysis of the link between the strategic management model and the performance of employees. The primary purpose is to acquire knowledge of the volume, as well as the most referenced and frequently used keywords in the themes. We made use of the VOS Viewer programme and the Scopus database to achieve this goal. From 2015 to 2018, the number of papers on the themes increased significantly. 88 papers published in the recent decade are included in the database because of the enormous volume of material. According to the results, we can identify the field's top journals, authors, and articles. According to the findings of this study, knowing about organisational factors such as employee performance and strategic management models is crucial and relevant.

Keywords: Strategic management, employee performance, bibliometric analysis

*Corresponding author's email: faerozhmadli@ums.edu.my

INTRODUCTION

Current Understanding

In this age of technology and globalization, companies are trying to make a lot of competition between themselves so they can get more market, customers, and sales. Different sectors of the economy are now in direct competition with one another as a result of the rapid changes brought about by factors such as globalization, the advancement of information technologies, and other factors. As a result of this, several organizations feel pressure from the market to establish targets for the degree to which they do their responsibilities effectively. These objectives are intended to facilitate the reduction of expenses, the achievement of certain sales quotas, the expansion of the company's client base and market share, as well as the improvement of overall productivity and product quality. (Nzewi et al., 2017). These objectives will not be accomplished without the contribution of the individuals who are employed by the organization. This is due to the fact that the performance of employees continues to be one of the most critical variables in determining how efficiently an organization operates. Utilizing the appropriate business techniques will allow for this to be improved. As a consequence of this, strategic management is often considered to be the most important subject that distinguishes one company from another. Management at the strategic level is by far the most critical factor in determining whether or not an organization is successful in achieving its objectives, strategies, and aspirations. Numerous large businesses seem to use strategic management practices to make sure they are correct along with their surrounding environments (Nzewi et al., 2017).

Strategic management, according to Mintzberg (1994), incorporates intuition-based strategic thinking that leaves room for new ideas. This description makes it clear that strategic management is an appropriate idea for the development of start-up businesses (Kulkarni et al., 2020). According to Dudin (2013), in today's business climate, corporate organizations are confronting strong rivalry in both local and worldwide markets. This is true for both domestic and international markets. This indicates that in order for business organizations to continue existing and developing, they may need to employ strategic management methods as a way of enhancing their level of competitiveness in the market.

Limitations

In today's highly competitive and worldwide market, it is absolutely necessary to assess, review, and manage the strategy of the organisation in order to enhance the performance of the company. According to research by UNDP (2008), making informed decisions for strategic management becomes difficult when there is no quantitative or qualitative follow-up emerging results. Informed strategic management is hindered when there is not in place a monitoring and evaluation mechanism that is both effective and efficient. This is due to the fact that strategic management is concerned with the management of an organisation as a whole in order to establish a future for that business. As a consequence of this, there is an incredibly significant

connection between performance management and strategic planning. The process of managing an employee's performance involves the person establishing and accomplishing objectives, as well as recognising and removing obstacles that stand in the way of reaching those goals.

This study mainly focuses on strategic management model and employee performance. This study is to know what is the volume of the article about strategic management model and employee performance that has been published. This study also focuses to know which journal about strategic management model and employee performance has the most cited also to explore what keyword is popular in strategic management model and employee performance. The limitation of this study is all data are gathered from Scopus only. With that, the gathering of data and information has only been conducted line by using Scopus. This study's other limitations are that all the data gathered are analyzed using Excel and VOSviewer only.

Research Question

The primary objective of this study is to find common points and potential future transdisciplinary issues between strategic management model and employee performance. In order to achieve this goal, we make use of bibliometric approaches, which provide us the ability to experimentally record the volume, the intellectual structure, and the directions that knowledge-development is heading in the area. We address the following research issues by using a mix of bibliometric, text-mining, and visualisation analyses:

1. What is the volume of published articles on the strategic management model and employee performance?
2. What are the most cited journals in the field?
3. Which are the most popular keywords research topics in the domain?

