

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

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ABSTRACT

Employee Retention (ER) is about minimizing the turnover rate of employees in an organization within a specific timeframe. ER brings savings in costs and fosters the building of a stable, and loyal workforce. This paper discusses the importance of ER and evaluates the research publications on ER over the last 53 years (1970-2023). 1343 publications have been retrieved from the Scopus database and bibliometric analysis has been done using RStudio and VOSviewer software for descriptive and theoretical analysis. The results show G. Brindha as the most prolific author, the United States of America as the most productive nation, 'The International Journal of Human Resource Management' as the most prominent journal, and 'The University of Utara Malaysia' as the most influential institution. The theoretical analysis investigates ER themes through co-occurrence keyword and bibliographic coupling analysis.

Keywords: *Employee Retention, Retention Strategies, Bibliometric Analysis, Scopus Database*

Employee retention is defined as an organization's capacity to retain its workforce. Employee Retention (ER) helps build a strong company culture that fosters a sense of stability and loyalty among the workforce. It results in increased productivity, customer satisfaction, and, ultimately, a more successful and profitable business (Harte et al., 2002). ER helps ensure the availability of skilled and experienced personnel. Employees usually leave an organization because of a lack of career development opportunities, inadequate compensation, poor management or negative work culture, or simply due to a desire for a change in career or location. Lack of a work-life balance, lack of resources or support, or lack of clear communication or transparency from management are additional reasons that may cause workers to leave an organization. Timely identification and redressal of underlying issues may reduce the turnover rate. Organizations must continuously assess and adjust their retention strategies and methods, as employees' needs and preferences can change over time (Stahl et al., 2012). By staying attuned to the needs of their employees and taking a proactive approach to retention, organizations can create a more stable and engaged workforce. Recognition, Respect, and Rewards are the "3 R's" of ER that refer to three key factors for retention of employees. Recognizing and valuing employees'

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A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

contributions is crucial for retention (Ramlall, 2004). It can include formal recognition programs, such as awards or promotions, or informal methods, such as thanking employees for their hard work and effort. Showing employees respect and treating them with dignity is essential for retention (Irabor & Okolie, 2019). It includes listening to their concerns and ideas, valuing their input and contributions, and creating a positive and inclusive work culture. Providing employees rewards for their contributions in the form of financial bonuses, additional vacation time, or other perks and benefits can be a powerful retention tool (Holtom & Darabi, 2018).

The bibliometric analysis is essential for gaining a comprehensive understanding of advancements in research. This analytical approach is employed to delineate the expansion of a specific field within a given realm of knowledge, offering more objective and dependable analyses. Therefore, this paper performs a bibliometric analysis of academic publications published from 1970 to 2023 on ER. The paper identifies the prominent journals, publications, authors, countries, and publishing patterns regarding ER.

THEORETICAL FRAMEWORK

Efficient ER involves employers engaging in a methodical endeavour to establish and nurture an atmosphere that promotes employee satisfaction. This is achieved by implementing policies and practices tailored to meet the diverse needs of existing employees, ensuring their continued employment. A robust retention strategy not only retains valuable talent but also serves as a compelling tool for attracting recruits (Chandiok, 2012). Employees take with them a wealth of information about the organization, its clients, ongoing projects, and history. Clients and consumers do operations alongside an organization mainly because of the employees who work there (Ratna & Chawla, 2012). When an employee leaves, the connections they created for the business are discontinued, which may result in a possible loss of customers. The co-workers feel the negative impact of a fellow employee leaving the organization. Time wasted in finding replacements and training them directly affects the company's bottom line. Retention-focused recruitment offers a possible solution as this approach emphasizes effectively selecting candidates from the beginning. It involves various strategies to enhance retention and ensure a good fit between the individual and the organization. During the interview process, discussions relating to the expectations of candidates in terms of salary, willingness to work, capability to collaborate with team members, adherence to the organization's culture, openness to travel, career advancement expectations, expected salary growth, and preferred management style is essential for person-culture fit and employee success and retention. Ensuring staff members align with the organization's ideals and work well within its cultural environment is critical (Ehrhart & Kuenzi, 2017). Incompatible values often lead to early departures and underperformance among employees. Identifying the competencies of the organization's top performers and selecting candidates with similar talents, knowledge, self-management traits, and motivations can contribute to better retention rates (Wuim-Pam, 2014). Referrals from existing employees can also be beneficial in retention-focused recruitment. Current employees are more likely to refer candidates who will stay longer because they have inside information about the company and are less likely to recommend individuals who would not be a good fit. Involving team members in the recruitment process, especially for team-based or managerial roles, allows for valuable input from those who interact daily with the new hire. Lastly, it is essential to consider upward feedback when interviewing prospective managers. Feedback of subordinates can provide valuable insights into a candidate's suitability for a managerial position. Aligning work with employees' interests is a perfect strategy for creating a passion for work and increasing retention. Once employees are

