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Effect of HRM Practices on Employee Engagement: A Bibliometric Review

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Abstract: In recent years, employee engagement has gained a lot of attention. Despite this, there is still a shortage of critical scholarly work on the topic, and not much is understood about how HRM Practices might affect employee engagement. Understanding the impact of HRM practices on employee engagement in the banking industry is the goal of this study, whether Public sector banks or Private sector banks of Haryana. Bibliometric methods were used, and Biblioshiny Software's Dimensions database analytics, Biblioshiny software, and search result visualization were used for data analysis and visualization. The research uses a dataset covering the years 2020 to 2023. Further, this study will also explore the annual scientific production, annual citation per year, most relevant sources, sources' local impact by H Index, sources production over time, most relevant authors, authors' production over time, author productivity through Lotka law, author local impact by H Index, most relevant affiliation, affiliations production over time, country scientific production, country production over time, most cited countries, most Global cited document, collaborative world map. Future academics actively working on this issue will find great value in the results of this publication. Results will be very helpful for performing SLR (Systematic Literature Review).

Keywords: HRM Practices, Employee Engagement, Bibliometric Analysis, Satisfaction, Commitment.

I. INTRODUCTION

HRM Practices

The individuals who comprise an organization's workforce are its human resources. It is occasionally used interchangeably with human capital. It refers to the workers, staff, or persons inside an organization who are in charge of carrying out the activities assigned to them to meet the organization's aims and objectives. One of the most valuable resources in any organization is its human capital. In a world of competition, an organization's human resources may provide it with a competitive advantage. HR practices can build companies that are more competent, adaptable, and intelligent than their rivals by putting into place procedures and policies that prioritize finding, hiring, and training qualified workers as well as encouraging them to collaborate within the organization's resource pool. Human resources are vital to the service sector. Banking services are at the top when it comes to supporting and boosting the national economy. The HRM Practices taken in this study are Recruitment and Selection, Training and Development, Reward and Compensation Management System, and Performance Appraisal.

Employee engagement

Employee engagement is defined by Kahn (1990) as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The

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cognitive aspect of employee engagement includes views that employees have about the organization, its leaders, and their workplace. The emotional component focuses on employees' attitudes towards those three components and whether they have positive or negative views about the business and its leaders. The physical aspect of employee engagement focuses on the efforts that employees make to carry out their duties. Thus, the act of occupying and performing an organizational role while being present both physically and psychologically is what Kahn (1990) characterized as engagement.

The degree of workers' discretionary effort in their jobs (Frank et al. 2004) or their intellectual and emotional commitment to the company (Baumruk 2004, Richman 2006, and Shaw 2005) are two common ways to characterize employee engagement. As previously suggested by Kahn (1990), employee engagement is widely considered to be a complicated construct. On the other hand, Truss et al. (2006) characterize employee engagement as merely possessing a "passion for work," a psychological condition that includes all three of the engagement elements that Kahn (1990) addressed. The idea that connects all of these definitions of employee involvement is captured in this term.

The existence of conflicting definitions makes it difficult to evaluate the degree of knowledge regarding employee engagement because every study approaches the topic differently. Moreover, until employee engagement programs can be clearly defined and measured, it is hard to track their effectiveness or evaluate whether they are beneficial (Ferguson 2007). This illustrates the problems with comparability caused by different definitions. Furthermore, it is claimed that while there is an acknowledgment of the diversity of definitions for employee engagement, these definitions often share characteristics with other well-established and well-known concepts such as "organizational citizenship behavior" (OCB) and "organizational commitment" (Robinson et al 2004). Consequently, Robinson et al. (2004) defined engagement as "one step up from commitment." Therefore, it would seem that employee participation is merely a passing trend—or, as some may say, "old wine in a new bottle."

Banking Sector

In the banking industry, human resources are crucial. The best services for assisting and taking part in a nation's economic activities are banking services. The efficiency, efficacy, and dedication of bank employees are essential to the financial system's smooth operation. An employee's commitment is mostly influenced by the HRM procedures that banks use. Therefore, it is now essential to comprehend and assess the HRM methods used by the banking sector. In this study, the researcher focused on two private sector banks namely HDFC, and ICICI, and two public sector banks namely SBI, and PNB.

HRM Practices Used in the Engagement of Employees

- **Recruitment and Selection:** In any company, recruitment is the process of introducing potential candidates for open jobs. Many people apply for open positions since there is a great chance that a qualified applicant will be found. It serves as a connecting element between the workforce and the company. According to Hill and Flippo (1980), the purpose of recruitment is to find potential workers, entice them to apply for jobs, and support job seekers in general. To choose someone is to choose or select the best applicant for a position. Since the applicant is also rejected, it is a negative process. The selection process separates applicants into two groups: those who are offered jobs and those who are not (Yoder, 2004).

- **Training and Development:** Training is the concept to enhance people's knowledge and abilities for a particular goal. The trainees pick up a variety of abilities, including problem-solving and technical skills. Because this can raise knowledge of the policies, guidelines, and practices that direct employees' conduct. Employees' performance in their current roles may be enhanced, and it may also better position them to fill appropriate roles shortly. According to Armstrong (1980), training is the methodical development of the information, abilities, and attitudes needed by any individual to carry out any sort of activity or employment. The process of creating growth, advancement, good change, or any combination of demographic, economic, and physical elements is called development.

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- **Reward and Compensation Management System:** Compensation may be described as money earned in exchange for an employee's performance at work as well as a variety of incentives that businesses offer to staff members. Pay is made up of variable payments, incentives, salaries, and wages. As it relates to the process of operating a corporate compensation plan, designing an efficient payment system aids in luring, keeping, and inspiring competent and skilled personnel (Robbins, 1997).

- **Performance appraisal:** This is the process of assessing an employee's conduct, performance, and advancement in the workplace to determine their potential for personal development. Along with providing extremely helpful and pertinent information for personnel decisions like pay raises, promotions, demotions, transfers, and terminations, it also covers both quantitative and qualitative metrics. It is the methodical and regular documentation of an employee's success in their current role, which also serves to boost their chances of landing a higher position (Flippo, 2002).

II. LITERATURE REVIEW

Author and Year	Title	Contribution	Cited By
Usanova et. al. (2021)	Managing talent in mission-driven organizations: a qualitative exploration	This research focused on managing talent in mission-driven organizations (MDOs). The researcher used grounded theory; for this, they interviewed 34 top managers to understand and define the concept of talent and examine the management of talent in the not-for-profit sector in Russia. This paper linked Talent Management with social and moral values.	5
Giudice et. al. (2021)	Humanoid robot adoption and labor productivity: a perspective on ambidextrous product innovation routines	The researcher used an ambidextrous dynamic method to experimentally analyze the role of innovations that are significant in improving the balance between worker productivity and the deployment of humanoid robots. Thus, using the conceptual framework of organizational ambidexterity and the Service Robot Deployment (SRD) Model, they present a meso-analysis of twenty-four European nations. Utilizing a regression approach, the findings demonstrate that the adoption of humanoid robots is still not having an impact on labor productivity. On the other hand, it is favorably and substantially associated with the production of inventive routines that are both radically new and slightly modified/unchanged.	28
Vrontis et. al. (2021)	Artificial intelligence, robotics, advanced technologies, and human resource management: a systematic review	The purpose of this study is to systematize the scholarly contributions made thus far on intelligent automation and to identify the key challenges and contributions it presents to HRM. After conducting a thorough search the researcher examined the application of sophisticated technologies, such as robots and artificial intelligence, in HRM contexts. The results show that intelligent automation technologies provide a fresh approach to managing employees and enhancing organizational performance. It has been shown that these technologies mainly impact HRM activities, such as recruiting, training, and job performance, as well as HRM strategies, such as job replacement, human-robot/AI collaboration, decision-making, and learning opportunities.	288
Wach et. al. (2021)	Performance implications of the HR business partner model and the mediating role of internal efficiency: a comparison between Germany	In this paper internal efficiency is presented as a key mediating mechanism that explains how the HRBPM contributes to organizational success in this study, which also simultaneously explores the impact of strategic and operational roles on organizational performance. Using data from 300 big and medium-sized businesses in Germany and the UK, the researcher discovered that the HRBPM designs differed from one another. Nevertheless, they were unable to identify a moderated mediation that	4