A bibliometric review of the existing research is the approach that has been used in order to provide answers to the research questions (Boyack & Klavans, 2010). According to the research that has been conducted, the usefulness of bibliometric approaches is derived from their capacity to trace the development of scientific writing over the course of time and expose the intellectual connections between various bodies of information on a certain topic. Because of the objective of this piece of writing, we were tasked with selecting a research approach that is capable of organising the extensive breadth of available information (Khalid et al., 2015). The literature review was carried out using a descriptive methodology, and as a result, it is now in a position to provide new researchers with information on the authors and articles that are the most often referenced within the sector. In addition to this information, we could collect further data on the subjects that are being researched the most by doing a keyword co-occurrence analysis. This would allow us to gain insight into how the popularity of certain subjects changes over the course of time. With this information, the researchers will not only have a solid basis for future reference, but they will also be able to pinpoint the areas that need more investigation.

METHODOLOGY

The first step in the research process was to form a sample database from published papers on the two topics. Taking into consideration the purpose of this paper as well as the existence of the two primary research directions, strategic management model and employee performance, this step was necessary. In order to build the sample database, we first queried the Scopus database, which served as the primary database. In addition to this, we made an effort to locate significant publications using the Scopus database. As a result of employing the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) technique to gather data for the bibliometric review, we were able to compile a sample of 88 journal articles that had previously been subjected to peer review.

Searching Strategy (Scopus database) and Quality Assessment

For the purpose of this systematic search, we devised a search strategy in order to locate relevant published works. This search method was modified so that it would work with a specific database, which was Scopus; the search phrases that were utilised were as follows: The word "coronavirus" OR the words "strategic," "management," "model," "employee," OR "performance" All of the searches covered the time period from the beginning of the database through 2021 and included journal articles, review papers, and research reports that were only available in the English language.

The findings of the study are only derived from previously published research publications, review papers, and conference papers. In order to ensure that the review continues to be of high quality, every instance of possible duplication was carefully examined. In order to assure the quality and relevance of the academic literature that was included in the review process, the abstracts of the articles were thoroughly investigated for their level of analysis and their level of purification. In a subsequent step, we performed an in-depth analysis of each of the research papers that were submitted. The following criteria for exclusion was to restrict the studies to those that were only published in the English language. Since there were no publications written in a language other than English, the researchers were able to include all of the papers that they initially searched for in their analysis. In addition, after removing duplicate entries, not a single one of the 88 articles was excluded from the research. Figure 1 illustrates the material that was included and excluded at each step of the process (PRISMA statement).

Selection Criteria

The PRISMA Statement was utilised as the basis for the selection criteria, which were built upon many other principles (Moher et al., 2009). The search focused primarily on mapping the current body of research on strategic management models and employee performance as its core area of concentration. This systematic literature review was undertaken largely in the fields of business,

management and accounting, social science, environmental sciences, as well as economics, econometrics, and finance. Specifically, the investigation was carried out between the years 2012 and 2021. During the course of the search, no articles that were published before 2012 were examined. The United States, the United Kingdom, Malaysia, and Indonesia were the major focuses of the search; as a consequence, publications coming from any other country were not taken into consideration. The search was limited to these four countries. At this stage, a total of 185 research articles have been disqualified from further examination due to their unsuitability. Up until this moment, 460 records have been extracted from the database previously.

Extraction techniques

During the phase of data extraction, 88 articles were chosen, and the following attributes were retrieved from them:

1. Article Papers must be original, must include reviews, and must be conference papers. There was no room for published reports or case studies in this discussion.
2. It is required that the essay be written in English and come from the fields of business, management and accounting. Then, economics, econometrics and finance. Next social science and environmental science.
3. The years 2012 through 2021 the publication of the articles that were culled.
4. The only nations whose papers were retrieved were in the United States, United Kingdom, Malaysia and Indonesia.
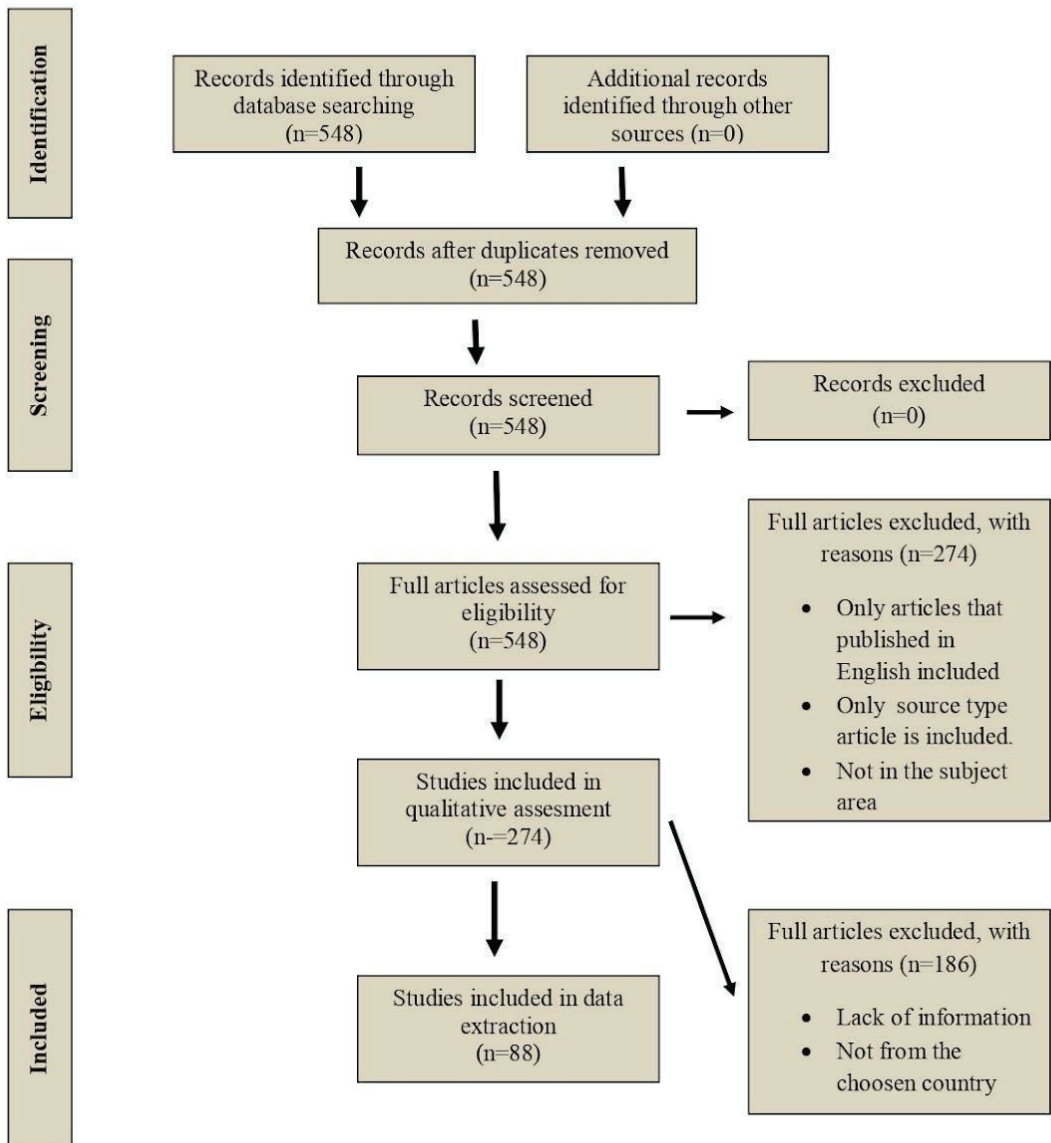
Figure 1 PRISMA Flow Diagram

Based on Figure 1, the first step in doing the PRISMA Flow diagram is the identification step. In the identification process, the records identified through database searching which is Scopus is 548 and there is no records identified through other sources. Then in the screening phase, there is no records of duplicates thus the total of data still 548 records after the duplicates are removed. Thus, the number of records screened is 548 since there is no records excluded. Next is the eligibility step, the full articles assessed for eligibility is 548. Following that, full article is excluded, with the reason is 247. This is due to reasons that only articles published in English is included, only document type article is included and article not in the subject are excluded. Then, still in the eligibility phase, studies included in qualitative assessment is 274 and full articles excluded with reasons during this step is 186. This due to lack of information and the article is not from chosen country. Last but not least, the last step is included step, studies included in data extraction is 88 articles.

