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EXPLORING PERFORMANCE MANAGEMENT IN KNOWLEDGE MANAGEMENT PRACTICES: A SCOPUS-BASED BIBLIOMETRIC ANALYSIS

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Abstract:

Recently, Performance Management (PM) and Knowledge Management (KM) have been explored as separate fields, with organizations relying on both to enhance employee capabilities, improve learning, and achieve better outcomes over time. Although these two constructs are closely related in practice, there are gaps in how their connection and integration are developed, structured, and related. This study analyses a possible method to address the gap through bibliometric mapping, focusing on PM and KM within the publication period from 2000 to October 2026. The final results, based on the keyword string and filter exclusion, recorded 877 publications. The publication trends were determined using Scopus Analyzer, while OpenRefine and VOSviewer were used to clean metadata. The final clean data were used to develop keyword co-occurrence mapping and a co-authorship network at the country level. The publication output has been steadily increasing, with the highest number of publications in 2026. The keywords used, such as KM, PM, and organizational learning, show the connection between the two fields. The results show clusters in sustainable development, intellectual capital, innovation and

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strategic Human Resource Management (HRM). These clusters show that PM and KM are related to many disciplines and broader research across countries and authors. The most publications were produced by the United States, China, and the United Kingdom. Meanwhile, international collaboration across countries shows uneven levels in co-authorship networks. This study urges future empirical analysis to provide researchers with a guide and argues for an integrated theoretical framework that PM practices were supported by KM, such as knowledge creation, application, and sharing, across countries and organizations.

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Keywords:

Performance Management (PM), Knowledge Management (KM), Knowledge Sharing, Knowledge Transfer, Employee Performance

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Introduction

The intersection of Performance Management (PM) and Knowledge Management (KM) has grown into a major strand of the management literature. KM has usually been closely linked to strategic PM, especially frameworks, as part of the organization's assets, a relationship that has been continuously argued (Payal et al., 2019; Pun & Nathai-Balkissoon, 2011; Wondergem & Vincent, 2004). PM was initiated to align individual and organizational goals through goal setting, appraisal, and feedback. The evolution shows that it has advanced further in supporting organizational learning, innovation, and the ability to adapt to changing environments (Choe, 2016; Verweire & Van Den Berghe, 2003; Wondergem & Vincent, 2004). In organizations, KM focuses more on the creation, sharing, retention, and application of knowledge. Thus, KM is primarily important for leveraging intellectual capital and building a culture that enhances capability development (Payal et al., 2019; Pun & Nathai-Balkissoon, 2011; Shah & Kant, 2020). Consequently, KM and PM are theoretical foundations and serve as subjects for implementing digital transformation and reducing pressure in practicing innovation amid globalization (Choe, 2016; Kasemsap, 2014; Zaim et al., 2019).

The links between PM and KM, including organizational learning, Human Resource Management (HRM), and information systems, discuss critical insights that align knowledge processes with performance outcomes (Choe, 2016; Kasemsap, 2014; Zaim et al., 2019). The frameworks of Nonaka and Takeuchi's SECI model focus on dynamic capabilities theory, which posits that knowledge and learning act as mechanisms for organizational effectiveness (Ju et al., 2006; Pun & Nathai-Balkissoon, 2011; Shah & Kant, 2020). Empirical investigations utilizing structural equation modelling demonstrate that key KM enablers, such as leadership, organizational culture, technology infrastructure, and corporate strategy, shape knowledge processes and mediate performance across sectors (Bezzina et al., 2020; Payal et al., 2019;

Sedaghat et al., 2026). The integration combines people-oriented and technology-oriented knowledge strategies with Performance Management Systems (PMS) that support innovation, strategic coherence, and sustained performance (Farias et al., 2009; Gantasala et al., 2009; Ju et al., 2006).

Prior literature revealed that appraisal, continuous feedback, and career development strongly affect how people share, retain, and apply knowledge in multinational corporations and knowledge-intensive firms (Gooderham et al., 2022; Matookchund & Steyn, 2020; Zaim et al., 2019). Strategic HRM practices consider that evaluation processes might improve individual and team outcomes and stimulate knowledge creation through High-Performance Work Systems (HPWS). The main inputs that support this are rewards, trust, and perceived fairness (Babar et al., 2025; Elabed et al., 2026; D.-J. Lee & Ahn, 2007). In financial services, knowledge acts as a mediating role, linking PM practices to improvements in innovation, productivity, and flexibility (Almuayad & Zhen, 2026; Zaim et al., 2019). Thus, PMS are supported by knowledge processes to maximize the delivery of deliverables (Jimoh & Dunmade, 2025; Neher et al., 2024; Teixeira et al., 2018).

Despite the extensive literature, research notes the importance of integrating PM and KM in facilitating or restricting knowledge sharing and performance capabilities within organizations (Bengoa et al., 2012; M. R. Lee, 2021; Mccann & Buckner, 2004). The literature emphasizes knowledge integration to survive the shifting operating phase and adopt leadership that fits within multi-dimensional governance frameworks (Al-Dhubaibi, 2026; Asiaei et al., 2020; Olson, 2015). The continued growth of digitalisation technologies such as artificial intelligence and big data analytics has shown changes in trends over the years. These conditions have raised ethical questions and issues of user engagement due to digitalisation, making data-driven approaches especially prevalent in performance monitoring (Russ & Lytras, 2026; Wang, 2025).

Significant gaps remained in how organizations can best improve performance through the strategic alignment of the two fields, despite progress in this domain (Andreeva & Kianto, 2016; Dvorakova & Striteska, 2023). The scholars emphasized the need for performance measurement tools that prioritise digital technologies, as well as methods for examining how organizational learning, trust, and leadership mediate the relationship (Joia, 2007; Mangiarotti, 2010; Zhu et al., 2006). The critical examination needs to address these unresolved questions to secure sustainable competitive advantage at a time when knowledge is a crucial strategic asset for organizations globally (Barrantes-Briceño et al., 2024; Lai et al., 2022; Sasson & Douglas, 2006).