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	and the United Kingdom	would have allowed us to compare both countries' performance implications.	
Dahle and Urstad (2021)	Mind anchors and heart grips: the role of HRM and LMX in internal branding	The researcher looked into how companies can effectively promote employee brands like this have mainly overlooked the importance of leader-member interaction (LMX) and HRM. Data from a survey of hospital workers in Norway were examined to test for this. As predicted, the researcher discovered that three indicators of employee brand support—reputation strategy embeddedness, brand-congruent behavior, and brand development participation were positively correlated with high-commitment HRM and LMX. Every interaction was mediated by organizational commitment. Studying LMX and HRM concurrently, they discovered that LMX mediated the association between reputation strategy embeddedness and high-commitment HRM.	5
Tasavori et.al. (2021)	Human resource capabilities in uncertain environments	The study emphasized how MNCs' human resource strategies had to adapt to unstable settings. Therefore, the researcher concentrated on the human resource skills that MNCs acquire in an uncertain emerging economy, building upon the dynamic capability perspective. They conducted a multiple case study and conducted interviews with six MNC subsidiaries that are active in the Islamic Republic of Iran. According to the research, human resource managers need to be able to establish flexible cost management, modify compensation plans, communicate regularly and openly, retain top talent, foster goal-oriented team decision-making, and operate independently of MNC headquarters to carry out these initiatives.	12
Yip and Walker (2021)	Leaders mentoring others: the effects of implicit followership theory on leader integrity and mentoring	This study looks at how a leader's implicit followership theory (IFT) affects their honesty, involvement, and mentoring efficacy. According to multisource data gathered from a diverse sample of large organization CEOs and senior executives (N = 331) and their direct reports (N =1,517), leaders with optimistic IFTs are more likely to be in close relationships with their direct reports and receive higher ratings for integrity and mentoring effectiveness. Collectively, these findings promote a relational mentorship and ethical stewardship approach to human resource management.	7
Larsson and Edwards (2021)	Insider econometrics meets people analytics and strategic human resource management	In the study, the researcher provides a summary of the topic of SHRM and discusses the potential advantages that the emerging People Analytics (PA) sector may have to offer. The researcher reviewed research in Insider Econometrics, a method used in Personnel Economics to generate empirical estimates of the worth of HR practices, and also examined the relationship between HR investment and performance, which is significant for both the SHRM and PA fields. The researcher talked about the benefits of merging the longitudinal intra-firm analytic techniques used in Insider Econometrics with the business impact viewpoint of People Analytics, which has a distinct "inside" (intra-firm) standpoint.	13
Stefanidis et. al, (2020)	Work Engagement of Employees who are parents of children with disabilities: empirical evidence from Singapore and the United Kingdom	The researcher investigated the possibility that an employee's degree of job engagement might be impacted by the degree of their child's handicap and the supervisor's assistance. The results of this study, which drew information from two societies—Singapore and the United Kingdom (UK) may contribute to the body of knowledge in human resource management on the involvement of workers who are also parents of children with SND at work. The data was collected from two	10

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		societies that produced 430 questions that might be used. Those in Singapore (n = 224) who had children with SND reported being more engaged at work than those in the UK (n = 206). The study findings also demonstrated that the degree of a child's impairment and employee job engagement are related, but that this link is mediated by the supervisor's support.	
Beurden et. al. (2020)	The employee perspective on HR practices: A systematic literature review, integration, and outlook	In terms of 1) how employee perceptions of HR practices are examined (as an antecedent, mediator, or outcome), 2) the theoretical perspectives that explain this construct, and 3) the types of conceptualizations of employee perceptions of HRM that have been used in the existing SHRM research, this paper presents a systematic review of employee perceptions of HR practices. It also seems hard to have a single perspective on how workers view HRM, as evidenced by the use of several theoretical frameworks that support and encourage the employee position on HRM. Finally, a variety of conceptualizations have been used, including both descriptive and evaluative ones.	71
Agnihotri and Bhattacharya (2020)	TMT socio-demographic traits and employee satisfaction	This study investigates the connection between employee happiness and the sociodemographic characteristics of top management teams (TMT). An examination of employee happiness survey data from 197 Indian companies in the IT, entertainment, and tourist sectors reveals that a TMT's bigger size and higher average age lower employee satisfaction. Moreover, employee happiness is strongly correlated with variety in terms of function and education.	5
Cooke et. al. (2020)	Extending the frontier of research on (strategic) human resource management in China: a review of David Lepak and colleagues' influence and future research direction	This research was done by the late Professor David Lepak, Editor-in-Chief of The International Journal of Human Resource Management, this review study was carried out in his honor. His contributions to the field of strategic human resource management (HRM) research and the impact of his work in the Chinese context are noteworthy. They demonstrated that the four main theoretical frameworks developed by Lepak and colleagues—HR architecture, employee-oriented perspective of HRM, multiple dimensions of HR systems, and universal and contingency perspectives of HRM have been the most influential in directing strategic HRM research in China, based on 133 articles published in 49 English journals.	13
Waeyenberg et. al. (2020)	Performance management and teacher performance: the role of affective organizational commitment and exhaustion	Based on the job demands-resources model and social exchange theory, the researcher proposed that when teachers see performance management as a procedure that supports the tenets of a so-called strong HRM system— that is, one that communicates, consistently, and at high levels of consensus—they will feel more respected, appreciated, and energized. Reduced fatigue and increased emotional organizational commitment will be signs of this. The study hypothesized that these outcomes improve instructors' effectiveness. The data was collected from 458 Flemish teachers and compared with performance reviews from principals. The findings indicate that while teacher weariness is positively correlated with the perceived effectiveness of a performance management procedure, teacher performance is adversely correlated with it. Furthermore, it seems that affective organizational commitment played a major role in the indirect link that existed between teacher performance and the perceived strength of the performance management process.	25
Michalski et. al. (2020)	Context-specific understandings of uncertainty: a focus on people management	This study examines the relationship between people management techniques and local perceptions of uncertainty in the uncharted territory of Mongolia. It is based on qualitative, interpretative research of 34 middle and upper-level managers in Mongolian businesses who	3

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	practices in Mongolia	are responsible for people management. To study how Mongolian practitioners, perceive and deal with the uncertainty present in the nation's institutional environment, the researcher proposed the idea of a "mindset about uncertainty." The Mongolian perspective on uncertainty may be broken down into four main categories: (1) perceiving impermanence as normal; (2) viewing uncertainty as normal; (3) framing uncertainty as positive; and (4) emphasizing flexibility in responding to changing circumstances. They talk about this method of handling uncertainty as a potentially useful source of knowledge for International Human Resource Development (IHRD) practitioners in unstable situations and Multinational Enterprises (MNEs).	
Juan et. al. (2020)	Structural empowerment and organizational performance: the mediating role of employees' well-being in Spanish local governments	The researcher investigated the relationship between structural empowerment and organizational success and the mediating function of three employee outcomes: job anxiety as a measure associated with hedonic well-being, and job satisfaction and affective commitment as attitudinal variables connected to eudaimonic well-being. The results obtained using a multilevel methodology and data on employees from 103 local authorities for 2016 support the mutual gains perspective, albeit not as strongly as predicted (empowerment does not affect attitudinal variables), since empowerment lowers job anxiety in Spanish local governments. The two structural empowerment characteristics that specifically serve to lower job anxiety in employees and improve performance are knowledge and rewards. According to these findings, managers of local governments might benefit from using strategies like providing staff with knowledge about the organization's goals or offering bonuses for reaching objectives.	4
Cooke et. al. (2020)	IJHRM after 30 years: taking stock in times of COVID-19 and looking towards the future of HR research	Beginning in 1990, the researcher assessed The International Journal of Human Resource Management's (IJHRM) achievements throughout the previous thirty years. By examining the publication trends indicated by keywords, they find that research published in IJHRM has shifted from a collective focus with institutional effects to more individual concerns with organizational implications relevant to HRM practices. They outline the research topic and methodology that set IJHRM apart from other HRM publications and provide recommendations for some of the key questions that we believe need to be addressed to advance HRM studies beyond their current state.	52
Kutaula et. al. (2020)	Exploring frontline employee-customer linkages: a psychological contract perspective	The researcher developed an integrated model based on social exchange theory and a set of research propositions that connect frontline employee psychological contracts, customer-oriented behaviors, and Human Resource Management (HRM) practices provided by line managers with one another to predict customer outcomes. They also emphasized the control impacts of interaction frequency, service type, and frequency of purchase, as well as the moderating roles of organizational identification and service atmosphere.	7
Malik et. al. (2020)	May the bots be with you! Delivering HR cost-effectiveness and individualized employee experiences in an MNE	This study employs an extensive qualitative case study design to analyze interview, documentary, and observational data to gain insight into the spread of artificial intelligence (AI) in human resource management (HRM). The study focuses on the Indian subsidiary of a major global technology consulting multinational enterprise (MNE). By developing HRM-focused, AI-enabled applications, the MNE improved HR cost-effectiveness and offered highly personalized and customized employee experiences. This study uses the	76

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		theoretical frameworks of job signals, AI-mediated social exchange, HRM practice individualization, and person-organization fit theories to explain how HRM practices affect workers' attitudes and behaviors. Ten interviews with prominent figures in the world of technology, innovators, top HR executives, and staff members including those working on the creation and execution of AI applications with an HR focus were undertaken. Results point to the employment of digital, virtual, and personal assistants with artificial intelligence (AI) capabilities for a variety of HRM functions, including routine, analytical, interactional, and communicative duties with staff members. This MNE's HR cost-effectiveness and overall employee experience were improved by a wide range of HRM-focused AI apps, which also decreased staff turnover and raised employee commitment and satisfaction levels.	
Malik et. al. (2020)	A meta-analysis of mediating mechanisms between employee reports of human resource management and employee performance: different pathways for descriptive and evaluative reports?	The researcher has examined how employee reports on human resource management (HRM) practices relate to employee performance. This study made a distinction between descriptive reports of HRM practices, which record employee experiences of the implementation of HRM activities, and evaluation reports of HRM practices, which gauge employees' opinions of the practices' efficacy, quality, and/or worth. Employing a meta-analytical methodology, they find that descriptive reports of HRM practices are more positively correlated with personal and job resources (i.e., skills, empowerment, and supportive relationships), and evaluative reports of HRM practices are more positively correlated with job attitudes (i.e., job satisfaction and commitment). Additionally, they found that job attitudes and personal/work resources operate as a sort of mediating factor in the favorable link they found between employee-reported HRM practices and employee performance.	27
Huff et. al. (2020)	High-performance work practices, employee well-being, and supportive leadership: spillover mechanisms and boundary conditions between HRM and leadership behavior	This research seeks to expand on our knowledge of the connections between employee well-being and high-performance work practices (HPWPs). Specifically, the researcher integrated three forms of employee well-being and suggested that, through the mediation of work satisfaction and employee engagement, HPWPs have a favorable impact on employee health (i.e., health status, sick leave, and sleep quality). Additionally, they examined the impact of supportive leadership as a crucial contextual factor. They postulated that supportive leadership will reinforce the positive relationships between HPWPs and employee health through job satisfaction and engagement, as the relationships between HPWPs and (a) job satisfaction and (b) work engagement should be stronger when leadership is more supportive. Representative data from German-speaking nations (Austria, Germany, and Switzerland; N =3325) is used to examine these theories. The findings are consistent with the mediating functions of work engagement and job satisfaction. Remarkably, a counteracting effects hypothesis is supported by the fact that the remaining direct relationships between HPWPs and sleep quality are negative. They also discovered a moderating effect where supportive leadership, contrary to what they had assumed, lessens the impact of HPWPs.	41

III. RESEARCH OBJECTIVES

The research objectives are given below:

● To determine the number of articles published on the subject of employee engagement within a certain time frame to analyze the annual trend in publications about this issue.