Table 1 Inclusion and Exclusion criteria

Criteria	Inclusion	Exclusion
Year	Only article that was published during 2012 to 2021	Article that was published during 2022 and 2011 below
Document type	Only articles is included	Document Type such Conference, paper and bookchapter are excluded
Subject area	Only article from fields of business, management and accounting, social science, environmental sciences, as well as economics, econometrics, and finance	Article from other fields such computer science, engineering, decisions science, medicine and other are excluded
Country	Article from United States, the United Kingdom, Malaysia, and Indonesia is included	Article from other country like China, Spain, India and else are excluded
Language	Only article written in English	The article that not written in English English

Choice of synthesis method

The initial step was to perform descriptive analysis. We introduced a set of charts in Excel to show how the published papers on strategic management model and employee performance have changed over time. In the next step, we'll use Excel to find the journal that publishes the most articles on the subject matter. Then, we use Excel to find out which journal articles have been referenced the most on the subject of strategic management model and employee performance.

The co-citation analysis may concentrate on journal co-citations, author co-citations, keyword co-citations, and other types of co-citations, depending on the result that is wanted. Multi-dimensional scaling (MDS) and the visualisation of similarities (VOS) based on bibliometric mapping are based on these co-citation matrices. These visual representations or "network maps" were generated using the VOSviewer programme, which enabled us to see the links between datasets that were included in our sample database.

RESULTS AND INTERPRETATIONS
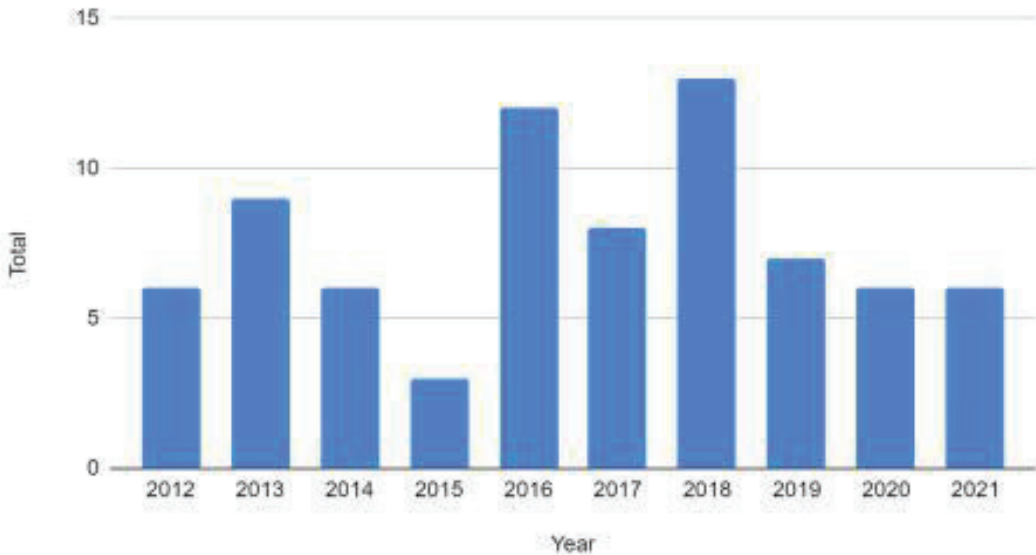
Descriptive Analysis

Figure 2 Year (Research article distribution)

Figure 2 shows the chart of the research article distribution from 2012 to 2021. The research article distribution is about strategic management model and employee performance. The chart shows that the number of research articles decreased from 2013 to 2015 but significantly increase from 2015 to 2016 and from 2017 to 2018. The research article distribution on the topic strategic management model and employee performance remains stable from 2018 to 2021. The least total article published on the topic is in the year 2015 when only three research articles were published. Then, the most total article published on the topic strategic management model and employee performance is in the year 2018 when thirteen research articles were published on that year.