Research Question (RQ)

RQ1: What are the research trends in Performance Management (PM) studies and Knowledge Management (KM) practices that have evolved from 2000 to October 2026?
RQ2: Which are the most highly cited contributions by scholarly publications in the literature of Performance Management (PM) and Knowledge Management (KM), and what core do they represent?
RQ3: How is scholarly output on Performance Management (PM) and Knowledge Management (KM) practices distributed geographically across contributing countries?
RQ4: What are the primary thematic clusters that emerge through author keyword co-occurrence analysis?

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RQ5: To what extent do country-level co-authorship networks reveal patterns of international research collaboration and cross-geographic connectivity in this field?

Methodology

This study employed a bibliometric analysis, which offers a quantitative and systematic framework for retrieving, structuring, and analysing bibliographic data from the scholarly literature (Alves et al., 2021; Assyakur & Rosa, 2022; Verbeek et al., 2002). It highlights the basic publication trends over the years and the most productive authors through detailed indicators (Wu & Wu, 2017), while analytical techniques enable in-depth analysis of the underlying structure and theoretical foundations of a research field. The systematic protocol for the bibliometric review mainly involved keyword formulation, database queries, and critical data analysis. The approach ensures that the bibliographic dataset created is reliable and consistent in its findings (Fahimnia et al., 2015). Accordingly, this study contributes to a deeper understanding of the theoretical foundations that influence this field. The high-impact publications by scholars, selected from Scopus as the primary source, cover broad multidisciplinary subjects (Al-Khoury et al., 2022; di Stefano et al., 2010; Khiste & Paithankar, 2017). The final dataset was retrieved and limited to peer-reviewed journal articles, whereas conference proceedings, books, and lecture notes were excluded from the analysis (Gu et al., 2019). Consequently, this study selected only relevant literature indexed in Scopus and published between 2000 and 25 October 2026 for the bibliometric analysis.

Data Search Strategy

The Scopus database, as part of the data collection process, was used to maintain the relevance of publications by including only PM within KM practices in the bibliometric analysis. The keyword string focused on the TITLE-ABS-KEY field, capturing article titles, abstracts, and keywords published between 2000 and October 2026. The search strategy selected to connect PM descriptors (e.g., “performance appraisal,” “performance evaluation,” “performance review,” “performance assessment,” “performance measurement,” “employee performance,” "goal setting," "goal planning," "performance feedback," "learning and development," and "rewards and recognition") with KM terms (e.g., "knowledge management," "knowledge sharing," "knowledge transfer," "knowledge retention," "knowledge creation," "knowledge acquisition," "knowledge storage," "knowledge application," "knowledge exchange," "tacit knowledge," "organizational knowledge," and "knowledge-based view") using Boolean operators. The sampling filters were restricted to English-language journal articles at the final publication stage, indexed within the subject of Business, Management and Accounting, and Social Sciences. Data extraction completed on 25 October 2026 yielded an initial 2,799 records. Based on the records, a total of 1,922 duplicates were removed after eligibility screening and exclusion of off-topic fields. The bibliometric analysis targeted 877 publications for the final Scopus dataset.

The study ensures transparency by developing a systematic search strategy based on predefined keywords, database fields, publication period, language, document types, publication stages, and subject areas, thereby strengthening the validity and reliability of the output. The consistency of information from Scopus kept the metadata strong for analyses. The inclusion and exclusion strategy, based on the determined criteria, reduced duplicate records and databases that did not fit the study focus. The final 877 publications retrieved passed through multiple stages of the screening process, as shown in Figure 1. Several limitations were

acknowledged during the data screening. First, the study retrieves data only from Scopus rather than other high-impact databases such as Web of Science (WoS), which may have relevant publications indexed for mapping. Second, the study restricted the language to English-language journal articles that might be overlooked in the relevant database for non-English studies, as well as book chapters and conference proceedings. Third, the study used two main keywords in a single search, which may result in irrelevant records. After filtering, the exclusion database was deemed unsuitable for the topic and was removed during screening. The final dataset used for mapping the study on PM and KM is limited by the database used and the keyword search applied. The reliability of the dataset retrieved from Scopus records was screened in several stages prior to bibliometric analysis.

Data Cleaning and Harmonization

This study used the data-cleaning and processing tool, OpenRefine, to prepare the bibliographic dataset for bibliometric analysis. The tool is an open-source software application designed to clean, transform, and restructure large datasets by addressing formatting inconsistencies, joint synonyms, and enhancing data integrity. Data cleaning and harmonization are important in bibliometric analysis to ensure that inconsistencies in data that can distort publication counts, author citations, institutional contributions, keyword frequencies, and collaboration networks across countries are removed. Differences in author names, keywords, and institutional affiliations may cause the same entities to be treated as separate, which can affect the accuracy of visualizations and mapping. In this study, the final retrieval of 877 publications was exported from Scopus in Comma-Separated Values (CSV) format and uploaded to OpenRefine for data harmonization. In OpenRefine, variants of keywords, such as spelling, singular and plural forms, and terms that were synonyms, were merged into a single form for the co-occurrence network.