● To determine which author(s) and source(s) have significantly advanced the field of employee engagement research by evaluating the significance and applicability of their published work.

● To ascertain the field of study that has produced the greatest literature on employee engagement as well as the most common document format used in these publications.

● To determine the most notable publishing affiliation(s) for employee engagement papers by looking at the organizations or institutions linked to the greatest amount of publications in this area

● To identify the distribution and concentration of publications across various nations by determining which countries are leading the way in publishing papers on employee engagement.

● To examine the citation patterns between pertinent research papers in this field and analyze the citation networks linked to employee engagement.

IV. RESEARCH METHODOLOGY

The following elements are included in the methodologies section: formulation of research questions, extraction of data sets, and construction of research methodology. The primary objective of this research is to do a bibliometric analysis of employee engagement-related articles that are indexed in the Dimension database. A series of research questions has been developed to offer responses to accomplish this goal. These questions are included in the table below (table-1), along with an explanation of each one's importance.

Table 1: Research Questions with Their Significance

| S.No.	Research Questions	Significance
1.	What is the yearly trend in employee engagement-related publications?	Examining the number of papers published on employee engagement each year might shed light on potential future developments in this area.
2.	Which document and source have significantly advanced the field of employee engagement research?	Identifying particular studies, approaches, and resources for carrying out top-notch research in this field may be made easier for researchers by identifying the authors and publications that have made the most contributions to the field of employee engagement research.
3.	Which field of study and which kind of document has produced the most research on employee engagement?	Analyzing research efforts in various domains and document formats by looking at the areas and document types that have published the most research on employee engagement. Researchers can use this information to help choose future study directions.
4.	Which publication association is the most well-known for articles on employee engagement?	Discovering the top publishing affiliations for papers on employee engagement may help researchers choose the right journals, conferences, and academic institutions to

		publish their work. It could also affect how frequently their works are cited in the future.
5.	Which countries are leading the way in the publication of studies on employee engagement?	Analyzing the nations that are giving priority to this field of study by researchers and practitioners can gain insights into the geographical focus of employee engagement. This information may present chances for future publications including scientific contributions from those countries.
6.	Which citation networks are associated with employee engagement?	Examining the citation networks related to employee engagement can offer future researchers an effective way to search, making it easier for them to find pertinent material.

V. RESULTS AND DISCUSSION

According to Benckendorff and Zehrer (2013), bibliometric studies are often divided into three categories: relational approaches, evaluation techniques, and review techniques. The goal of evaluative approaches is to determine a topic's relative significance and academic impact. These methods include a range of productivity metrics, including determining the most frequently cited authors, examining the distribution of papers among journals and individual authors, and monitoring the historical increase of publications (Hall, 2011). According to Keithley-Herring et al. (2016), an examination of author contributions might also shed light on the relative maturity of a study subject. The Biblioshiny program and other tools have been used in these analyses.

Relational approaches like co-authorship, co-citation, and co-word analysis are frequently used to determine a study topic's intellectual structure. For our study, co-citation and co-word approaches work well and allow for the detection of trends and new subjects (Zupic and Cater, 2015).


Most Global Cited Documents
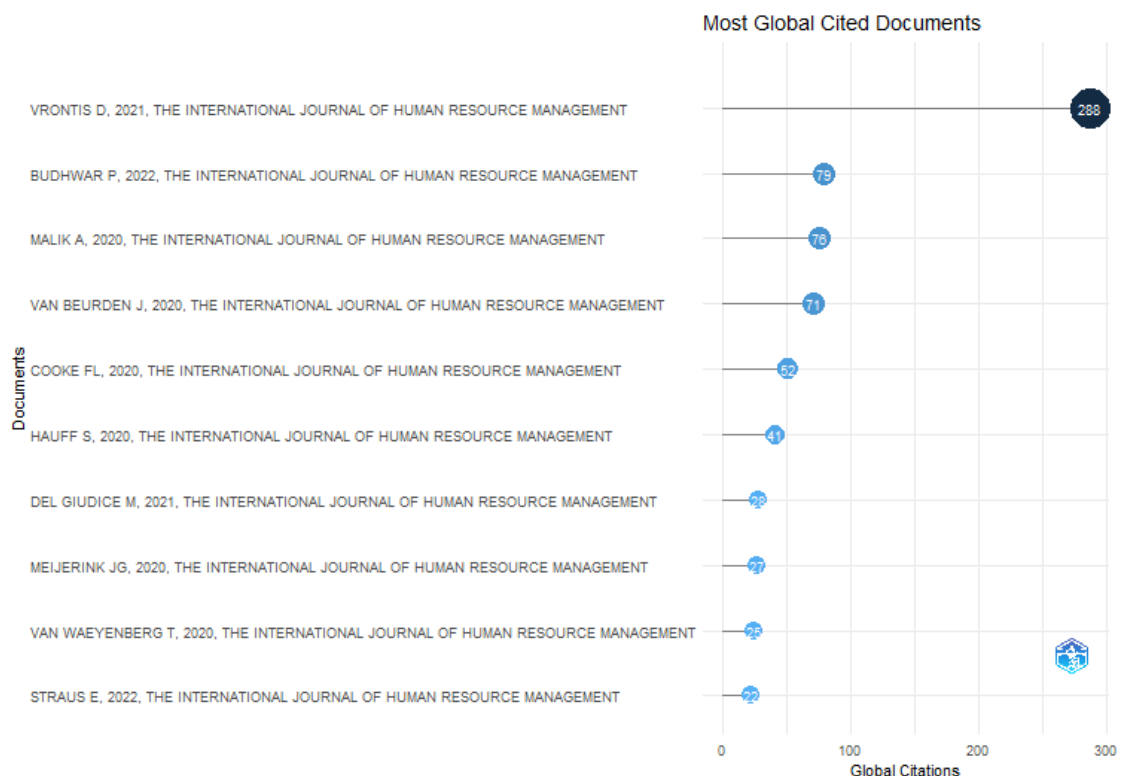
The provided dataset offers insights into citation metrics for research papers in the field of Employee Engagement. The list of papers and their corresponding total citations provides insights into the research impact and recognition in the field of Employee Engagement and related areas. Notable papers with high total citations include "Vrontis D, 2021" with 288 citations, "Budhwar P, 2022" with 79 citations, and "Malik A, 2020" with 76 citations. These papers have garnered significant attention and acknowledgment within the academic community, indicating their influential contributions to the field. Other papers with notable citations include "Van Beurden J, 2020" (71 citations), "Cooke FL, 2020" (52 citations), and "Hauff S, 2020" (52 citations). There are several other papers with different citations including "Del Giudice M, 2021" with 28 citations, "Meijerink JG, 2020" with 27 citations, "VAN Waeyenberg T, 2020" with 25 citations, and "Straus E, 2022" with 22 citations. The citations reflect the impact and relevance of these papers in shaping the discourse and advancing knowledge in the realm of Employee Engagement and related disciplines.


