Beyond The Surface: Mapping The Landscape Of Gender Discrimination's Influence On Employee Performance And Turnover Intentions Through Bibliometric Analysis

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Abstract

This research paper explores the intricate relationship between gender discrimination, employee performance, and turnover intention. Leveraging the SCOPUS database, 51 articles were meticulously analyzed using R-studio and Vosviewer software. Through trend analysis, keyword co-occurrence, and collaboration networks examination, the study revealed significant insights into organizational injustice behaviors, diversity climate, and their impact on employee attitudes and turnover intentions. The findings underscore the importance of fostering a just work environment to enhance employee satisfaction and morale. While the study exclusively relied on the SCOPUS database, future research could benefit from incorporating additional databases like Web of Science (WOS) and extending the timeframe considered, potentially enhancing the depth and comprehensiveness of analysis. This research contributes to advancing understanding and strategies for creating more equitable workplaces.

Keywords: Gender Discrimination, Bibliometric Analysis, Employee Performance, Turnover Intention

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Introduction

Laws such as the 1964 Civil Rights Act and the 1963 Equal Pay Act, as amended in 1991, have been established for over five decades to protect women from discrimination. According to a 2018 study by McKinsey and LeanIn.Org on women in the workplace, one in ten women in senior leadership roles is considered a robust representation, with 33% of women and nearly 50% of men across various industries concurring. The differential evaluation and treatment of women and men are often predicated on entrenched gender stereotypes (Heilman, 2001). These stereotypes position women as caretakers and men as breadwinners (Diekman & Eagly, 2000). Identity formation is influenced by parents, the environment, and societal norms (Uzma, 2004). This is a bidirectional process where external perceptions and self-perceptions interplay. Traditionally, parents perceive their daughters as weak, timid, and overly vulnerable, necessitating protection from men in society. The visibility of prominent women such as Condoleezza Rice, Oprah Winfrey, and Hillary Clinton has led some to believe that the gender gap in business is narrowing (Sipe et al., 2009).

Gender discrimination has long been a pervasive issue within organizations. Discrimination manifests as biases in various public life domains, including gender, race, and religion (Bayer, 1986). Prior research suggests that discrimination is a profoundly adverse experience for females (Schmitt & Branscombe, 2002; Schmitt et al., 2003; Foster et al., 2004). The social positioning of individuals significantly influences their perceptions of discrimination (Cameron, 2001; Schmitt et al., 2003; Iyer & Ryan, 2009). Working women face multiple disadvantages and discriminatory practices compared to men (Shaffer et al., 2000; Ngo et al., 2002; Peng et al., 2009; Attané, 2012). Peng et al. (2009) reported that female employees experience higher levels of gender discrimination and are assigned less challenging tasks than their male counterparts. Hoang & Huynh (2019) elucidated that gender-based discrimination occurs in various economic sectors, affecting hiring, training, working hours, pay, and other areas. Fukase (2014), examining the 2002 and 2004 Vietnam Household Living Standard Survey (VHLSS), found a significant gender wage gap in the informal sector, with women earning approximately 24% less than men.

Employee performance is a critical metric indicating work output (Na-Nan & Sanamthong, 2019). The growth and productivity of an organization are intrinsically linked to its workforce. Employee performance remains a focal concern for managers, senior leaders, and employees (Kelidbari et al., 2016). Enhancing job performance through practical support is a primary organizational objective (Wu et al., 2011). Abbas & Yaqoob (2009) emphasized that employee performance is vital for organizational success. Liao et al. (2012) posited that job performance sets the standards for pay

adjustments, layoffs, penalties, promotions, evaluations, and rewards. Employee performance encompasses behaviors and contributions that drive organizational achievements (Ahmad et al., 2011). Anitha (2014) asserted that employee performance is directly correlated with organizational performance and achievement, training and development, reward systems, collegial relationships, leadership styles, a well-being environment, and employee engagement. Performance metrics often reflect financial or other tangible outputs.

Turnover intention is conceptualized as a deliberate and conscious decision to leave an organization, typically measured over a specified period, such as the next six months. Mobley et al. (1978) described it as the final stage in a series of withdrawal cognitions, including contemplation of resignation and intentions to seek alternative employment. Turnover intention is often the result of low job satisfaction (Fatima & Rehman, 2012; Rehman, 2008; Ahmad & Omar, 2010; Cotton & Tuttle, 1986; Bluedorn, 1982; Mobley, 1982; Price, 1977; Jules et al., 2017). Numerous studies have identified a negative correlation between turnover intention and organizational commitment (Hom & Griffeth, 1995; Ferris & Aranya, 1983; Wiener & Vardi, 1980; Shore & J. Martin, 1989). Motivational sources significantly influence employees' intentions to leave (Richer et al., 2002; Kuvaas, 2006; Vansteenkiste et al., 2007; Dysvik & Kuvaas, 2010; Kuvaas et al., 2017). Gberevbie et al. (2014) demonstrated that gender discrimination has a unique and potent impact on employee performance. Workplace discrimination is associated with diminished enthusiasm, effectiveness, job satisfaction, motivation, organizational commitment, work engagement, self-efficacy, and well-being (Ensher et al., 2001; Deitch et al., 2003; Banerjee, 2008; Channar et al., 2011). Dalton et al. (2014) found that perceived gender discrimination correlates with reduced organizational citizenship behavior and increased turnover intentions. Mohamad (2019) underscored the significant adverse relationship between workplace gender discrimination and task and contextual performance. Gender discrimination impacts employee performance and career advancement (Gberevbie et al., 2014). Employees who perceive bias and mistreatment in areas such as salary, benefits, job descriptions, promotions, overtime, or layoffs are more likely to resign (Allen & Keaveny, 1985). Sexual harassment leads to decreased job satisfaction and higher turnover intention (Merkin, 2008; Salman et al., 2016). Sanchez & Brock (1996) found that perceived discrimination induces stress, resulting in lower job satisfaction and increased turnover intention. Discriminated employees are inclined to leave their organizations (Ozer & Gunluk, 2010). Additional studies corroborate these findings (Ghafoor et al., 2016; Alexander & Ruderman, 1987; Folger & Konovsky, 1989).