The data required a pre-processing and cleaning phase to identify potential duplicates and incomplete entries, and topics not fit for publication were removed before the analysis. Author names and institutional affiliations were examined for differences in format or spelling. An entry was changed only when the record gave enough detail to confirm that two versions referred to the same author or institution. The consolidation of equivalent terms, such as spelling, changing keywords to lowercase, and singular and plural forms, was identified to ensure final keyword cleaning is harmonized. The bibliographic information from the dataset was inspected for missing or incomplete metadata. Such information was retained rather than analyzed under assumptions. This strategy improved the accuracy, consistency, validity, and reliability of the final data while maintaining the integrity of the original records. The process was documented and checked against the original Scopus database export to validate the analysis. This approach strengthens data reliability and reduces the probability of metadata inconsistencies that could affect interpretations of publication trends, most-cited authors, institutional contributions, and the co-occurrence of research on PM and KM practices.

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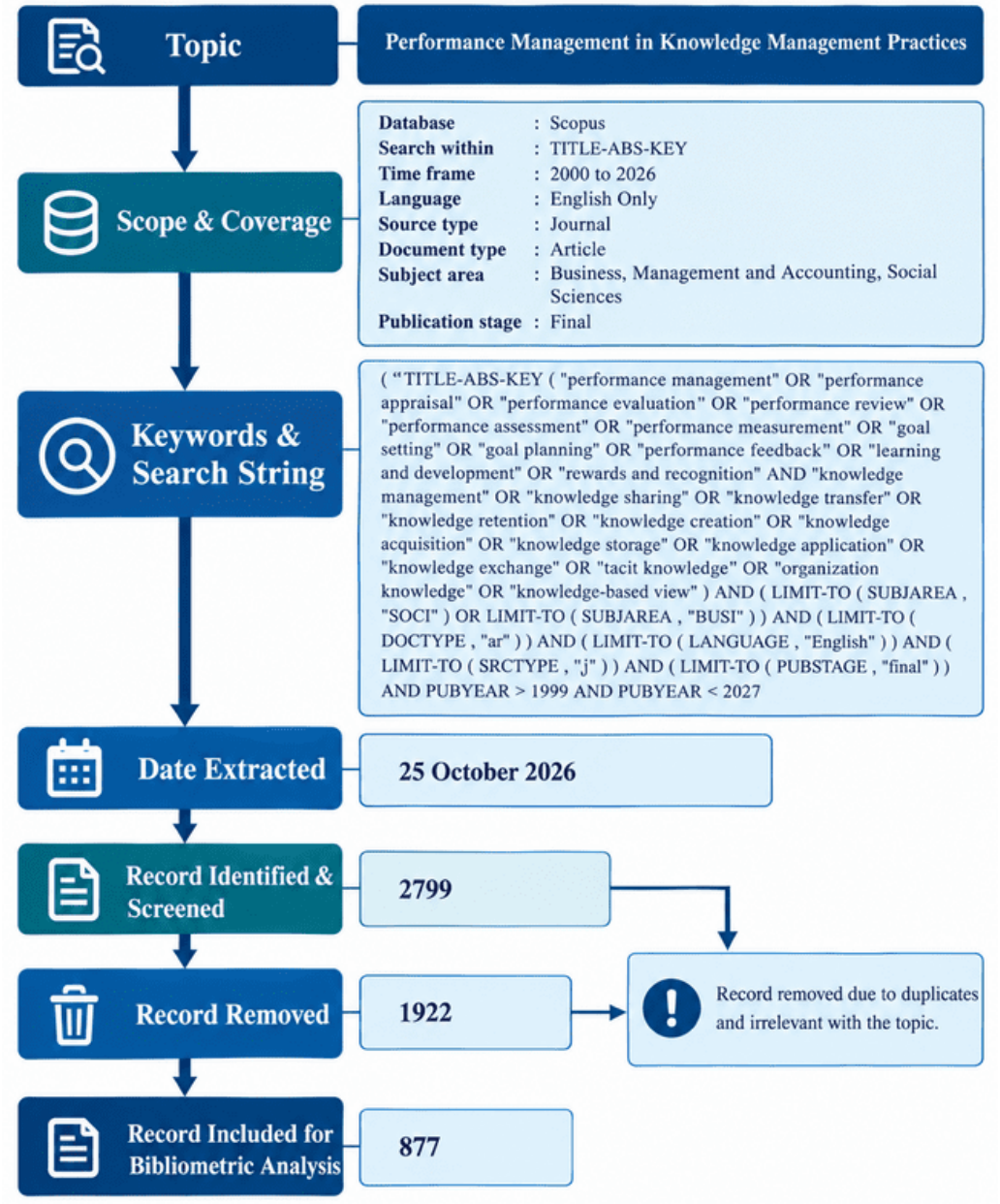

Figure 1: Flow Diagram Of The Search Strategy

Source: (Page et al., 2021)

Data Analysis

The final dataset is the primary reference for network mapping and cluster visualizations using VOSviewer (version 1.6.21), developed by van Eck & Waltman (2010, 2017) at Leiden University. It has been used over time to develop bibliographic networks that generate mappings through visualization. This study answers questions such as keyword co-occurrence analysis, country co-authorship mapping, density views, and co-citation analysis. VOSviewer also supports co-authorship, co-citation, and keyword co-occurrence analyses as part of multiple analytical techniques to observe collaboration trends and thematic relationships within a research field. The interactive display presents complex links among publications in a

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readable form, which helps identify influential items, emerging themes, and related works. For these reasons, VOSviewer is well-suited to mapping conceptual structures in large bibliographic datasets.