Annual Scientific Production
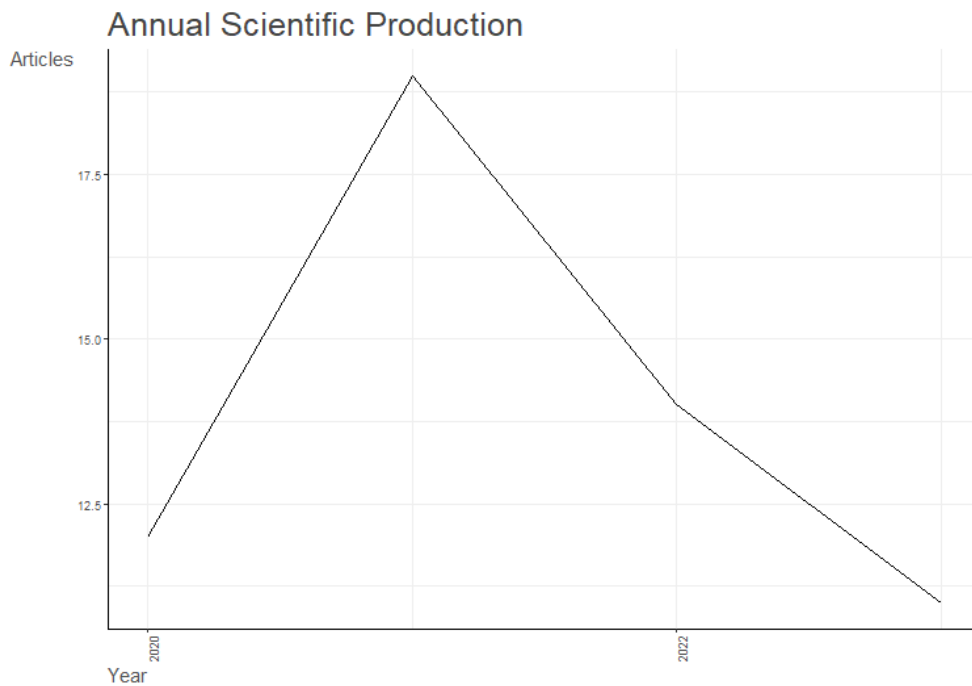
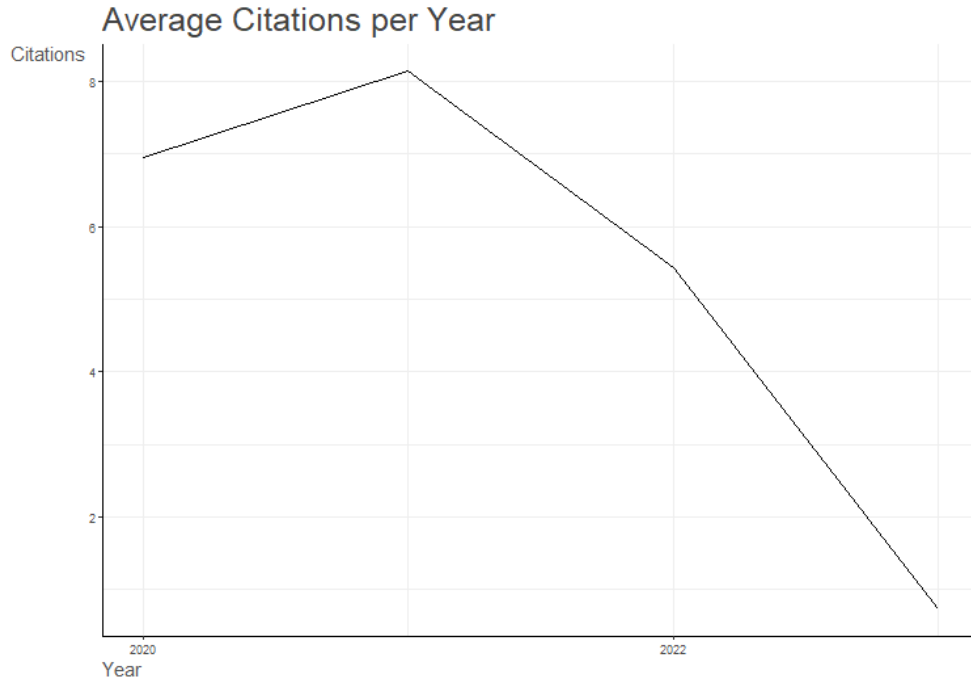| Year	Articles
2020	12
2021	19
2022	14
2023	11

The provided data presents the scientific production of the papers/ articles produced from 2020-23 that have been presented in the field of Employee Engagement across different years. In 2020, there were 12 articles published on this topic, followed by 19 articles in 2021. As of the year 2022, there have been 14 articles published on Employee Engagement, and in 2023, 11 articles were recorded.

Most Relevant Sources
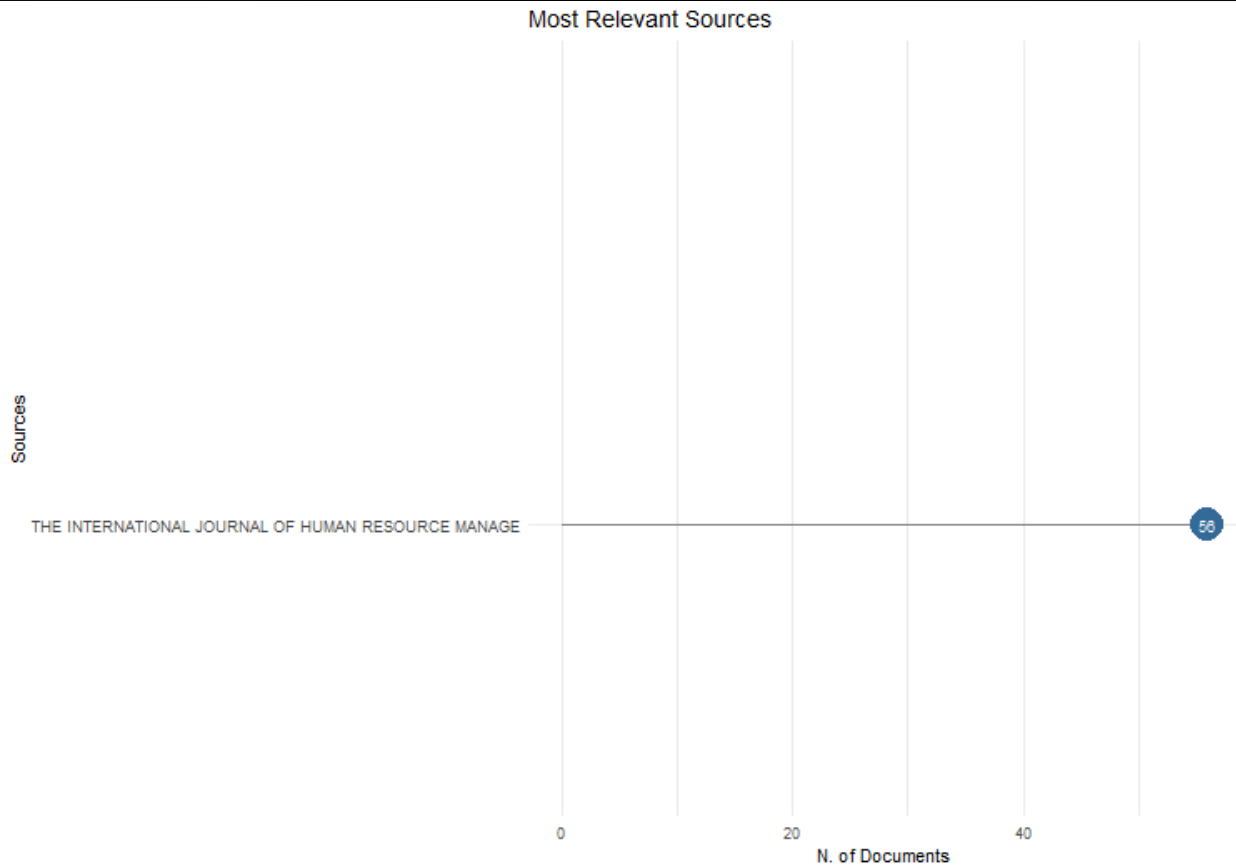
The provided data presents the distribution of articles related to Employee Engagement across a single source. The most relevant source for research papers in this field appears in "The International Journal of Human Resource Management".

Most Relevant Authors
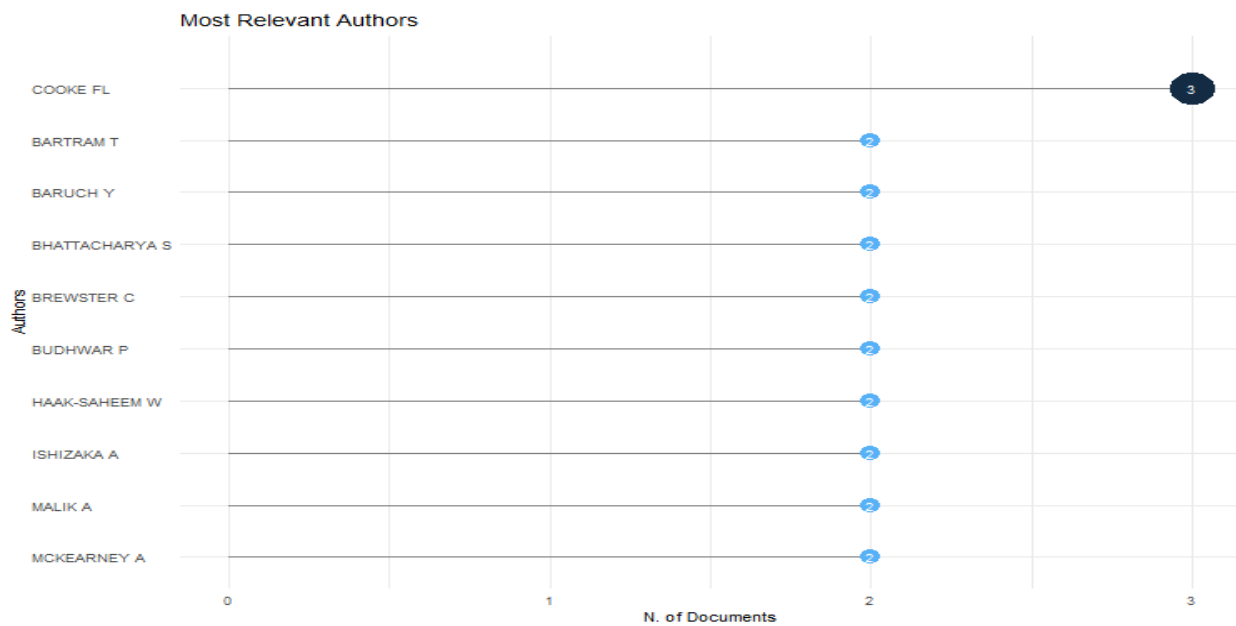
Authors such as Cooke FL have authored 3 articles. Bartram T, Baruch Y, Bhattacharya S, Brewster C, Budhwar P, Haak-Saheem W, Ishizaka A, Malik A, and Mckearney A all have authored 2 articles in this field.