Lee et al. (1999) suggested that employees might react to 'shocks' within an organization, such as negative performance appraisals, which can prompt immediate turnover intentions. Vroom's expectancy theory (1964) posits that adverse job performance evaluations signal to employees that they are unlikely to achieve valued outcomes from their organization. This study finds a negative association between performance and turnover intention (Zimmerman & Darnold, 2009). While numerous studies explore the interrelationships among gender discrimination, employee performance, and turnover intention, few employ bibliometric analysis to elucidate these connections.

Research Methodology

For the literature review, this study has adopted the bibliometric analysis method, a sophisticated and systematic technique for evaluating existing scholarly literature. Bibliometric analysis involves a comprehensive approach to identify, summarize, and scrutinize previous research studies. By employing this method, the study meticulously examines patterns, trends, and intellectual structures within the body of literature relevant to the research topic.

The bibliometric analysis process began with the extraction of articles from the SCOPUS database, renowned for its extensive and high-quality repository of peer-reviewed literature. This database was selected due to its broad coverage of academic disciplines and the reliability of its citation indexing.

In conducting the bibliometric analysis, the study undertook several critical steps. Firstly, it identified the most pertinent and influential articles by analyzing citation metrics, which reflect the impact and recognition of the research within the academic community. This step involved discerning key publications that have significantly contributed to the discourse on gender discrimination, employee performance, and turnover intention.

Next, the study summarized the extracted literature, providing an overview of the central themes, methodologies, and findings prevalent in the existing research. This summary helps in understanding the progression of knowledge and identifying any prevailing gaps or inconsistencies within the field.

Subsequently, the analysis delved deeper into the data by examining co-occurrence of keywords, co-citation of authors and sources, and collaboration networks among researchers, institutions, and countries. Tools such as R-studio and Vosviewer were utilized to create visual representations of these relationships, facilitating a clearer understanding of the intellectual landscape.

Additionally, the study mapped the thematic evolution and conceptual structure of the research area. This involved identifying core topics and emerging trends, thereby providing insights into the direction of future research.

Overall, the bibliometric analysis enabled a thorough and nuanced exploration of the literature, offering a robust foundation for understanding the interactions among gender discrimination, employee performance, and turnover intention. Through this meticulous process, the study not only synthesized existing knowledge but also highlighted areas for further investigation, contributing to the ongoing scholarly dialogue.

Result And Discussion

Main Information of the Study

Table 1: Main Information of the Study

Illustration	Outcomes
Period	2004-2022
Sources	44
Documents	51
Annual Growth Rate %	9.35
Document Average Age	4.41
Average citations per doc	20.06
References	10944
Contents of Document	
Keywords Plus	118
Author's Keywords	167
Authors	
Authors	141
Authors of single-authored docs	6
Author's Collaboration	
Single-authored docs	6
Co-Authors per Doc	2.86
International Co-authorships %	33.33

The research is confined to examining literature on gender discrimination (GD), employee performance (EP), and turnover intention (TI) published between 2004 and 2022 within the domains of business and management. For the purposes of rigorous analysis, the study excluded review papers, conference papers, editorials, and other non-article materials. Ultimately, the investigation yielded a corpus of 51 articles authored by 141 scholars, among which six were single-authored contributions. The search was restricted to articles published in the English language. The dataset exhibited an

annual growth rate of 9.35 percent in publications. The average age of the documents was 4.41 years, with each document receiving an average of 20.06 citations, aggregating to a total of 10,944 references. The co-authorship per document was calculated at 2.86, and the rate of international co-authorship stood at 3.33 percent. The analysis identified a total of 167 distinct author keywords within the records, reflecting the thematic diversity and specific focus areas of the research. This bibliometric assessment underscores the collaborative nature of research in this field and highlights the evolving trends and scholarly impact of studies concerning GD, EP, and TI over the specified period.
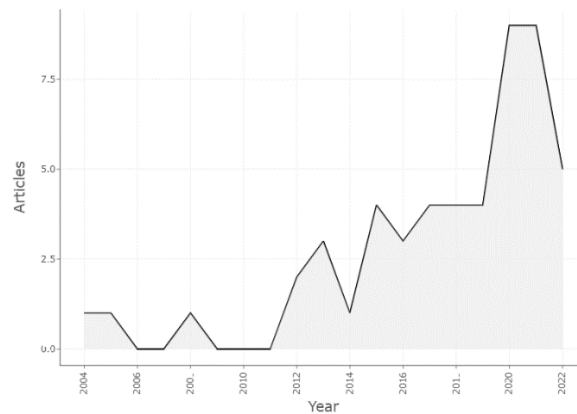
Publication Trends

Figure 1: Publication Trends

In the present study, 51 original published articles from the years 2004 to 2022 were meticulously examined. The publication trends pertaining to gender discrimination, employee performance, and turnover intention are illustrated in Figure 2. The data reveal a substantial expansion in the number of papers, increasing from a solitary publication in 2004 to nine publications in both 2020 and 2021. These years, 2020 and 2021, represent the zenith of research activity within this timeframe. This significant growth in publications suggests a pivotal shift in the focal areas of research, indicating a heightened scholarly interest and the field's ongoing evolution and advancement. The marked increase in research output during these peak years underscores the dynamic nature of academic inquiry in these domains, reflecting an intensified scrutiny and burgeoning discourse on the interplay between gender discrimination, employee performance, and turnover intention.
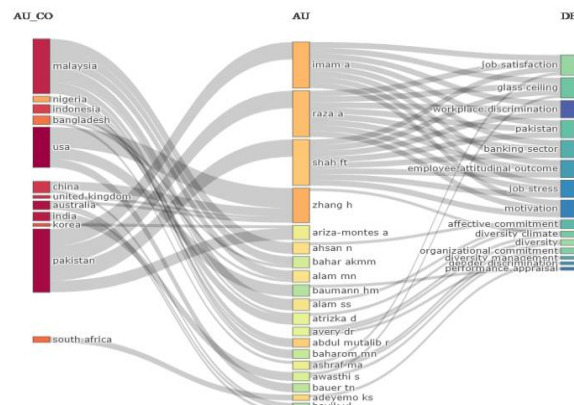
Three-Field Plot