The method used by VOSviewer for mapping is known as the Visualization of Similarities (VOS) mapping technique, which positions items in a low-dimensional space, with shorter distances between keywords that are strongly connected. The method resembles Multidimensional Scaling (MDS) (van Eck & Waltman, 2010). However, it employs a different optimization procedure to build the maps, using association strengths and the normalization technique for co-occurrence data (Appio et al., 2014). This study used bibliographic data: publications from 2000 to October 2026 were retrieved from the Scopus database in CSV format, including publication year, article title, author names, source journals, citation counts, and keywords. The exported dataset was analyzed using VOSviewer to examine and develop bibliometric networks and visualization patterns. The resulting maps facilitated the examination of relationships among relevant items and the identification of thematic clusters within the research landscape. Methodologically, VOSviewer projects nodes into a low-dimensional visual space using an Association Strength index (AS_{ij}), was used to account for differences in the co-occurrence frequencies of items and to support the construction of the bibliometric maps, as expressed in the following equation (Van Eck & Waltman, 2007):

$$AS_{ij} = \frac{C_{ij}}{w_i w_j},$$

where C_{ij} represents the examined co-occurrence frequency between items i and j, and $w_i w_j$ denote their respective total occurrence counts under the assumption of statistical independence (Van Eck & Waltman, 2007).

Result and Discussion

This study highlights five research questions.

RQ1: What Are The Research Trends in PM Studies and KM Practices Evolved From 2000 to October 2026?

Table 1 and Figure 2 present the annual publication trend for research on PM and KM from 2000 to 2026. The publication output steadily increased over this period. In the first phase from 2000 to 2009, the number of publications recorded increased from five in 2001 and 2002 to 29 in 2009. This pattern shows that publications study the field as a separate function between PM and KM. While the output shows an extended publication from 2010, with a count of 25, it increased drastically to 40 in 2016 and 42 in 2017, but then slightly dropped to 40 in 2018. The publication increased over the years, with attention to research on formal appraisal systems related to knowledge creation, knowledge sharing, organizational learning, and knowledge application. In the current study, PM is not restricted to evaluating employee results. It may motivate employees to learn and share their input from development opportunities, performance feedback, and incentives. In the opposite direction, KM can support PM by enabling organizations to record expertise, share best practices, and apply stored knowledge to decision-making. Nevertheless, publication count cannot prove that these relationships caused the growth. Rather, the pattern indicates increasing scholarly attention to the potential complementarity of the two domains.

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The annual publications show rapid changes: 53 in 2019, 57 in 2020, and 55 in 2021. In 2022 to 2024, publications numbered 42 and 60, then dropped to 53 in 2025. The highest annual count recorded 68 publications, representing 7.75% in 2026 from a total output of 877. Recent output shows peak statistics for the relationship between two keywords that become more relevant research topics over time. The organization needs to link employee performance to learning through knowledge retention and adaptability, as digitalisation and new ways of working may be contributing factors. These trends can help organizations identify capability gaps and support employee development in PM through knowledge transfer. Meanwhile, the publication shows a drastic drop in 2025, with output 53 less than the previous year, 2024. As the publication in 2026 shows an increase in output, the figure needs to be analysed with caution, given that the analysis was conducted only through October 2026 and that indexing may be applied to future output at the end of 2026 for full-year comparisons, which is a limitation of this study. The trend shows lower output in the early 2000s and a drastic increase in 2024 and 2026 overall. These bibliometric trends by year support the study of influential publications, thematic change, and research gaps.

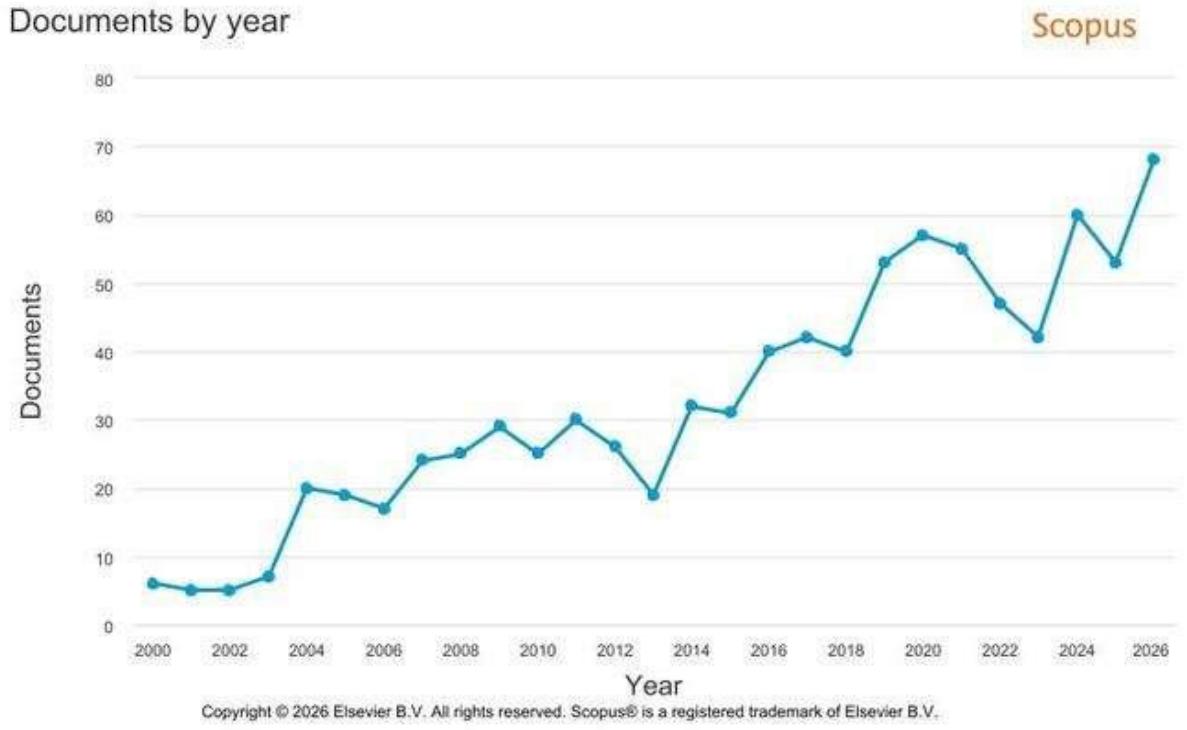

Figure 2: Trend of Research by Years

Table 1: Annual Publication Trends (2000–2026)