Average Citations per Year

Year	Mean TC per Article	N	Mean TC per Year	Citable Years
2020	27.83	12	6.96	4
2021	24.42	19	8.14	3
2022	10.86	14	5.43	2
2023	0.73	11	0.73	1

The provided data displays the trend average citations attained/ received from the theme in all sources from 2020 to 2023. The highest citation was received in the year 2021.

Sources' Local Impact by H index
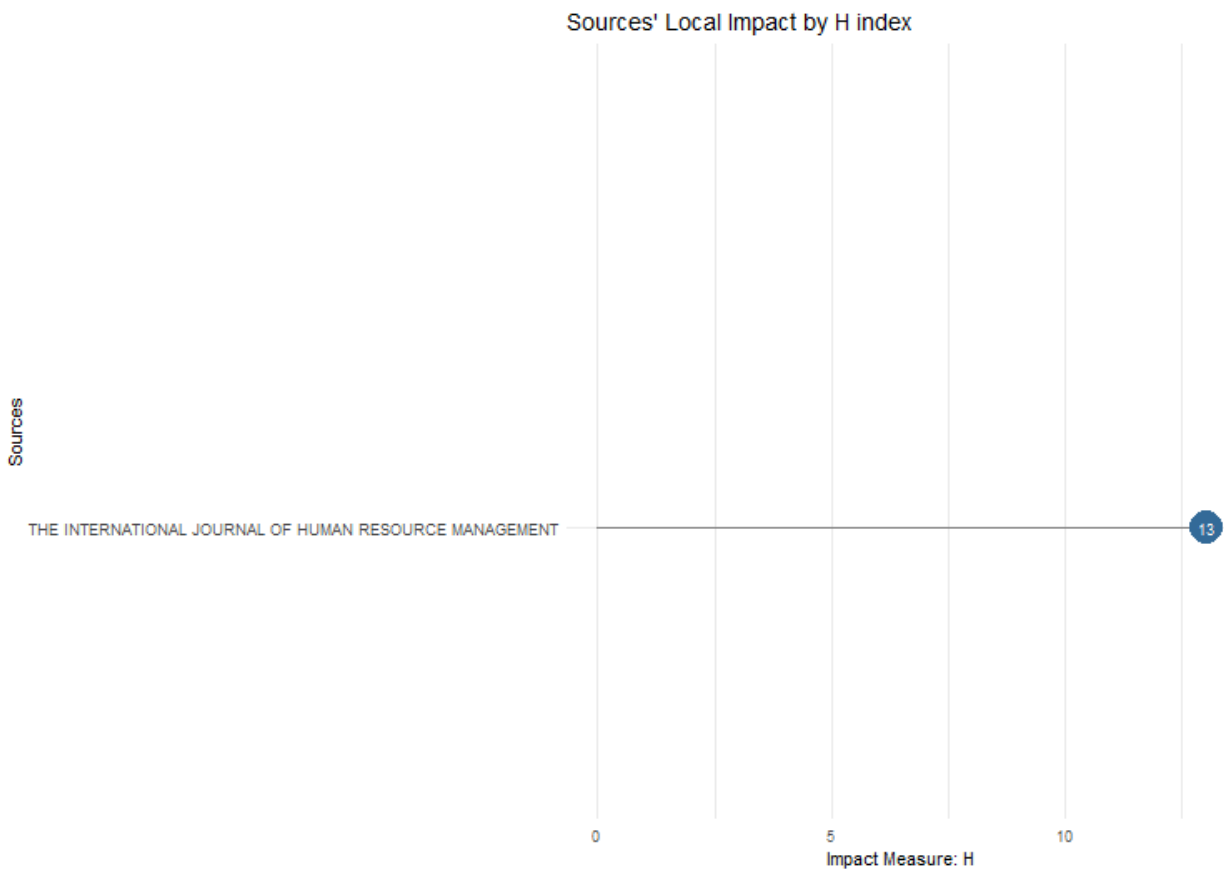
The provided data offers information on the local impact of various sources in the field of Employee Engagement, as measured by the h-index. The h-index represents the highest number of articles, h, that have received at least h citations. The source here is "The International Journal of Human Resource Management" The h-index provides a measure of the local impact of these sources within the field of Employee Engagement, reflecting the number of cited articles they have produced. Researchers and practitioners may consider these sources as potential outlets for accessing influential and relevant research in the domain of Employee engagement.
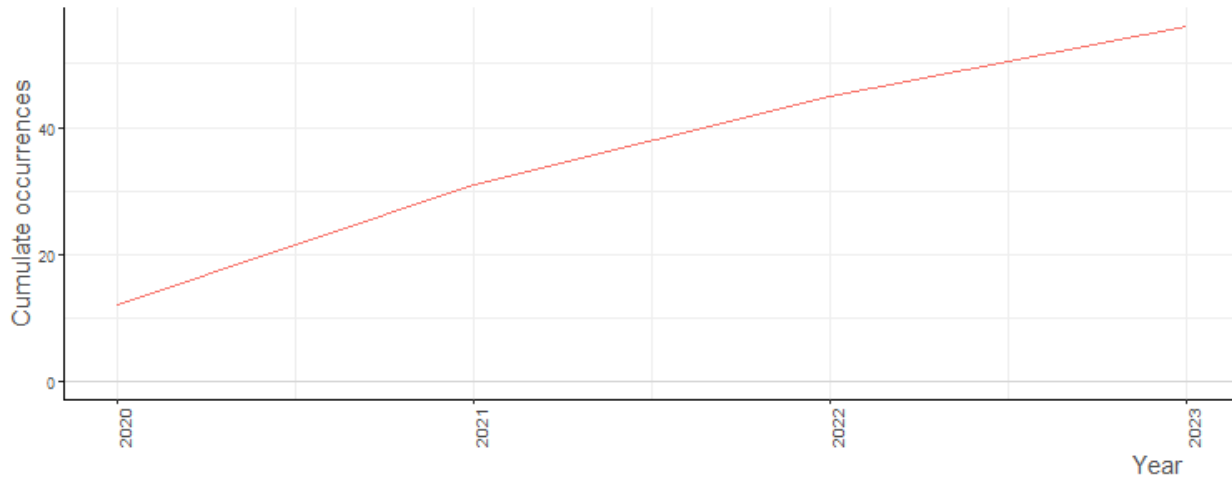
ONAL JOURNAL OF HUMAN RESC

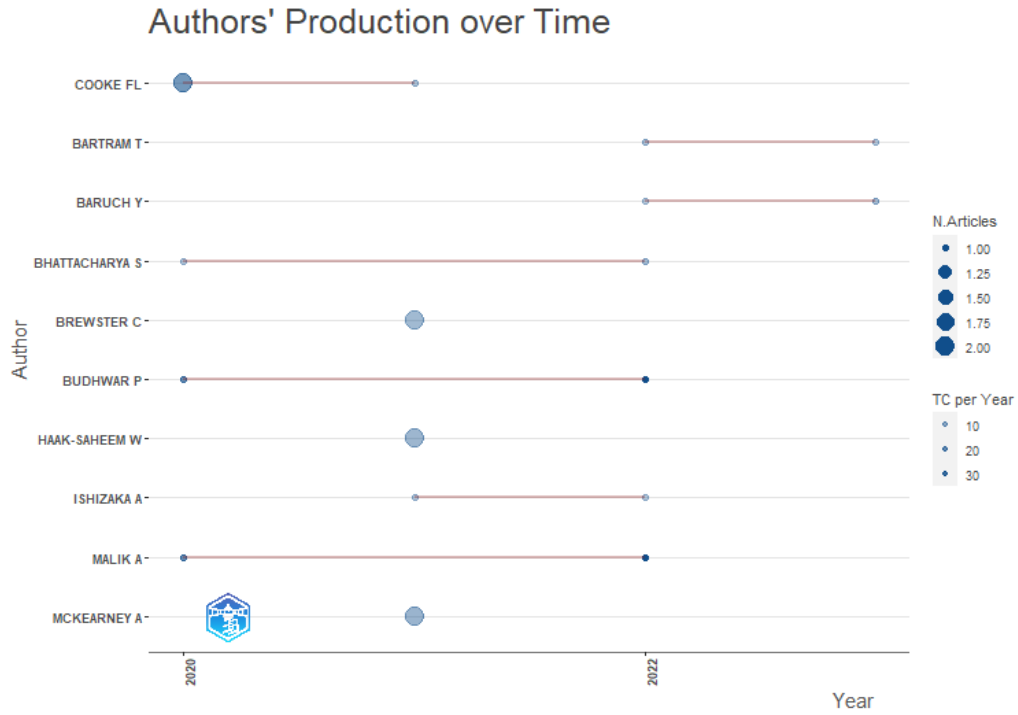| Year	THE INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT
2020	12
2021	31
2022	45
2023	56

The figure provides a breakdown of the number of articles published in different years from a journal named "The International Journal of Human Resource Management". The number of articles from 2020 to 2023 continuously increased.

Authors' Production over Time

The figure provides information on the publication records of various authors in the field of Employee Engagement over time. The figure presents a range of authors who have contributed articles on diverse topics related to Employee Engagement. The dataset also includes the total citations (TC) and total citations per year (TCpY) for some articles. The dataset showcases the research output of authors in the field of Employee Engagement, their area of focus, and the frequency of publications over the years.