Figure 2: Three-Field Plot

Using a three-field plot, Figure 2 elucidates the top 20 pivotal authors, countries, and significant keywords. The graph delineates the interrelationships among authors, countries, and crucial keywords, providing a comprehensive overview of the authors' contributions to specific keywords and countries. Pertinent elements are depicted as rectangles in various colors, where the height of each rectangle corresponds to the frequency of connections between elements; the greater the height, the more substantial the number of connections an element possesses. The analysis revealed that the three preeminent authors predominantly published their research in Pakistan, concentrating on themes such as job satisfaction, the glass ceiling, workplace discrimination, the banking sector, employee attitudinal outcomes, job stress, and motivation. This exploration indicates that three authors—Imam, Raza, and Shah—and four countries—Malaysia, USA, Pakistan—have been actively engaged in researching critical topics such as diversity, diversity climate, affective commitment, job satisfaction, glass ceiling, workplace discrimination, the banking sector, and employee attitudinal outcomes, job stress, and motivation.

Moreover, the research emanating from India primarily focused on organizational commitment, the glass ceiling, work engagement, gender discrimination, performance appraisal, and gender. This intricate mapping of research activity underscores the nuanced and geographically diverse nature of scholarly contributions to the study of gender discrimination, employee performance, and turnover intention, highlighting key areas of focus and interconnections within the field.

Keyword Co-Occurrence

This study meticulously examined the co-occurrence of keywords to propose prospective research directions for gender discrimination (GD), employee performance (EP), and turnover intention (TI)

within the management disciplines. The keyword list serves as the most sophisticated foundation for initiating a research report. Scholars can expeditiously discern the research trajectories of an academic subject by identifying the co-occurrence of keywords within a specific domain. Figure 4 illustrates a keyword co-occurrence network constructed using Vosviewer. To ensure a robust analysis, the authors set a threshold of at least 10 occurrences for a keyword out of a total of 274 keywords, resulting in 39 keywords meeting this criterion. The analysis of keyword co-occurrence within a scientific domain facilitates the development of a network depicting topics and their interrelationships. In this network, the size of each node signifies the frequency of keyword appearances.

The thickness of the lines connecting two nodes, along with their proximity, indicates the strength of co-occurrence between keywords. Furthermore, the color of the nodes represents keyword clusters, which generally consist of co-occurring keywords and can be interpreted as broad thematic areas within the field of study. This detailed visualization of keyword interactions provides a comprehensive overview of the prevalent themes and their interconnections, thereby elucidating potential avenues for future research in the realms of gender discrimination, employee performance, and turnover intention. The study's findings offer valuable insights into the focal points of existing literature and highlight emerging research trends within the management fields.
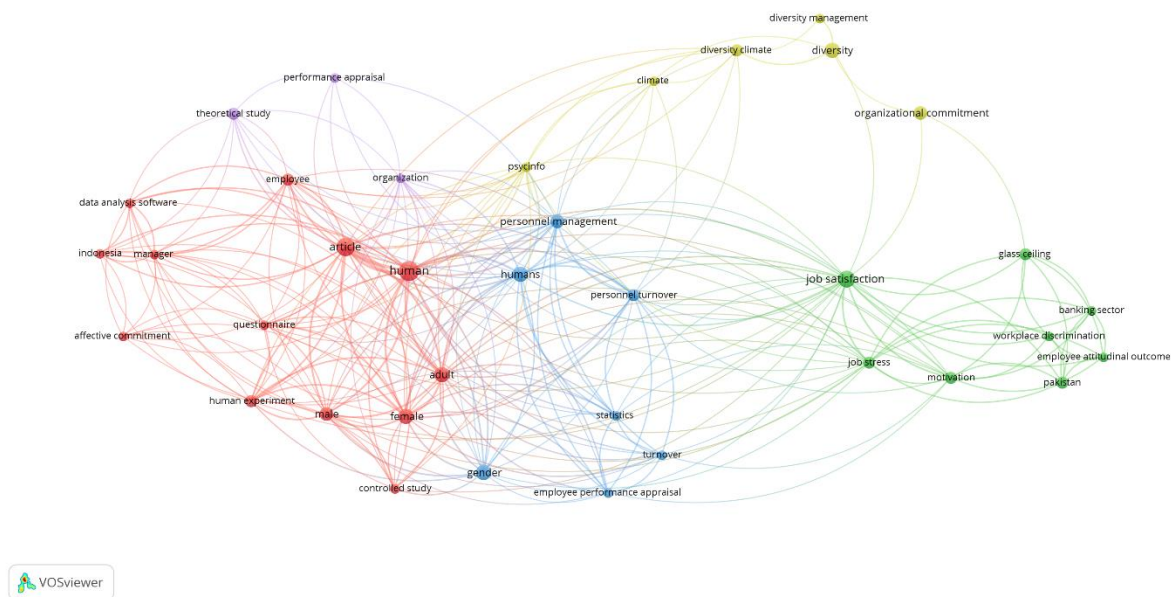