Year	Number of Publications	Percentage (%)
2026	68	7.75%
2025	53	6.04%
2024	60	6.84%
2023	42	4.79%
2022	47	5.36%
2021	55	6.27%

2020	57	6.50%
2019	53	6.04%
2018	40	4.56%
2017	42	4.79%
2016	40	4.56%
2015	31	3.53%
2014	32	3.65%
2013	19	2.17%
2012	26	2.96%
2011	30	3.42%
2010	25	2.85%
2009	29	3.31%
2008	25	2.85%
2007	24	2.74%
2006	17	1.94%
2005	19	2.17%
2004	20	2.28%
2003	7	0.80%
2002	5	0.57%
2001	5	0.57%
2000	6	0.68%

RQ2: Which Are The Most Highly Cited Contributions By Scholarly Publications In The Literature Of PM And KM, And What Core Do They Represent?

Table 2 shows an analysis of the top 10 most highly cited articles on PM and KM. The study highlights several areas, including KM theory, team learning, employee motivation, and human resource systems. The publication by Ben Arfi et al. (2018), recorded the most citations, with 667, followed by Gibson & Vermeulen (2003) with 640 citations and Kulkarni et al. (2006) with 607 citations. These authors address interconnected dimensions, including intellectual capital, knowledge sourcing for green innovation, collective learning, and determinants of knowledge system success. The implementation of KM systems encompasses the organizational and interpersonal conditions that determine whether knowledge generates value. The citation count for Gibson & Vermeulen (2003) highlights the importance of team structure and learning behaviour, while Kulkarni et al. (2006) show continued interest in ensuring KM succeeds. These studies highlighted that organizational performance depends on the ability to acquire, share, integrate, and apply knowledge, rather than solely on the knowledge available. This relationship provides a conceptual basis for exploring how performance goals, feedback, employee development, and recognition may encourage knowledge-related behavior and, in turn, contribute to organizational effectiveness.

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Table 2: Top 10 Most Cited Articles

No	Authors	Title	Year	Source title	Cited by
1	Ben Arfi et al. (2018)	External knowledge sources, green innovation and performance	2018	Technological Forecasting and Social Change	667
2	Gibson & Vermeulen (2003)	A Healthy Divide: Subgroups as a Stimulus for Team Learning Behavior	2003	Administrative Science Quarterly	640
3	Kulkarni et al. (2006)	A knowledge management success model: Theoretical development and empirical validation	2006	Journal of Management Information Systems	607
4	Sahoo et al. (2023)	How do green knowledge management and green technology innovation impact corporate environmental performance? Understanding the role of green knowledge acquisition	2023	Business Strategy and the Environment	578
5	Olan et al. (2022)	Artificial intelligence and knowledge sharing: Contributing factors to organizational performance	2022	Journal of Business Research	500
6	Quigley et al. (2007)	A multilevel investigation of the motivational mechanisms underlying knowledge sharing and performance	2007	Organization Science	452
7	Yahya & Goh (2002)	Managing human resources toward achieving knowledge management	2002	Journal of Knowledge Management	377
8	Baskerville & Dulipovici (2006)	The theoretical foundations of knowledge management	2006	Knowledge Management Research and Practice	338
9	Jung et al. (2010)	Enhancing the motivational affordance of information systems: The effects of real-time performance feedback and goal setting in group collaboration environments	2010	Management Science	319
10	Kremer et al. (2019)	Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing	2019	Business Horizons	307

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The remaining articles further demonstrate the field's evolution from foundational discussions of KM to narrower accounts of how knowledge processes affect employee behavior and organizational outcomes. The citations by Sahoo et al. (2023), with 578 citations, and Olan et al. (2022), with 500 citations, address green technology innovation, the use of artificial intelligence, and digital knowledge sharing. These topics suggest that KM is now treated more often as a strategic capability for present organizational problems, and less as an internal function for handling information. Meanwhile, Quigley et al. (2007), with 452 citations, relate motivational mechanisms to knowledge-sharing behavior and individual performance, whereas Yahya & Goh (2002) connect strategic human resource practices to the enablers of KM. Jung et al. (2010), with 319 citations, report that real-time performance feedback and goal setting can support collaborative work environments. Kremer et al. (2019) with 307 citations, links innovation leadership with employee voice and the spread of knowledge. These studies show that organizational systems, motivation, and leadership behavior influence knowledge outcomes, providing a rationale for examining PM as a possible way to strengthen KM practices. Nevertheless, citation counts indicate scholarly influence and do not measure research quality or relevance to the present topic. This pattern identifies a potential opportunity for further investigation, as it remains unclear how PM practices support knowledge creation, sharing, retention, and application, and how these knowledge processes, in turn, affect employee and organizational performance.

RQ3: How Is Scholarly Output On PM And KM Practices Distributed Geographically Across Contributing Countries?

Figure 3 and Table 3 show the distribution of publications by country, demonstrating that the United States, the United Kingdom, and China mainly dominate this research. The United States led in publications, with 130 documents (10.80% of the total 1,204), while the United Kingdom had 109 documents (9.05%) and China had 107 (8.89%). These three nations contribute 346 documents, representing 28.74% of the global output, underscoring their central position in shaping the research literature. The United States is the leading country due to its extensive research infrastructure, broad academic networks, and interest in organizational behavior, HRM, information systems, and knowledge-based views of performance. Meanwhile, the United Kingdom may reflect strategic HRM, organizational learning, and knowledge-based development. The increasing interest in innovation, knowledge-intensive industries, digital transformation, and organizational competitiveness is evident in China. The higher number of documents does not restrict a country from producing more impactful work by publication volume without focusing on quality. Figure 3 shows the distribution by country, with a large research output recorded in the dataset, narrowing the gap between the United Kingdom and China and indicating that the field is not led by Western countries alone.