Affiliations' Production over Time
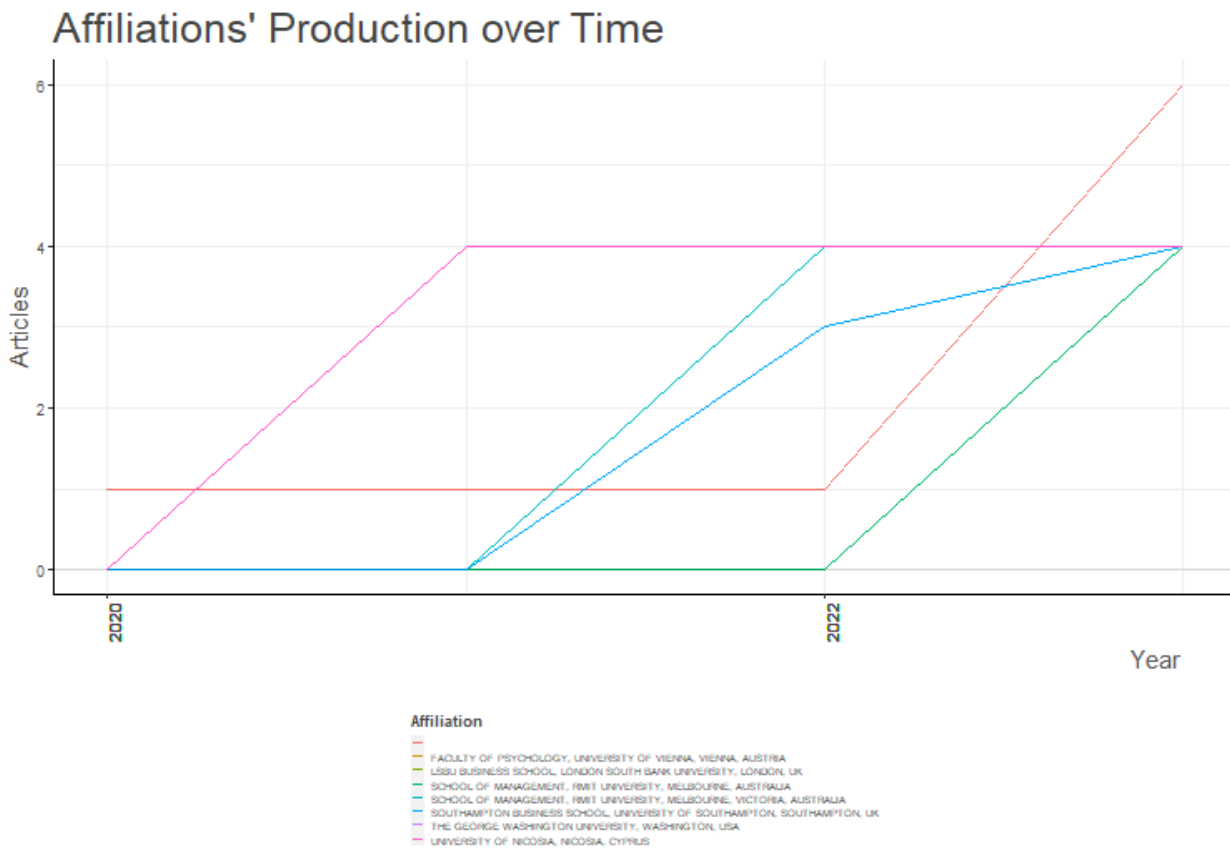
The dataset provides information on the production of articles related to Employee Engagement across various affiliations from 2020 to 2023. The data reveals different patterns in publication output among the affiliations.
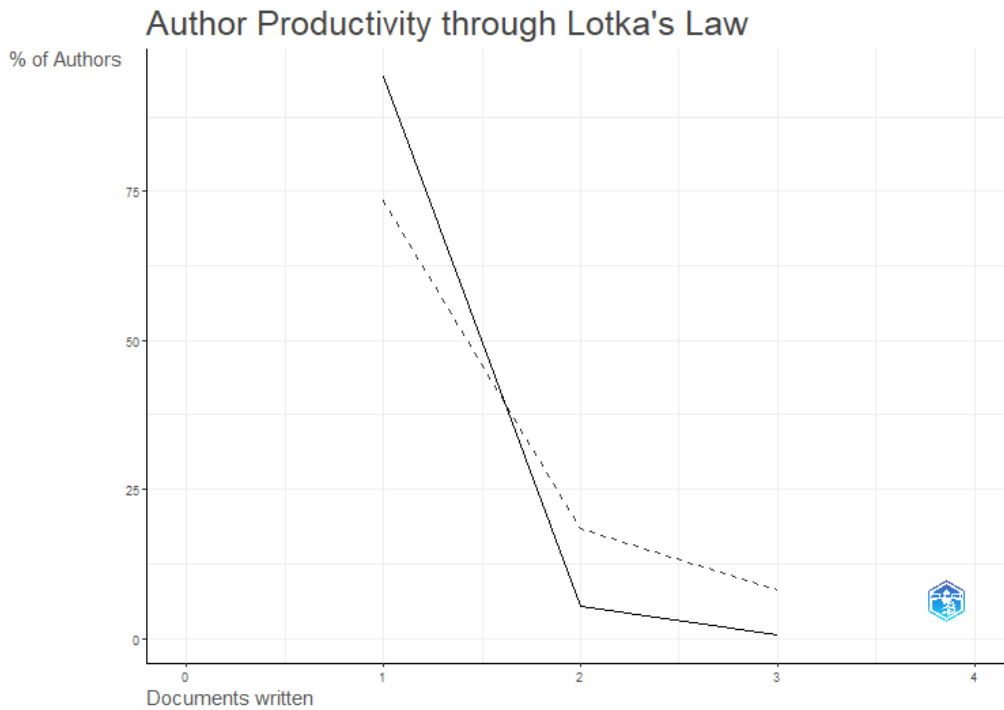

No. of Articles	No. of Authors	Frequency
1	178	0.94179894
2	10	0.05291005
3	1	0.00529101

The dataset provides information on the productivity of authors and how frequently they work on articles related to Employee Engagement across various from 2020 to 2023.
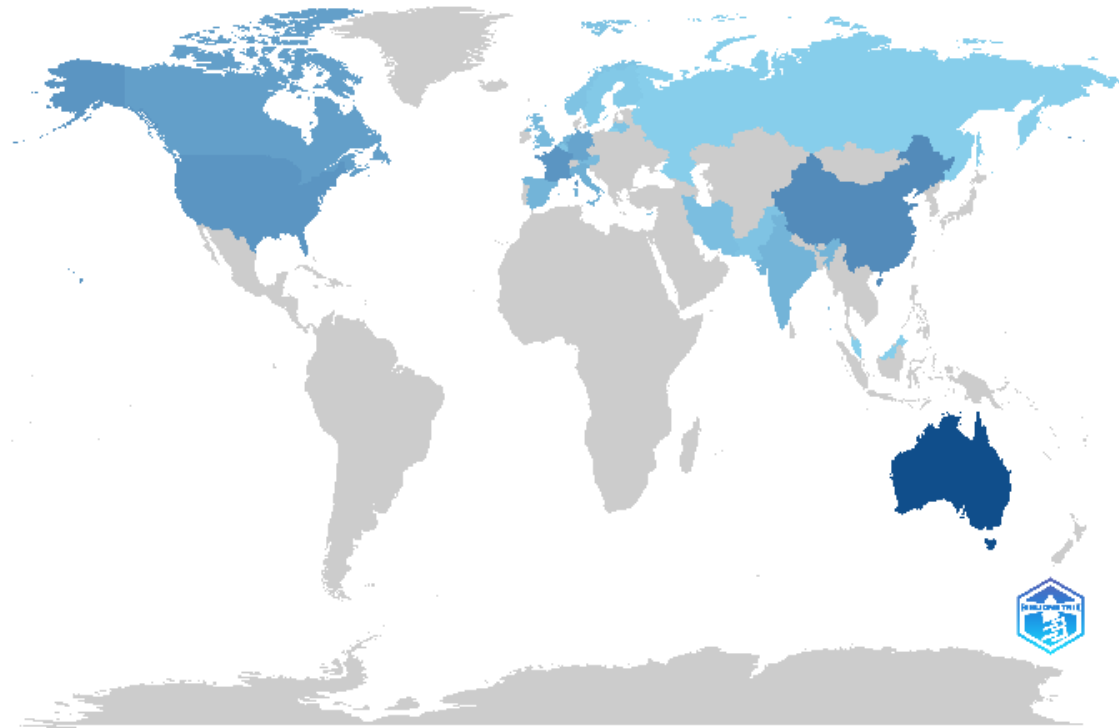
Authors' Local Impact by H index
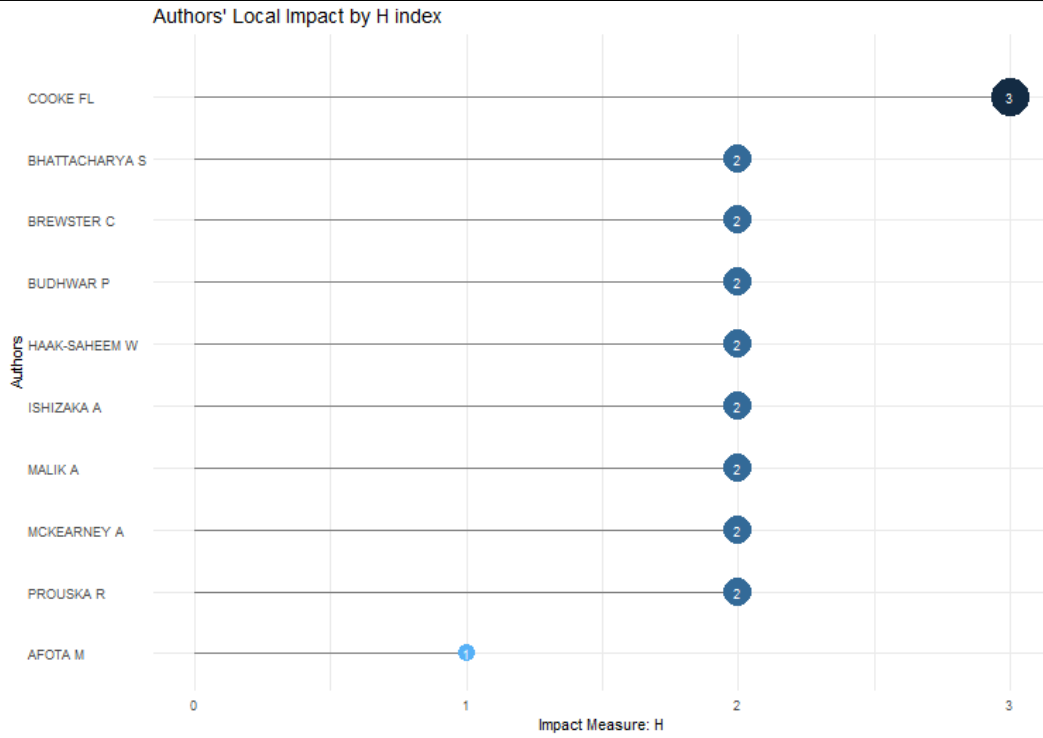
The provided data offers information on the local impact of various authors in the field of Employee Engagement from 2020 to 2023, as measured by the h-index. The h-index provides a measure of the local impact of these sources within the field of Employee Engagement. Researchers and practitioners may consider these sources as potential outlets for accessing influential and relevant research in the domain of Employee engagement.