Figure 3: Keyword Co-Occurrence

The study's thorough examination of keyword clusters reveals significant insights into the complex dynamics of gender discrimination, employee performance, and turnover intention within organizational contexts. Through meticulous analysis, five distinct clusters have been identified, each representing a unique thematic area within the research domain. The red cluster, focusing on human relationships and employee dynamics, sheds light on the intricate interplay between individuals and various aspects of employment, from affective commitment to managerial roles. In contrast, the green cluster centers on job satisfaction and workplace conditions, highlighting the critical influence of factors such as job stress and workplace discrimination on employee attitudes and outcomes. The blue cluster delves into the nexus between gender and employee performance, emphasizing the pivotal role of gender dynamics in shaping turnover rates and personnel management practices. Meanwhile, the yellow cluster explores the impact of diversity on organizational commitment, underscoring the importance of fostering inclusive work environments to enhance employee engagement and retention. Finally, the purple cluster examines performance appraisal systems and their theoretical underpinnings, offering insights to refine evaluation processes and align them with organizational goals. These clusters not only elucidate current research trends but also offer valuable guidance for developing innovative business models that promote inclusivity, responsiveness, and effectiveness in organizational management practices. By leveraging these insights, organizations can cultivate environments where all employees thrive, ultimately contributing to enhanced performance and organizational success.

Co-Citation Network

Citation analysis serves as a vital tool for assessing the impact of article authors and sources within scholarly research (Bouckenooghe et al., 2021). Co-citation, a fundamental concept in citation analysis, occurs when two or more papers are cited together in previous studies (Vogel and Guttel, 2013). It is defined as the similarity in references between co-cited publications, offering insights into the interconnectedness of scholarly works. By employing a co-citation approach, researchers can identify clusters of authors and topics, facilitating the assessment of association strength and interpretation of thematic coherence among clusters (Rodriguez & Navarro, 2004). In this study, Vosviewer was utilized to generate a co-citation network, visually representing the relationships between authors and sources within various clusters. The width of the link and the distance between two nodes in the network mechanism illustrate the degree of co-citation between authors and sources, providing a quantitative measure of their scholarly influence. Additionally, the color of the nodes in

the network denotes author and source clusters, which typically encompass co-citation patterns and represent broad thematic areas within the field of study. This co-citation network offers valuable insights into the scholarly landscape, facilitating the identification of influential authors, seminal works, and overarching themes within the research domain.
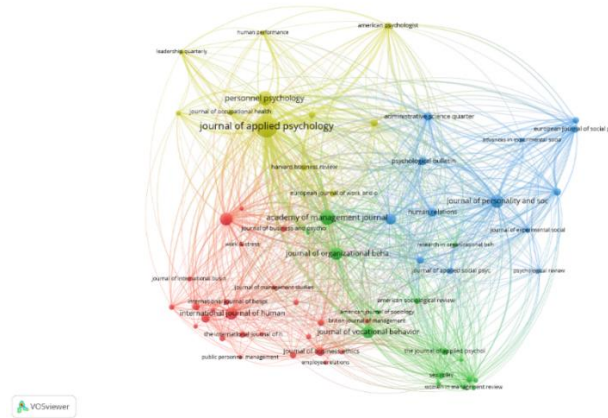

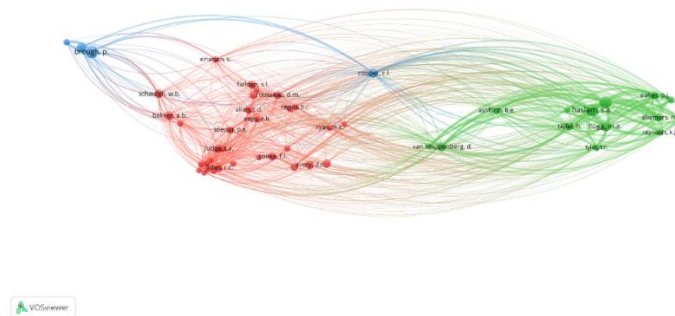**Figure 4 (A): Co-Citation Network of Sources**

Figure 4 (B): Co-Citation Network of Authors

Figure (4A) presents a co-citation network of sources established using VOSviewer, with a criterion of at least 20 citations per source. Out of a total of 4461 sources, only 64 met this threshold, forming four distinct clusters: red, yellow, green, and blue. The red cluster, comprising 25 items, prominently features esteemed journals such as the Asian Pacific Journal of Human Resources, the International Journal of Human Resources Management, Work & Stress, the Journal of Management, and the Journal of Business Ethics. In contrast, the green cluster, consisting of 15 items, highlights influential journals like the Academy of Management Journal, American Journal of Sociology, Sex Roles, and Gender & Society. The blue cluster, with 13 articles, emphasizes esteemed journals such as the

Academy of Management Review, Human Relations, Journal of Personality and Social Psychology, Psychological Review, and Psychological Bulletin. Finally, the yellow cluster, comprising 11 items, features notable journals like the Journal of Applied Psychology, American Psychologist, Annual Psychology Review, Human Performance, and Personnel Psychology. The size of each circle within the clusters corresponds to the citation count, with the largest circles representing the most highly cited journals, including the International Journal of Human Resources Management, Journal of Personality and Social Psychology, Academy of Management Journal, and Journal of Applied Psychology.

Figure (4B) showcases a co-citation network of authors generated in VOSviewer, with a criterion of at least 20 citations per author. Among 14140 authors, only 50 met this threshold, forming three distinct clusters: red, green, and blue. The red cluster, comprising 32 items, is primarily focused on authors such as Allen, Avery, Bakker, Fieldin, Bauer, Campion, Demerouti, Eagly, and Eby. In contrast, the blue cluster, with four items, highlights authors like Barbour, Biggs, Brough, and Cooper. The green cluster, comprising 14 articles, features authors such as Ashforth, Fisks, Ellemers, Haslam, and Okes. These co-citation networks offer valuable insights into the most influential sources and authors within the research domain, facilitating a deeper understanding of the scholarly landscape and identifying key contributors and publications in the field.