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

enthusiastic about their work, alternative job options are likely to appear significantly less appealing. By infusing purpose into their roles, managers bolster the motivation of employees and potentially enhance their willingness to remain with the organization (Jensen et al., 2019).

Objectives of the Study

This research examines the literature on ER using bibliometric analysis. The paper aims to address the following research questions:

- RQ1: What is the global geographical distribution of ER?
- RQ2: Which channels (authors, publications, journals, organizations, and nations) are the most influential in global research on ER?
- RQ3: What are the intellectual framework and breakthrough explorations regarding ER?
- RQ4: What are the current topical trends and gaps that future researchers should look into?

RESEARCH METHODOLOGY

Bibliometric analysis has been used to achieve the objectives. Bibliometric analysis is a systematic and quantitative approach to ascertaining the scholarly output of a specific scientific inquiry field (Garfield, 1979). There has been a growing emphasis on integrating these methodologies to examine significant patterns and influential entities (such as journals, authors, institutes, or papers). This paper uses bibliographic data from published databases to construct structural representations. Bibliometric techniques facilitate literature reviews and aid in preliminary research assessment by guiding researchers to the most important publications and objectively mapping the field of the study.

Data Analysis and Findings

Figure 1 presents a comprehensive overview of the essential data. The data shows that the average number of citations per document is 15.29, and the total number of single-authored documents is 287. Overall, 3135 authors have contributed to the literature on ER. There are 2805 authors' keywords in the documents.

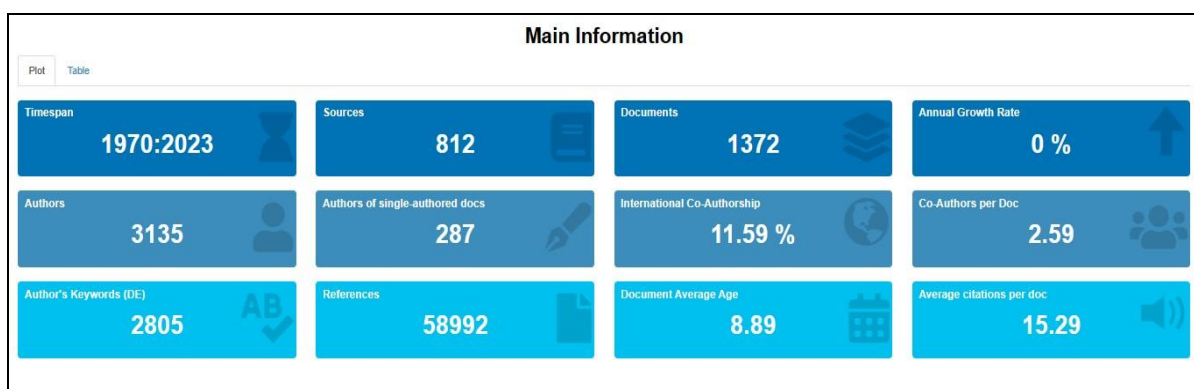


Figure 1: Main Information

DESCRIPTIVE ANALYSIS

Year-Wise Publication

The number of ER publications has persistently increased from 1975 to 2023, as shown in Figure 2. The year 2019 witnessed a sharp increase in the number of papers on ER. It may be due to rising employee turnover because of the COVID-19 pandemic.