Other countries' output includes Australia (59 documents; 4.90%), Malaysia (44; 3.65%), India (43; 3.57%), Taiwan (39; 3.24%), Italy (38; 3.16%), Spain (35; 2.91%), and Canada (34; 2.82%). Given that these countries are located in Asia, Europe, North America, and Oceania, the research appears to be spread across many regions. The Malaysia count is close to India and higher than those of Taiwan, Italy, Spain, and Canada. This may indicate that Malaysia is an active setting for studying how performance systems relate to knowledge creation, sharing, retention, and application, especially in organizations seeking to improve employee capability development. The outputs of India and Taiwan show further participation by Asian researchers, and the several European countries in the list indicate continued interest in related organizational questions. However, these findings should be interpreted with caution in light

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of the Scopus database's coverage, search strategy, publication period, and country-attribution method. The country percentages represent the total of 1,204 documents. Nonetheless, the percentages for the 10 leading countries are presented as a percentage of the total for the 10 countries. Overall, the distributions of document counts and percentages indicate that this research has been widely studied and that further cross-country collaboration is needed.

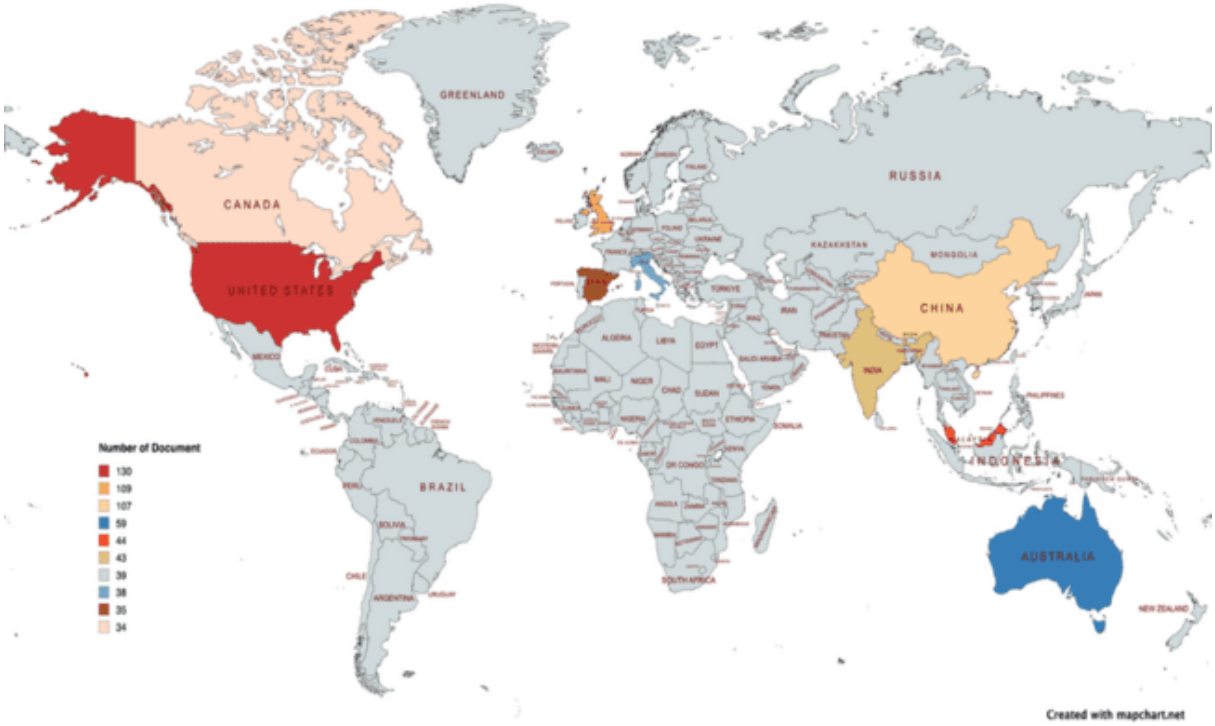

Figure 3: Top 10 Countries by Publication Output

Table 3: Number of Documents and Publication Percentage by Countries Over Total Publication for Overall Countries

Country/Territory	Number of Documents	Percentage (%) / 1204
United States	130	10.80%
United Kingdom	109	9.05%
China	107	8.89%
Australia	59	4.90%
Malaysia	44	3.65%
India	43	3.57%
Taiwan	39	3.24%
Italy	38	3.16%
Spain	35	2.91%
Canada	34	2.82%

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RQ4: What Are The Primary Thematic Clusters That Emerge Through Author Keyword Co-Occurrence Analysis?

Figure 4 shows the main themes of the field that are interconnected in the author keyword co-occurrence network. The visualization shows that KM is the largest node, with the highest frequency (446 occurrences) and the highest Total Link Strength (TLS = 830). Besides that, PM recorded 264 occurrences and 553 TLS. Both terms appear at the center of the network, with high link strengths, alongside other common keywords. The node points of KM show the most influential points, based on size generated by keywords focused on creating, sharing, retaining, and applying knowledge to reach organizational goals. The node points for PM indicate that it receives the second-highest level of attention after KM, as it measures, evaluates, and improves the performance of organizations and employees. The third major node is organizational learning with 117 occurrences and 267 TLS. This shows that linkages among knowledge acquisition, feedback, and performance improvement within the organization depend on gathering and interpreting experience, while PM provides feedback and evaluation to identify performance gaps and learning needs. Other themes such as intellectual capital (29 occurrences; TLS = 70), innovation (32; TLS = 85), HRM (22; TLS = 53), balanced scorecard (21; TLS = 61), and sustainable development (49; TLS = 114) show that knowledge practices are studied across more disciplines. The field is not restricted to the technical. It considers how knowledge resources and learning processes relate to performance, innovation, and competitive advantage in organizations.