Collaboration Network

Collaboration network analysis offers a nuanced understanding of the intricate patterns of contacts and interactions between social factors within academic and scientific research. By examining the co-occurrence relationships among authors, countries, and institutions, this analysis provides a comprehensive depiction of collaboration dynamics across different levels. Collaboration at the author, institution, and country levels reflects the multifaceted nature of academic communication and scientific research. Analyzing the co-occurrence associations among authors, institutions, and countries enables a more accurate representation of collaboration in scholarly endeavors. This approach captures the diverse dimensions of collaborative efforts, from individual contributions to institutional partnerships and international collaborations. By considering author, institution, and country cooperation, collaboration network analysis facilitates a holistic understanding of the collaborative landscape, reflecting the intricate web of relationships that drive advancements in academic and scientific domains.
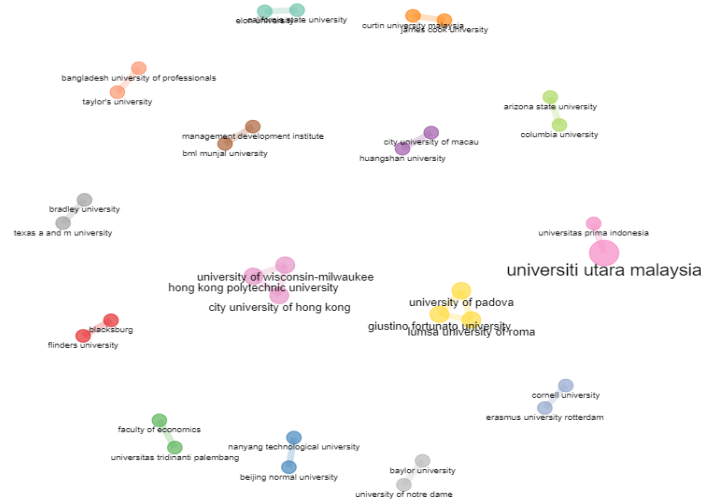
Figure 5A: Collaboration Network of Articles Institutions

In Figure (5A), the collaboration network of article institutions is depicted, showcasing the distribution of institutions across 15 clusters. The majority of clusters, comprising 13 in total, are characterized by collaboration between two institutes, while the remaining two clusters involve collaboration among three institutes each. Notably, University Utara Malaysia emerges as the institution with the highest number of documents published in the present study, indicating its significant contribution to the research output within the analyzed domain. This visualization offers insights into the collaborative landscape among academic institutions, highlighting patterns of cooperation and the prominence of specific institutions in contributing to scholarly research.
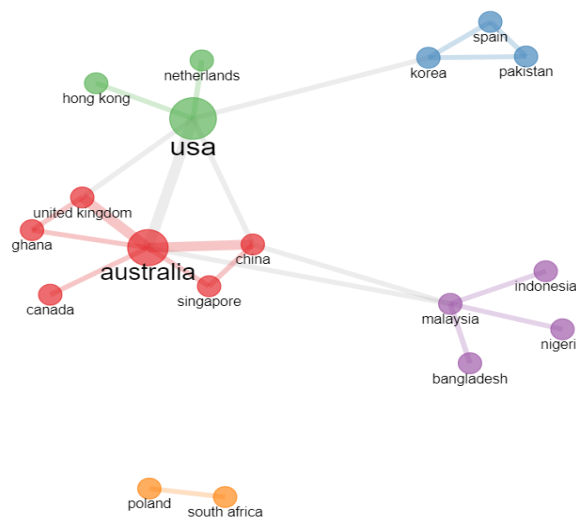

Figure 5B: Collaboration of Articles Countries.

In Figure (5B), the collaboration network of article countries is visualized, categorizing all countries into five distinct clusters. The green cluster comprises three countries, prominently featuring the USA and illustrating the relationship between Hong Kong and the Netherlands. The red cluster encompasses six countries, with a focus on Australia and highlighting connections among Ghana, Canada, China, the U.K., and Singapore. The purple cluster includes three countries, indicating the linkages between Malaysia, Nigeria, Bangladesh, and Indonesia. The blue cluster represents three countries, illustrating the association between Pakistan, Korea, and Spain. Lastly, the orange cluster comprises two countries, depicting the relationship between Poland and South Africa.

Notably, the USA and Australia emerge as the countries with the highest number of articles published in the present study, underscoring their significant contributions to scholarly research within the analyzed domain. However, it is observed that collaboration with India is notably absent from the depicted network. Furthermore, the USA and Australia exhibit numerous connections with other countries compared to the rest of the countries represented in the figure. This visualization provides valuable insights into the collaborative relationships among countries in contributing to academic research, highlighting patterns of cooperation and the prominence of certain countries in the global research landscape.
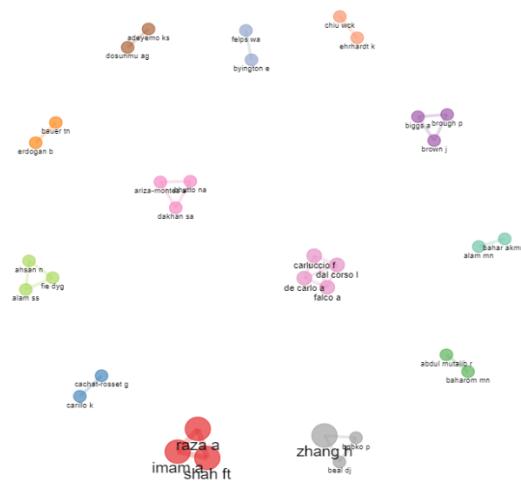

Figure 5C: Collaboration of Authors

In Figure (5C), the collaboration network of authors is presented, delineating all authors into 13 distinct clusters based on their collaborative relationships. One cluster exhibits connections between four authors, indicating a close collaboration among these individuals. Additionally, five clusters demonstrate relations between three authors each, underscoring collaborative efforts among smaller

groups of researchers. Furthermore, seven clusters highlight links between pairs of authors, reflecting collaborations between two individuals.