Most Relevant Affiliations
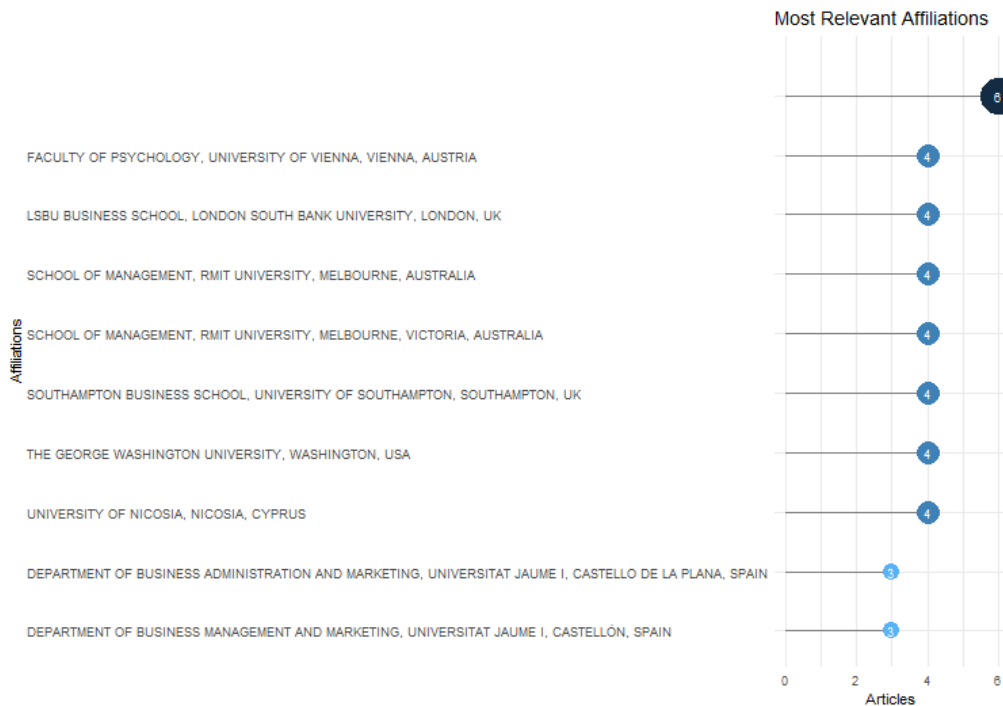
The data provided the author's affiliations who have contributed significantly to the field of Employee Engagement.

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Country Scientific Production

Region	Frequency
AUSTRALIA	27
CHINA	14
FRANCE	12
USA	12
CANADA	10
GERMANY	9
ITALY	7
INDIA	6
NETHERLANDS	6
SPAIN	6
AUSTRIA	5
CYPRUS	5
UK	5
IRAN	4
BELGIUM	3
LITHUANIA	3
NORWAY	3
PAKISTAN	3
FINLAND	2
LUXEMBOURG	2
SWEDEN	2
MALAYSIA	1
RUSSIA	1
SINGAPORE	1

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The data provided the top 10 corresponding countries with the domain of Employee Engagement. This figure shows a visualized map of the countries and an exact number of papers which published by the related countries.
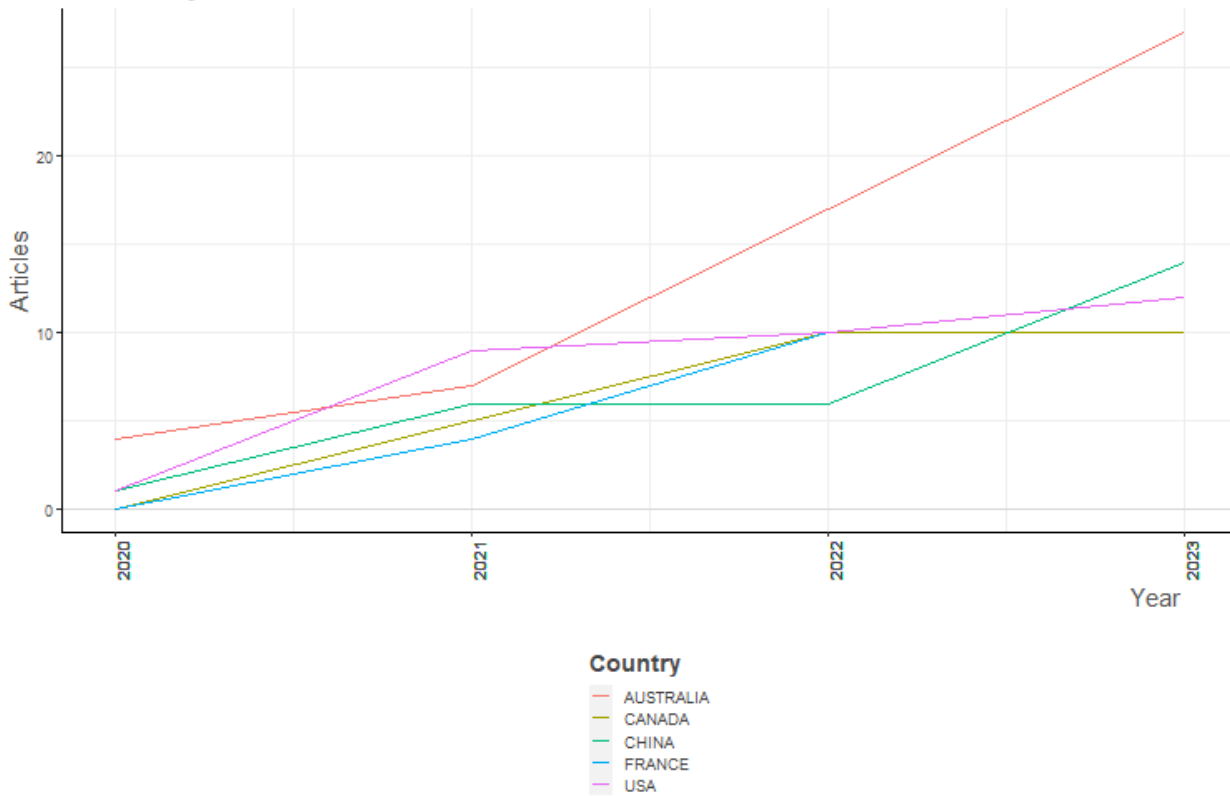
The above figure represents the trend of publications in the top five countries based on their number of publications. The above figure depicts that Australia has the highest number of publications, followed by China, the USA, and France.
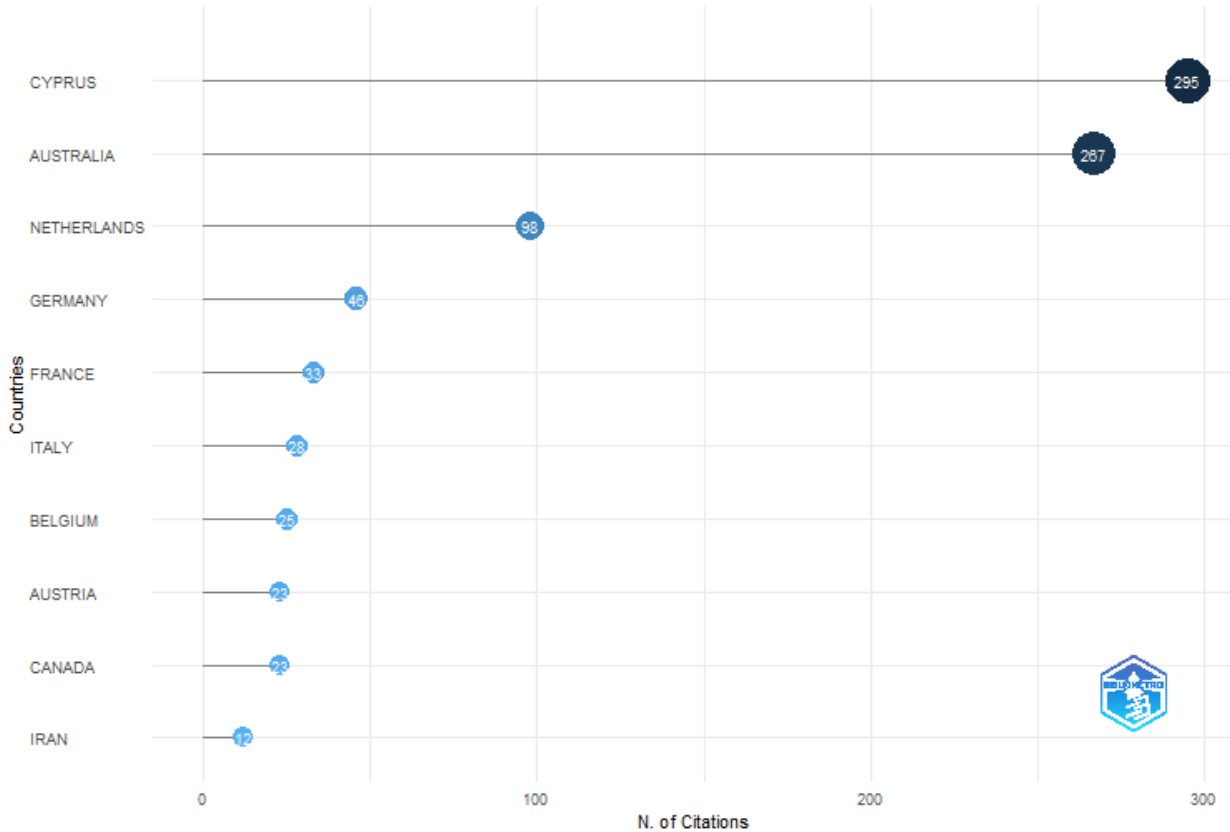
Country	TC	Average Article Citations
CYPRUS	295	147.5
AUSTRALIA	267	20.5
NETHERLANDS	98	49
GERMANY	46	11.5
FRANCE	33	5.5
ITALY	28	28
BELGIUM	25	12.5
AUSTRIA	23	11.5
CANADA	23	7.7
IRAN	12	12
NORWAY	12	6
SINGAPORE	10	10
SPAIN	8	4
USA	7	3.5
CHINA	6	2
INDIA	5	5
MALAYSIA	0	0