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

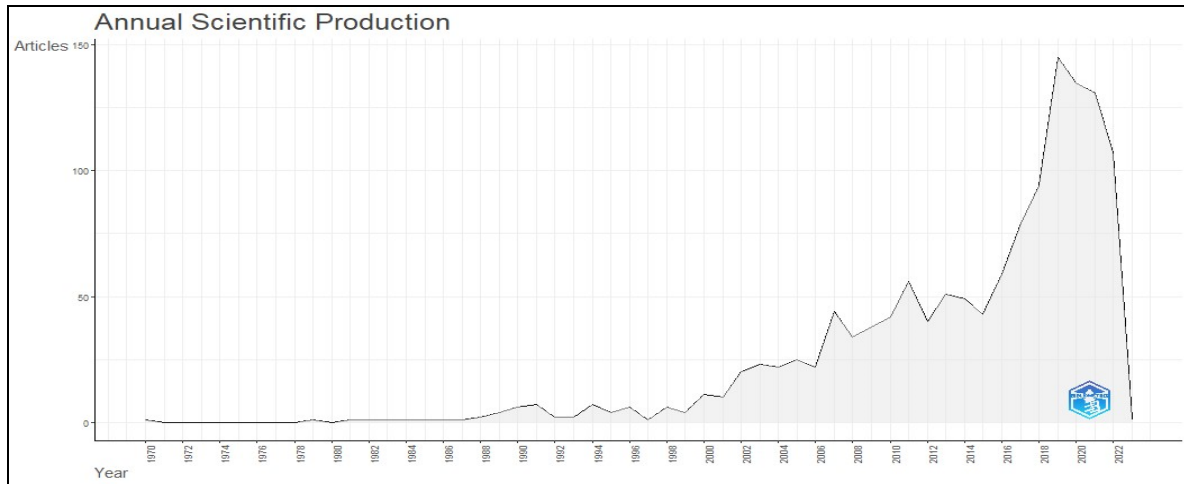


Figure 2: Year-Wise Publication on ER

Authors, Affiliated Institutions, and Countries

Authors are fundamental focal points for bibliometric analysis. Authors within a specific domain can be evaluated on multiple parameters like the number of publications, citations, and their h-index. The h-index assesses the influence and productivity of authors in terms of both the volume of their publications and the impact those publications have had in terms of citations (Patel et al., 2013). For instance, an author with an h-index of five has authored five papers, each of which has been cited at least five times. The ten most relevant authors and their number of documents based on h-index are shown in Figure 3 below.

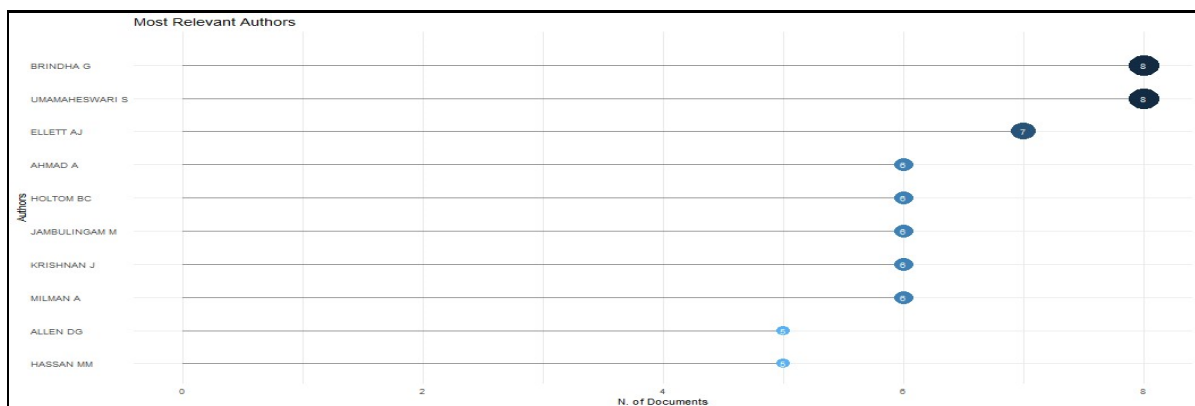


Figure 3: Most Productive Author

G. Brindha and S. Umamaheswari lead the list with eight publications and eight h-index. A.J. Ellett has 7 seven followed by A. Ahmad, B.C. Holtom, M. Jambulingam, J. Krishnan, and A. Milman with six each. Table 1 shows the details of the number of publications, the number of citations, and the year when these authors started publication in this domain.