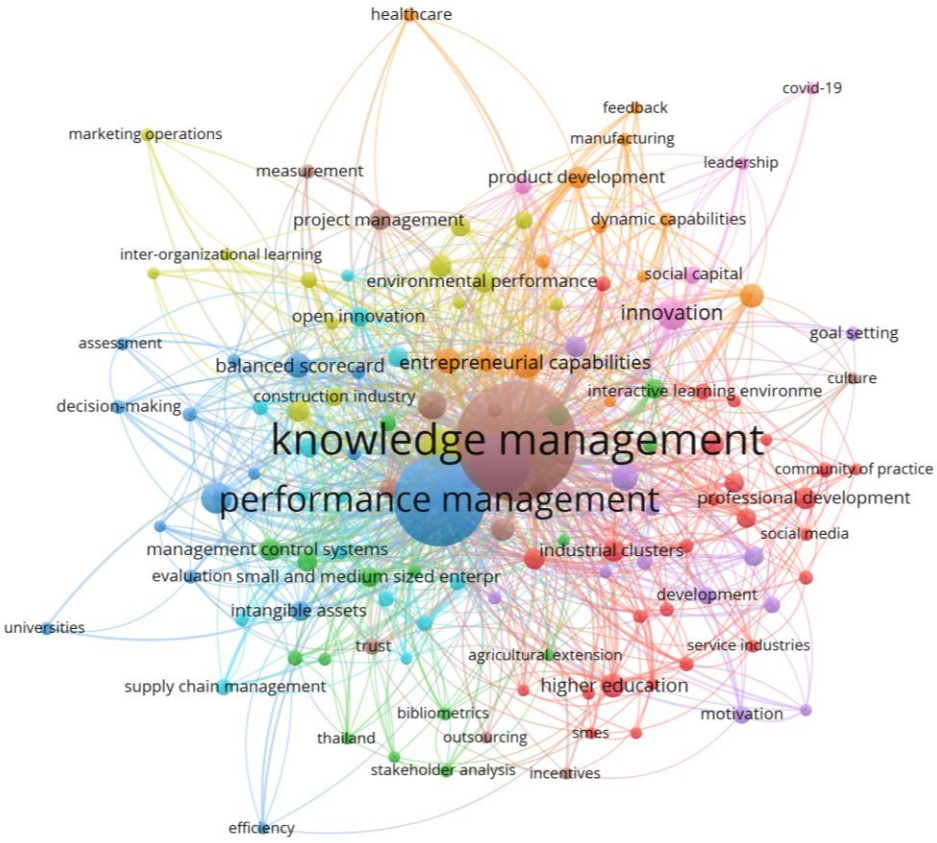

Figure 4: Network Visualization of Author Keyword Co-occurrence PM and KM Research

The keyword network in the visual reveals several directions for future research. The theme of entrepreneurial capabilities appears 29 and 65 times in TLS, indicating connections between knowledge-oriented management and broader organizational development goals. While absorptive capacity (14 occurrences; TLS = 35), competitive advantage (15; TLS = 44), business process management (13; TLS = 36), and dynamic capabilities (7; TLS = 17) show interest in how organizations acquire, integrate, and use knowledge when changes in organizations are required. Furthermore, artificial intelligence (12; TLS = 23) and digital transformation (6; TLS = 15) reflect emerging research in technology and digitalisation. From a human resource perspective, learning and development (14 occurrences; TLS = 22), motivation (10; TLS = 18), employee performance (9; TLS = 25), goal setting (7; TLS = 8), feedback (5; TLS = 11), and rewards (5; TLS = 12) are connected to knowledge-related activities with established PM tools. However, lower-frequency practices receive less explicit attention. Thus, there is a need to investigate how goal setting, performance appraisal and feedback, learning and development, and rewards and recognition support KM practices and, through them, employee and organizational outcomes.

RQ5: To What Extent Do Country-Level Co-Authorship Networks Reveal Patterns Of International Research Collaboration And Cross-Geographic Connectivity In This Field?

The country-level co-authorship network in global research was produced using VOSviewer (Figure 5), illustrating how countries are connected. The United States leads in publication output (130 documents, 7,095 citations), followed by the United Kingdom (109 documents, 5,730 citations) and China (107 documents, 3,376 citations). However, productivity and collaborative connectivity show different patterns. Interestingly, while the United States leads in total publications (130 documents) and citation impact (7,095 citations), the United Kingdom achieves the highest TLS (TLS = 85; 5,730 citations), ahead of the United States (TLS = 69) and China (TLS = 65; 3,376 citations). The largest output and citation counts recorded by the United States show connectivity, productivity and visibility in this research. China's publication volume was close to that of the United States. However, its citations were lower than those of the United Kingdom and the United States, which may reflect a variation in accumulated citation impact. These patterns show the field's growth in shaping research output with international collaboration and research communities. Nonetheless, these measures assess the strength of links within the specified network and do not guarantee research quality, as their value depends on the type of analysis and the counting method used.