Notably, the leading network connection of researchers in this collaboration is observed among Imam, Raza, and Shah, suggesting a significant collaborative partnership among these scholars. Another prominent researcher, Zhang, is identified as having connections with Bobko B and Beal DJ, indicating their involvement in collaborative endeavors within the research domain. This visualization offers insights into the collaborative landscape among authors, highlighting patterns of cooperation and the prominence of specific researchers in contributing to scholarly research within the analyzed domain.

Thematic Map

The thematic map displayed in this image is derived from the conceptual structure of Bibliometrix articles, offering a comprehensive overview of the study themes within the research domain. Each cluster on the diagram represents a distinct theme, with the cluster size emphasizing the relative number of keywords associated with each theme. The quadrants on the map delineate different types of themes based on their centrality and density. The quadrant in the top-right position signifies motor themes, characterized by high centrality and density, indicating their significance and prevalence within the research landscape. Conversely, the quadrant in the lower-right position represents basic themes, which exhibit low density but high centrality, indicating their foundational importance despite being less prevalent. The niche theme of the researched field is situated in the top-right quadrant, indicating its specialized focus and high relevance within the domain. Emerging themes are depicted in the bottom-left quadrant, featuring low centrality and density, suggesting their relatively nascent status within the research discourse. Gender, turnover, and performance appraisal emerge as prominent themes on the thematic map, signaling the need for further exploration and investigation in these areas. The organization's imperative to enhance productivity in a turbulent environment underscores the importance of adopting new performance appraisal techniques. Effective performance appraisal practices not only mitigate gender bias but also contribute to increased employee retention, thereby fostering organizational profitability and goodwill.

In summary, the thematic map highlights the necessity for additional research focus on gender, turnover, and performance appraisal to address contemporary challenges and drive organizational success in dynamic environments.
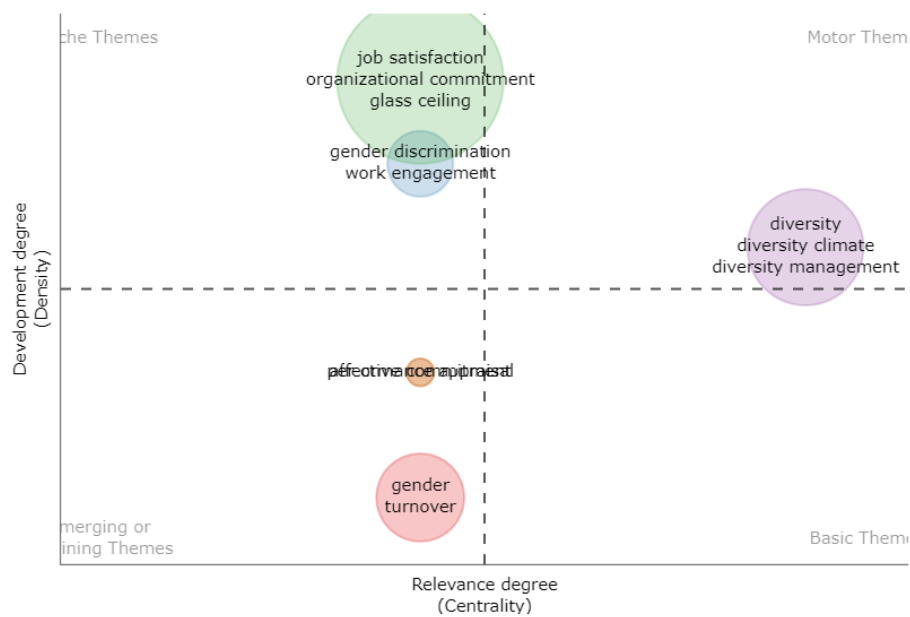
Figure 6: Thematic Map

The niche theme illuminated in the thematic map prominently underscores the interconnectedness of key concepts such as job satisfaction, organizational commitment, the glass ceiling, gender discrimination, and work engagement. This theme provides a comprehensive understanding of how job satisfaction influences organizational commitment and its implications for breaking through the glass ceiling. Moreover, it elucidates the detrimental impact of gender discrimination on work engagement, highlighting the need for addressing systemic inequalities within the workplace.

Conversely, the motor theme encapsulates the overarching focus on diversity and its interplay with diverse climates and management practices. These themes represent well-established and essential aspects of organizational dynamics, reflecting a robust body of research on fostering inclusivity and leveraging diversity for organizational success.

Through thematic map analysis, it becomes evident that combining insights from both the niche and motor themes can pave the way for innovative and impactful future research directions. By integrating the nuanced understanding of job satisfaction, organizational commitment, gender discrimination, and work engagement from the niche theme with the comprehensive perspectives on diversity, diverse climates, and management practices from the motor theme, researchers can delve deeper into complex organizational phenomena. This interdisciplinary approach holds the potential to uncover novel insights, inform evidence-based interventions, and drive positive organizational change in diverse contexts. Thus, the synthesis of niche and motor themes serves as a strategic framework for advancing scholarship and addressing pressing challenges in organizational research.

Conceptual Structure Model

In this segment, the authors utilized the conceptual structural model to delineate future research directions based on the findings of the current study. Aria & Cuccurullo's (2017) framework for conceptual structure analysis encompasses three techniques: multiple correspondence analysis (MCA), correspondence analysis (CA), and multidimensional scaling (MDS). In this study, the MCA method was employed, utilizing the top frequency keywords from the literature to construct a cohesive concept. Figure 7 illustrates clusters representing similar concepts derived from this analysis. Subsequently, Figure 8 provides a detailed depiction of keywords through a topic dendrogram generated via hierarchical cluster analysis, incorporating the top frequency keywords from the literature. By integrating the outcomes of Figures 7 and 8, it becomes evident that concepts such as the glass ceiling, job satisfaction, job stress, motivation, employee attitudinal outcomes, workplace discrimination, banking sector dynamics, diversity, and diversity climate converge around a unified theme. Figure 9 further elucidates this conceptual framework, presenting two distinct clusters: red and blue. Each cluster offers a unique perspective, with the most influential papers within each cluster highlighted.