Table 2 Journal with the most published articles in strategic management model and employee performance

No	Journal Name	Records
1	Human Resource Management	4
2	International Journal of Quality and Reliability Management	3
3	Management Science Letters	3
4	Human Resource Management Journal	3
5	Employee Relations	2

No	Journal Name	Records
6	International Journal of Contemporary Hospitality Management	2
7	International Journal of Scientific and Technology Research	2
8	International Journal of Management Practice	2
9	Journal of Management	2
10	Journal of Organizational Effectiveness	2
11	Proceedings of the International Conference on Industrial Engineering and Operations Management	2
12	The Palgrave Handbook of Organizational Change Thinkers	2

According to the data that is presented in Figure 2, the journal with the highest number of published articles is the Journal of Human Resource Management. The site for the Journal of Human Resource Management states that it is "a journal article that aims to encourage the comprehension of Hr management to academics and practising managers." Its purpose is to highlight the crucial relevance of people management to larger economic, political, and social challenges, as well as to create a worldwide arena for discussion and debate on the topic. It is the only HRM publication that has been approved by the Chartered Institute of People and Development. The magazine is required reading for everyone who is engaged in personnel, training, or human resource management.

The International Journal of Quality and Reliability Management is the second journal that has a steady number of publications in the subject of strategic management model and employee performance. The first journal is the Journal of Strategic Management. Which is "The International Journal of Quality & Reliability Management (IJQRM) deals with all elements of business significant improvement with all stages of production and facilities, from the coaching of (senior) managers, to developments in coordinating and handling to boost benchmarks of quality of products and services. IJQRM is a great resource for managers who are aiming for better standards because of its distinctive combination of theoretical knowledge and management applicability, which makes the journal unique.

Citations

Table 3 The top 15 most cited paper.

No.	Article Tittle	Authors	Year	Total Citations
1	The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors	Kehoe R.R., Wright P.M.	2013	651
2	Strategic human resource management, human capital and competitive advantage: is the field going in circles?	Delery J.E., Roumpi D.	2017	178
3	Green human resource management research in emergence: A review and future directions	Ren S., Tang G., E. Jackson S.	2018	157
4	Toward a subjective measurement model for firm performance	Santos J.B., Brito L.A.L.	2012	145
5	Performance Appraisal, Performance Management, and Firm-Level Performance: A Review, a Proposed Model, and New Directions for Future Research	DeNisi A., Smith C.E.	2014	127
6	Critical success factors of lean six sigma for the malaysian automotive industry	Habidin N.F., Yusof S.M.	2013	117
7	Workplace incivility and its effect upon restaurant frontline service employee emotions and service performance Management accounting and control practices in a lean manufacturing environment	Cho M., Bonn M.A., Han S.J., Lee K.H.	2016	105
8	Strategic human resource practice implementation: The critical role of line management	Sikora D.M., Ferris G.R.	2014	88
9	TQM, strategy, and performance: A firm-level analysis	Yunis M., Jung J., Chen S.	2013	63
10	Awards: A strategic management perspective	Gallus J., Frey B.S.	2016	49
11	The talent deal and journey: Understanding how employees respond to talent identification over time	King K.A.	2016	48
12	The impact of entrepreneurial leadership on innovation management and its measurement validation	Fontana A., Musa S.	2017	46
13	A business process management capabilities perspective on organisation performance	Wong W.P, Tseng M.-L., Tan K.H.	2014	41
14	Multilevel and Strategic Recruiting: Where Have We Been, Where Can We Go From Here?	Phillips J.M., Gully S.M.	2015	39

According to the information presented in Figure, the study titled "The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors" authored by R.R. Kehoe and P.M. Wright is the article that has received the most citations in the field of strategic management model and employee performance. The article was first published in 2013 in the journal Management, and the Scopus database shows that it has received 651 citations since its first release. This research explored the links between workers' views of high-performance HR practise utilisation in their job groups and employee absenteeism, intent to continue with the business, and organisational citizenship conduct, with a particular emphasis on the potential mediating function of emotional organisational commitment.