Other countries such as Australia have a prominent position, with records of 59 documents, 2,118 citations and 33 TLS, followed by Malaysia (44 documents; 1,923 citations; TLS = 25), with a citation count close to Australia's despite a lower publication volume. Malaysia's position is notable because its citation count is relatively close to Australia's despite its smaller publication volume, which gained noticeable visibility in the dataset. Besides that, Pakistan has a TLS of 31 from 29 documents, while Italy and Canada have TLS values of 28 and 27, with different numbers of publications. The prominence of collaboration does not follow publication quantity itself. The small output can still attract many citations, such as France (17 documents; 1,365 citations) and Norway (12 documents; 1,028 citations). Meanwhile, the United Kingdom and the United States remain the largest contributors in publications and citations. These results support further study for international collaboration to facilitate knowledge exchange and shape the development of this field. However, the discussion should be described as a country co-authorship analysis rather than a keyword co-occurrence analysis, as it is based on country-level collaboration indicators rather than keyword network data.

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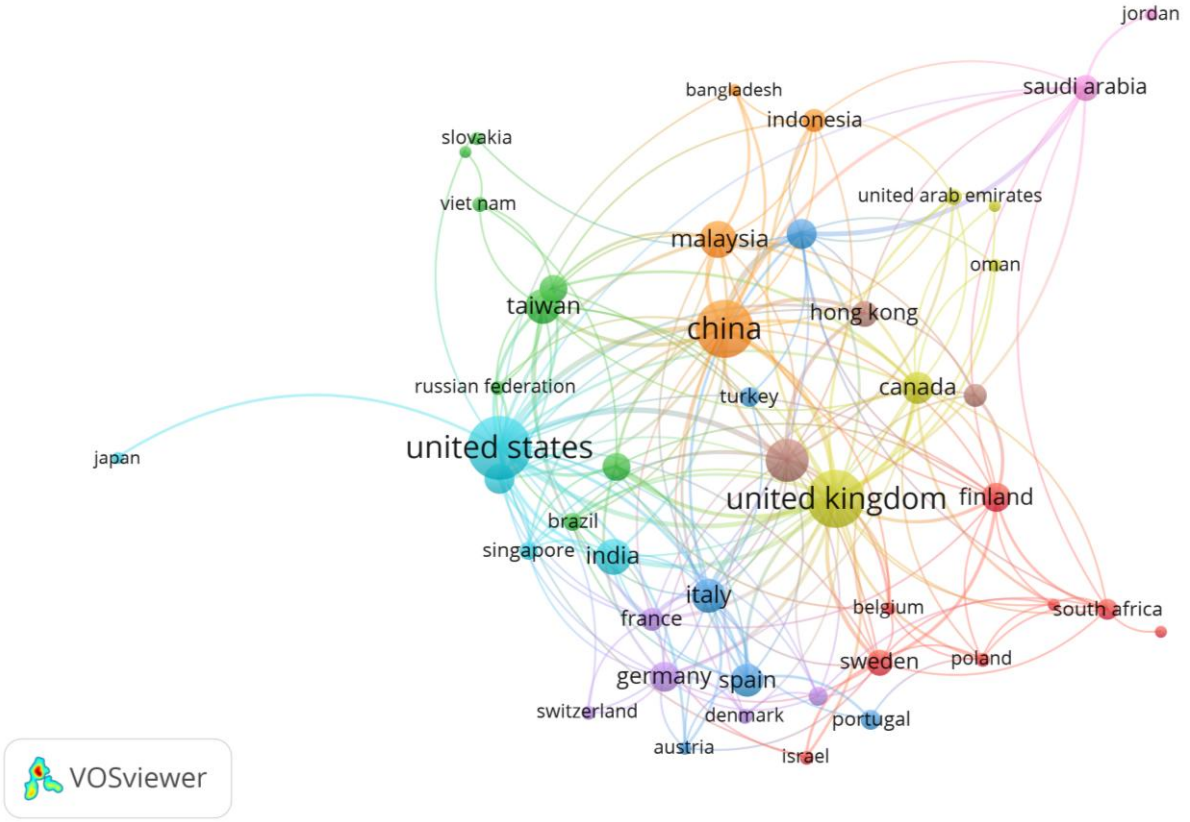

Figure 5: Country Co-authorship Network

Conclusion

This study has provided a comprehensive bibliometric analysis from 2000 to October 2026, using VOSviewer for visualization covering publication trends, keywords, and country-level insights. The findings highlight significant growth in research output and identify the core thematic clusters that shape contemporary research attention for future study. The publication analysis indicates growing research interest in the relationship between PM and KM, and in how organizational learning, innovation, employee development, and organizational effectiveness evolve. The primary countries leading the publication in this field were the United States, the United Kingdom, and China, based on global scholarly output. The keyword analysis spotted KM, PM, and organizational learning at the center of the network, reflecting the connection between knowledge processes and performance improvement. Other than that, intellectual capital, HRM, sustainable development, and innovation also appeared as themes which focused on multidisciplinary studies. The country co-authorship network indicates that countries facilitate the international movement of knowledge among research communities.

This study contributes comprehensive literature insights into the field's PM and KM landscape, focusing on geographical and thematic connections. The two domains are interrelated, and stronger conceptual integration in various fields remains possible. In practical terms, the results suggest that performance evaluation, feedback, employee development, and organizational learning could be connected with the creation, sharing, retention, and application of knowledge. However, the findings should be considered in light of several limitations, as the analysis relies on records retrieved from the Scopus database. Thus, the results may differ across other

databases, such as WoS, depending on search strings, publication types, or methods used. The study period is limited to October 2026. Therefore, the analysis does not cover full 2026 figures and represents an incomplete year. The bibliometric mapping describes publication trends, citation patterns, and network relationships. However, the visual cannot establish causal effects or judge the practical effectiveness of management practices. Future studies are required to use several databases, include non-English publications, and apply longitudinal or comparative empirical designs to address these limitations. The enhancement could apply PM practices to support knowledge sharing and organizational performance in different sectors and cultural settings. In general, this analysis provides a baseline for researchers studying two domains, offering clear guidance for theoretical integration and empirical work.

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