Among these, Khattak et al. (2021) examined the impact of perceived politics and organizational injustice on employee deviant behavior, revealing a significant relationship between perceived unfair treatment from supervisors and engagement in deviant behavior among employees. Imam et al. (2013) explored the effect of workplace discrimination on employee attitudinal outcomes, with a focus on gender discrimination and the glass ceiling, highlighting the mediating role of job stress in the banking sector context. Dwertmann et al. (2016) conducted a comprehensive review of empirical research on diverse climates, identifying key challenges including discrepancies in group diversity theory and experimental research, issues related to levels of analysis, and shortcomings in diversity climate research methodology. This synthesis of findings underscores the complex interplay between workplace dynamics, organizational behavior, and employee outcomes, offering valuable insights for shaping future research agendas and informing evidence-based interventions in organizational contexts. By addressing the identified challenges and building upon existing knowledge frameworks, researchers can advance understanding and foster positive organizational change.
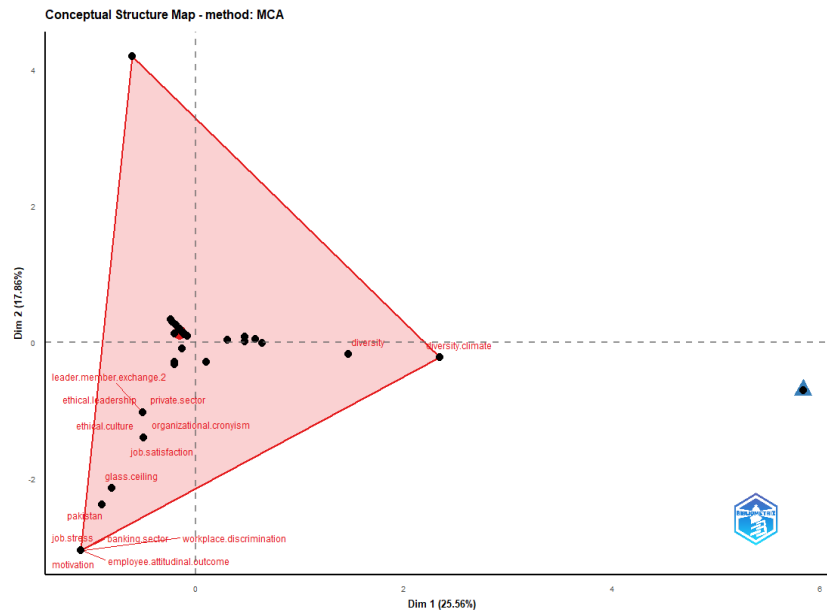
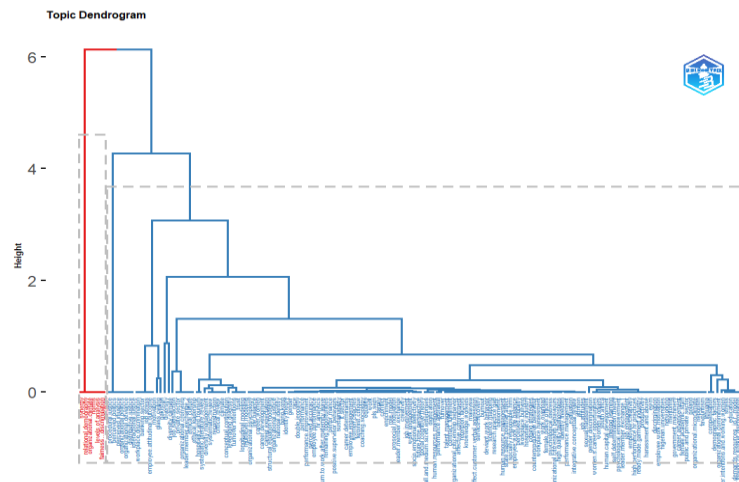**Figure7: Conceptual Structure Model**
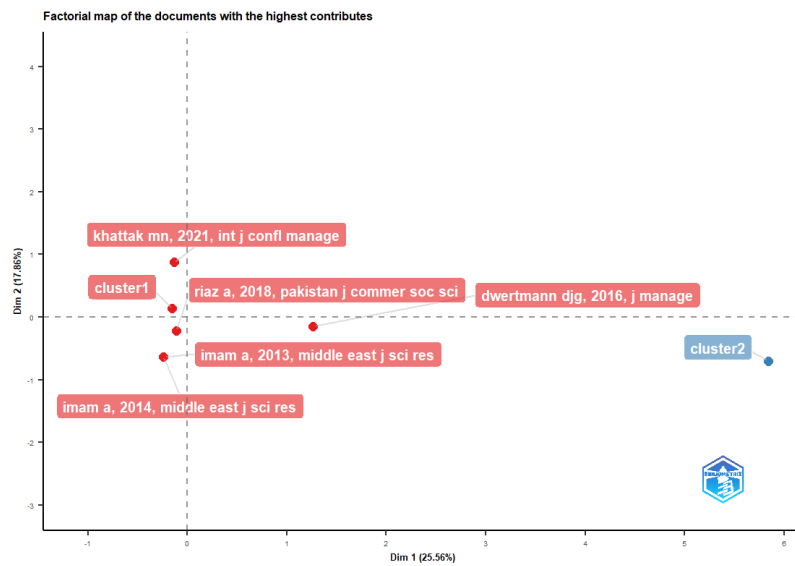