The article "Strategic human resource management, human capital and competitive advantage: is the field going in circles?," which was written by BDelery J.E. and Roumpi D. and published in Human Resource Management Journal, has received 178 citations on Scopus, making it the second most cited paper overall. In this article, the authors argue that the resource-based view (RBV) of the company has been employed as a background in strategic human resource management (SHRM) research and has the ability to bridge the'micro–macro' gap. However, the fact that the literature on SHRM and strategic human capital are at odds with one another demonstrates that RBV has not yet realised its full potential.
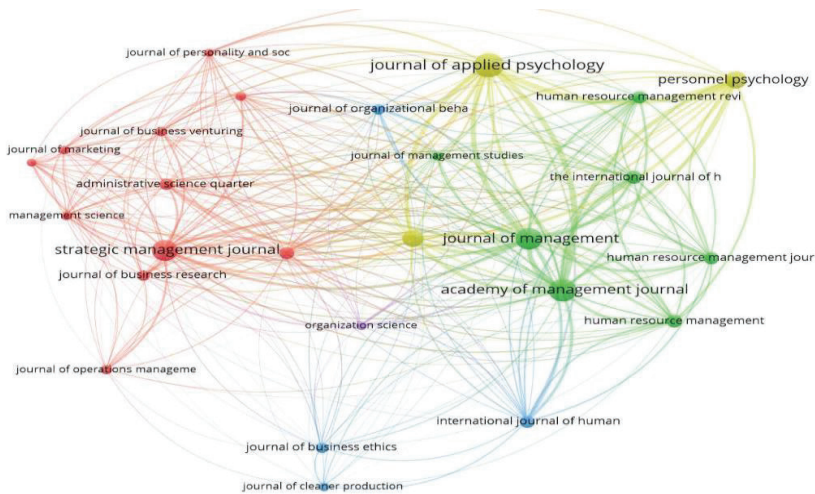

Figure 3 The Co-citation network analysis of journals

A total of 2575sources were found in our sample of 88 articles, and the minimum number of citations for a source was set at 25, resulting in 27 articles that fulfilled the criterion, of which 314 articles are shown in Figure 5. Number of citations received is directly proportional to node size, hence a larger node implies more citations for that publication. As a result of the concept of similarity, comparable nodes are clustered together in the distribution of the nodes.

It was found that the journal co-citation analysis created five unique and coherent clusters of journals on the network map. Several journals stand out in the red cluster, which contains 9 articles. We may see a collection of articles that have been deemed relevant in this cluster. If you look at the overall link strength of each journal, you'll see that Journal of Strategic Management Journal has the most links. The Journal of Business Research is another noteworthy journal, with 38 citations directly and 970 overall links. The Management Science, with 28 citations and a total link strength of 985, is another significant journal in the cluster. 29 direct citations and a total link strength of 857 are found in the Journal of Marketing.

The green cluster, which has 7 objects, is one of the most popular co-citation. There are 165 citations to the journal Journal of Management in this cluster, with a total link strength of 6675. There are 189 direct citations and a total link strength of 7128 in this cluster, including Academy of Management Journal. With 61 citations in the green cluster, Human Resources Management is yet another journal in this group with a total link strength of 2417.

The blue cluster is the third cluster in terms of the number of pieces,4. The Journal of Organizational Behaviour, with 56 citations and a total link strength of 1320, is in this cluster, despite the fact that it is the third most numerous cluster. This cluster also includes International Journal of Human Resources Management, Journal of Business ethics with 38 citations and 357 of total link strenght and Journal of Cleaner Production with 26 citations and 337 of total link strength.
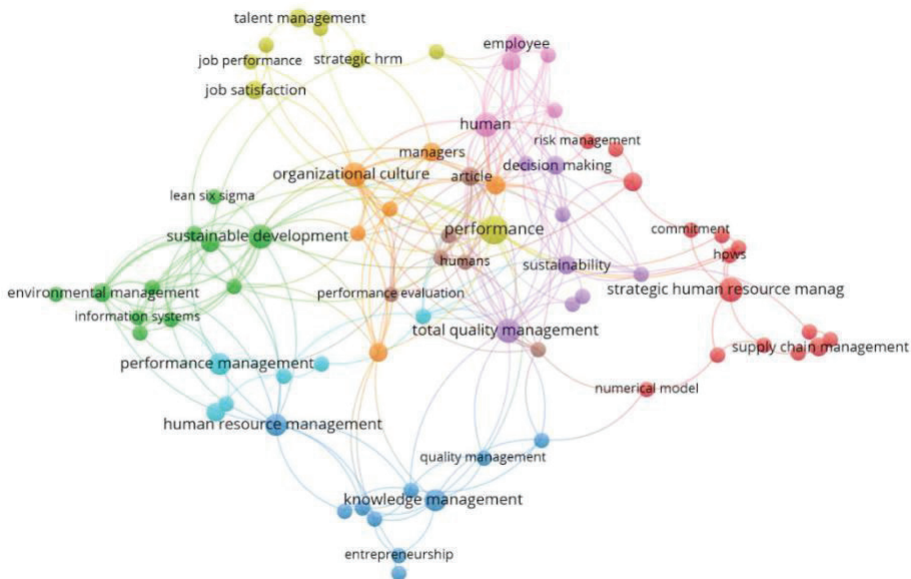
Keywords