The above figure explains the top-cited countries. Top cited countries mean how articles are published by the country in the relevant field. Cyprus is the top-cited country with 295 citations, Australia with 267 citations, and the Netherlands with 98 citations. These findings shed light on the varying levels of research productivity and recognition across different countries.
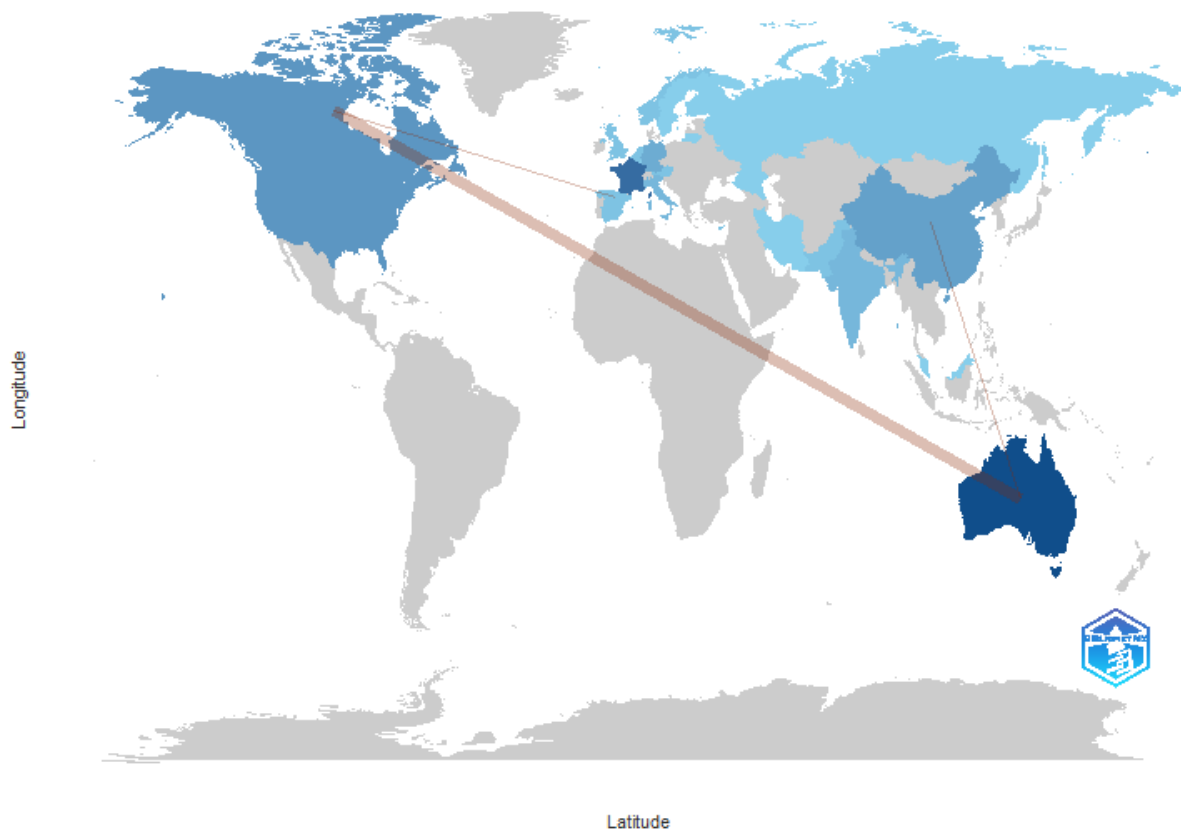
The figure represents the collaboration between the countries for the publication under Employee Engagement. There are various countries which have collaboration with other countries.

VI. CONCLUSION

The pattern and nature of publications about Employee Engagement were analyzed using Bibliometric Analysis. Biblioshiny software is used by R-Studio which is a bibliographic mapping tool, used in the study for the analysis of citation, authorship, the volume of publications, the origin of the instruction materials, as well as many other matrices associated with the publication, etc. included in the Dimensions database using the research results. Outcomes of the analysis depict that publications have been increasing since 2000 and kept on increasing.

Cyprus has a leadership in publications about Employee Engagement, maximum number of publications have been published by Cyprus than other countries. Vrontis, D., 2021, International Journal of Human Resource Management has the highest number of global citations and publications by the Faculty of Psychology, University of Vienna, Austria. Further, the term "Employee Engagement" has the maximum frequency in the authors' publications and Cooke FL has the maximum number of publications as well as citations with the most relevant publications in this field.

The findings of this study can be further utilized for performing meta-analysis and systematic literature review. The findings also provide a comprehensive overview of the most relevant author, most cited paper, most cited country, etc. which gives a strong base for further research and also depicts which country used the most in the publication concomitant to Employee Engagement. Since only Dimension-related journals have been included in the study, further study can be done on Scopus, Web of Science, and other sources of publications.

VII. LIMITATIONS

This study uses only one database which is Dimensions Database. The source used here is only the International Journal of Human Resource Management. Only English medium papers are included there. The conclusion of this study may not completely represent all the work done in the field of Employee Engagement because another database is not considered, such as Scopus, Web of Science, j gate, and many more. There are certain restrictions on this document. Restrictions apply to the database, data selection, and methodologies employed. Regarding the methodology, one operator—"AND"—is used just for articles that match the interest of the keywords. The researcher used the string "HRM Practices" AND "Employee Engagement" in the title, abstract, and keywords. Different lists of publications would have been produced by other combinations. The database's most obvious shortcoming is that the bibliometric analysis was limited to the Dimension Core collection. This, however, was done on purpose because combining different datasets would not have allowed for a thorough examination. It should be noted that this study is subject to the same scope limits as the Dimensions Core Collection. The selection of data was limited to journal articles; books, conference papers, and other sources were excluded. Thus, the outcomes would have been different if more sources had been taken into account. On this final point, though, the consensus was to compile the data in the most uniform way possible.

It would be interesting to include a larger number of academic databases, such as Web of Science, Scopus, J-gate, and Google Scholar, to create even more thorough classifications of journals, academics, academic institutions, and countries, as well as to extrapolate the results to the full range of publications on this topic concerning Employee Engagement.

This kind of analysis is no longer useful for researchers who don't have awareness and don't know how to use the Dimensions Database. Also, there is the main use of Biblioshiny software, without understanding this software this analysis is not possible.

The researcher hopes that this study will provide the future research agenda in the field of Employee Engagement.

VIII. FURTHER SCOPE

The future scope of this study on Employee Engagement is promising and offers several opportunities for further exploration and development. The presented data demonstrate the growth and significance of this field, highlighting the need for

continued research and innovation. As technology continues to evolve rapidly, future research on exploring the integration of factors contributing to Employee Engagement, opportunities, and challenges faced by HR Managers which results in either engagement or disengagement of employees.

Collaboration between researchers, policymakers, industry experts, and consumer advocates can facilitate knowledge exchange, promote innovation, and address the complex challenges in this field.

Future research can delve deeper into understanding the factors that build engagement among employees. Exploring effective HRM Practices to enhance employees' commitment and satisfaction can contribute to broader acceptance and adoption of Engagement in the banking sector.

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