Figure 8: Topic Dendogram

Figure 9: Factorial Map of the Documents

Discussion And Conclusion

The utilization of bibliometric analysis offers a comprehensive insight into the current research trends within the scope of gender discrimination (GD), employee performance (EP), and turnover intention (TI). By examining publications from 2004 to 2022 sourced from the SCOPUS database, this study aims to discern prevalent themes and establish connections among these crucial facets of organizational dynamics. Through meticulous analysis, the study unveils a discernible upward trajectory in publication frequency over the designated period, indicative of the growing scholarly interest in this domain. Among the prolific authors contributing to this discourse, Imam, Raza, Shah, and Zhang emerge as the most productive, showcasing their significant contributions to the literature on GD, EP, and TI studies. The breadth of research in this field spans diverse elements and interdisciplinary realms, reflecting its multifaceted nature and relevance across various organizational contexts. A pivotal outcome of the literature review and bibliometric analysis is the identification of focal areas such as job satisfaction, performance appraisal, diversity, and gender dynamics, underscoring their pivotal role in shaping organizational behavior and outcomes. Notably, performance appraisal techniques are highlighted as instrumental in enhancing employee job satisfaction and mitigating biases within the organizational framework. By fostering an environment of fairness and equity, organizations can effectively reduce turnover intentions among employees, thereby fostering organizational growth and fostering a positive reputation.

Examining the geographical distribution of research contributions, the USA, Malaysia, and Pakistan emerge as prominent contributors to GD, EP, and TI studies, with a notable surge in publications observed in the years 2020 and 2021. The significance of these findings is underscored by the publication of articles in esteemed journals such as the International Journal of Human, Journal of Applied Psychology, and the Academy of Management Journal, which serve as valuable resources for scholars and researchers alike. Thematic map analysis and conceptual structural modeling further elucidate the pivotal role of research exploring the relationship between gender discrimination, employee attitudinal outcomes, diversity climate, and organizational injustice behavior. These studies not only contribute to the creation of a fair and equitable organizational environment but also bolster employee morale and satisfaction, ultimately aiding in employee retention and reducing turnover intentions. Thus, these research endeavors serve as guiding beacons for future investigations, paving the way for continued advancements in understanding and addressing critical issues within organizational contexts.

Advantages and Pitfalls of the Measurement Techniques

The measurement technique employed in this study played a crucial role in extracting pertinent research studies from various perspectives. However, it is essential to acknowledge that each measurement technique carries its own set of advantages and pitfalls, as outlined in Table 2. These techniques offer distinct methodologies for gathering and analyzing data, each with its unique strengths and limitations. By carefully considering the merits and drawbacks of each approach, researchers can make informed decisions about the most appropriate method to employ based on the specific objectives of their study and the nature of the research questions being addressed.

Table 2: Advantages and Pitfalls of the Measurement Techniques

Measurement Technique	Advantages	Pitfalls
Co-Citation Analysis	Compare the document's similarity	Inconsistent and data restricted to database
Keyword Analysis	Using top keywords	Limited to only words and keywords
Collaboration Analysis	To build a better and more tangible network	Conflicts in decision-making and authority
Content Analysis	Educate scholars through words and images	Time-consuming and possibilities of the error to attain the highest level of explanation

Table 2 provides a comprehensive overview of the advantages and pitfalls associated with four prominent measurement techniques commonly utilized in research: Co-Citation Analysis, Keyword Analysis, Collaboration Analysis, and Content Analysis. Co-Citation Analysis stands out for its ability to compare document similarity, offering valuable insights into the relationships between scholarly works. However, it may suffer from inconsistency due to variations in citation practices and the restriction of data to specific databases. Conversely, Keyword Analysis enables researchers to identify prevalent themes by analyzing frequently occurring keywords, yet it is limited to words and keywords, potentially overlooking nuanced aspects of the topic. Collaboration Analysis facilitates the construction of tangible networks of collaboration, but may encounter conflicts in decision-making and authority within collaborative networks. Lastly, Content Analysis educates scholars by examining textual or visual content, although it can be time-consuming and prone to errors in interpretation. Acknowledging the strengths and limitations of each technique is crucial for researchers to effectively utilize them in their studies and derive meaningful insights.

Limitations and Future Research Directions

While this study offers valuable insights into the dynamics of gender discrimination, employee performance, and turnover intention, several limitations should be acknowledged. Primarily, the reliance on data exclusively from the SCOPUS database may restrict the breadth and comprehensiveness of the findings. Other research databases, such as the Web of Science, offer distinct repositories of scholarly literature that may provide additional perspectives and insights. By incorporating multiple databases, future research can ensure a more comprehensive and inclusive analysis of the topic.

Secondly, the temporal scope of the study, spanning from 2004 to 2022, presents another limitation. While this timeframe offers a substantial period for analysis, future research may consider exploring different time limits to capture evolving trends and developments in the field. Adjusting the time frame could provide a more nuanced understanding of how research on gender discrimination, employee performance, and turnover intention has evolved over time, potentially revealing emerging patterns or shifts in focus within the literature. By expanding the temporal scope or exploring alternative time limits, researchers can enhance the robustness and relevance of their findings, ensuring their applicability to contemporary organizational contexts.

Innovative Business Models for future Research

The identification of findings highlights current research trends but also suggests new business models for future exploration. These models can be particularly advantageous for organizations aiming to stay ahead of evolving workplace dynamics. Key aspects of these models include:

- Leveraging the insights from keyword clusters can help organizations swiftly identify and respond to the changing needs of their workforce, enhancing employee satisfaction and retention.

- By understanding the impact of diversity and gender dynamics on employee performance and commitment, organizations can develop more inclusive policies that promote a positive work climate.

- Insights from performance appraisal research can lead to the development of more effective and fair evaluation systems, ensuring that all employees are assessed equitably and motivated to perform at their best.

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