Figure 4 The co-occurance of keyword network map

The are few major clusters were discovered in the co-occurance of keyword in the map. There are 15 keywords in the red cluster, and one of them stands out, Strategic human resources management, with a total link strength of 5 and 5 occurance. According to co-occurance counts, Supply Chain Management has 3 occurrences and 3 link strength. High Performance Work System has 5 total link strength and 2 occurrences. With a total of 3 total link strength, Financial Performance has 2 occurrence.

As the second cluster is the orange cluster. There are many keywords in particular that stand out in this group. Organizational culture is one of them. It has 5 occurances and 27 total links strength. Not only that in orange group, the Organizational performance is also the keywords with 3 occurrences and 13 total link strength. In the green cluster, Sustainable Development is one of most prominent keywords, with 21 total link strength and 5 occurences. Environmental Management has 3 occurences and 13 total link strength. Information management has 2 occurrences and 12 total link strength.

There 15 keyword in the blue one. The keywords that stands out is Knowledge Management which has 4 occurrences and 8 total link strength. Then, Human Resources Management keywords has 4 occurrences and 11 total link strength. Following that, Innovation keywords has 2 occurrences with 7 total link strength.

DISCUSSION

In order to find common points and future interdisciplinary investigations between the strategic management model and employee performance, the study documented the intellectual structure, the volume, and the keywords experimentally. In order to accomplish these goals, we conducted research on 88 publications that were published in journals that were included in the Scopus database. The findings that were acquired and the debate on this study are brought to a close in this part of the paper.

The amount of previously published publications on the strategic management model and employee performance is the topic of the first research issue that will be investigated in this particular study. The first findings indicate that there are parallels between the development of the number of articles in the strategic management model and the growth of employee performance concerns. We narrowed down the total number of articles to only those that include information regarding strategic management model and employee by adding new filters, which allowed us to conduct a more thorough study of this number's volume. Our emphasis was on articles published in the previous ten years, from 2012 to 2021, since we found that these articles provided the most relevant data for our research. Even if the total number of articles has significantly decreased in 2019, the new structure allows us to see that the amount of articles published each year has been steadily growing over the last several years. In terms of the number of articles, we found

that the number of articles published in both 2016 and 2018 was much higher than in 2015. When comparing the number of publications published on employee performance and strategic management models in the years 2015 and 2018, there is a clear distinction between the two. This suggests that there will be a greater future amount of articles written in these fields.

The second area of concentration for us was on the research journals and publications that had the highest number of citations in the field that was being investigated. The capability of mapping to single out the most essential articles that play a substantial part in the body of research is an important facet of the methodology. We are able to determine the beginning of the research area and discover the theoretical basis of it if we examine their contribution to the field of study. Our research of co-citations lead us to discover the journal "The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors" by Kehoe R.R., Wright P.M. is the most cited journal. Following that article "Strategic human resource management, human capital and competitive advantage: is the field going in circles?" by Delery J.E., Roumpi D is the second most cited article. Other than that, the article "Green human resource management research in emergence: A review and future directions" by Ren S., Tang G., E. Jackson S is the third most cited article.

In the last stage of our study, we focused on the majority of the keyword that were relevant to the topic that was being investigated. To do this, we carried out an analysis of the keyword co-occurrence and produced a keyword co-occurrence map, which revealed four separate clusters. From the clusters that were discovered, a series of keywords have emerged, and via this process, several prospective new possibilities in the area have been found. In the first group, there was keywords "Strategic human resources management" that have been used very much. Then we also identify "Performance" which also one of the most famous keyword in this topics. Not only that, the keywords "Total quality management" is also one of the cluster in the map of keywords.

To emphasize, the limitations of this study which is The Relationship between Strategic Management model and Employee performance is that all the data collected or all the article extracted are only from Scopus database. We did not use other sources to collect the data. Following that, in Scopus database we only focused in the keyword of strategic management model and employee performance when extracted all the article or data. Article that are not related or relevant to this research field is not extracted to be analyze.

There many or variety of research of strategic management, but most of it focused on the impact or organizational culture. There are very few studies on the strategic management model and employee performance. Not only it also lack of empirical evidence in the relationship strategic management model and employee performance. Consequently, in order to investigate the connection between the strategic management model and the performance of employees, more study of a more extensive kind is necessary. The formation of the sample database presents another one of the study's limitations. During the search process, we used many different sets of keywords (such

as "strategic management," "employee," and "performance") to locate materials that may be considered for inclusion.The fact that VOSviewer mapping gives a methodical and quantitative technique to assessing the structure of a knowledge base is one of the factors that contributes to its limitations. However, due to the fact that it focuses on the'meta-data' that is connected with the articles that make up a body of knowledge, VOSviewer mapping does not replace review techniques that examine the substantive results that are retrieved from research publications. In light of this restriction, it is necessary for us to point out that the present evaluation just lays the groundwork for later research synthesis efforts that investigate the results of studies that investigate the relationship between strategic management models and employee performance.

FUTURE AGENDA

The future research recommendations is it is suggested for future research to use or add other databases to gather information. For instance, future research of this topics can extract data from other sources such Google Scholar, ISI Journals, Web Of Science and else. This is due to the fact that Scopus has very limited data related to the topics. To have better data and relevant articles, it is necessary to use other databases. Hence, future research will not have limited data to process. Other than that, it is recommended for future research to analyse more information in topics such as the most influential journals, authors, and research papers in the field. The future research can make us all of the VOSviewer uses to develop a new analysis related to this field of research.

REFERENCES

Boyack, K. W., & Klavans, R. (2010). Co-citation analysis, bibliographic coupling, and direct citation: Which citation approach represents the research front most accurately? Journal of the American Society for Information Science and Technology, 61(12), 2389 – 2404.

Delery J.E., Roumpi D. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles?. Journal of Human Resource Management.

Keupp, M. M., Palmié, M., & Gassmann, O. (2012). The Strategic Management of Innovation: A Systematic Review and Paths for Future Research. International Journal of Management Reviews, 14(4), 367 – 390.

Khalid, R. U., Seuring, S., Beske, P, Land, A., Yawar, S. A., & Wagner, R. (2015). Putting sustainable supply chain management into base of the pyramid research. Supply Chain Management: An International Journal, 20(6), 681 – 696.

Kulkarni, P., Mutkekar, R., & Ingalagi, S. (2020). Role of strategic management for employee engagement and skill development for start-ups. Vilakshan - XIMB Journal of Management, 17(1/2), 79 – 95.

Nzewi, H. N., Onwuka, E. M., Okoro, O. B., & Anah, S. (2017). Strategic Management Foundations and Employee Performance of Aluminium Companies in Delta State. African Research Review, 11(3), 187.

Kehoe R.R., Wright P.M. (2013). The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors. Journal of Management, Sikora D.M., Ferris G.R. (2014). Strategic human resource practice implementation: The critical role of line management. Journal of Organizational Effectiveness.

Santos J.B., Brito L.A.L. (2012). Toward a subjective measurement model for firm performance. Administration Review.

Xiu L., Liang X., Chen Z., Xu W. (2017). Strategic flexibility, innovative HR practices, and firm performance: A moderated mediation model. Personnel Review.