Table 1: Most Productive Authors

Authors	H-index	Number of Citations	Number of Publications	Publication year start
G. Brindha	8	232	8	2012
S. Umamaheswari	3	289	8	2008
A.J. Ellett	7	3470	7	2006
A. Ahmad	5	275	6	2016

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

Authors	H-index	Number of Citations	Number of Publications	Publication year start
B.C. Holtom	6	21327	6	2002
M. Jambulingam	12	598	6	2013
J. Krishnan	3	66	6	2014
A.Milman	6	8478	6	2002
D. G. Allen	5	4433	5	2016
M. M. Hassan	5	174	5	2003

The geographic distribution of the published content is assessed using data about the authors' nation. According to the findings, 73 nations have published papers on ER. The USA has a maximum of 1077 publications followed by India, Malaysia, South Africa, Australia, the UK, China, Pakistan, Canada, and Indonesia. The details are summarised in Table 2.

Table 2: Top Ten Most Productive Nations

Nations	Number of Publications	Citations (Total)	Citations (Average)
USA	1077	8776	30.16
India	502	944	9.94
Malaysia	282	798	27.52
South Africa	113	653	19.79
Australia	106	521	22.65
UK	102	452	45.20
China	101	405	45.00
Pakistan	98	344	10.75
Canada	95	328	65.60
Indonesia	89	298	14.19

Figure 4 shows the country's scientific production of 1077 documents in navy blue colour, 29 documents in dark blue colour, 15 documents in blue, 7 in sky blue, and 3 in light sky blue. The global collaboration network, with scientific cooperation between countries, is represented by the blue colour on the map. The pink line connecting the various regions on the map represents the collaboration of authors worldwide.

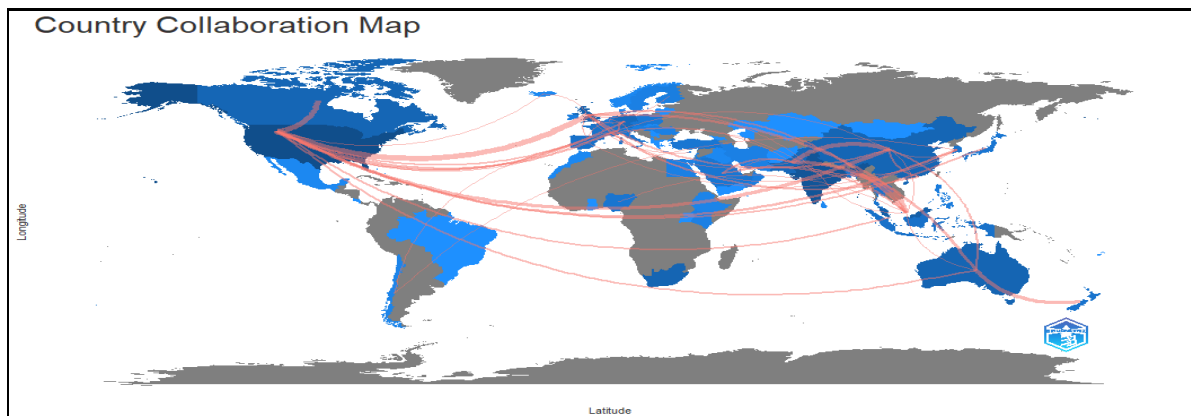


Figure 4: Global Geographic Distribution of Publications and Country Collaboration

Research Institutions

The scientific impact of research institutions is measured by the number of citations for their publications. Table 3 shows the most impactful institutions. Regardless of the number of authors, each author’s institution has been assigned credit for a referenced article.

Table 3: Most Productive Institution

Institution	Number of Research Papers
‘University Utara Malaysia’	29
‘University of Johannesburg’	23
‘University of Georgia’	17
‘University of South Africa’	15
‘University Teknologi Malaysia’	14
‘University Teknologi Mara’	13
‘University of Central Florida’	13
‘Comsats Institute of Information Technology’	12
‘Covenant University’	12

Publishing Activity by Sources (Journals)

The most prominent sources have been identified based on the number of papers published. Table 4 shows the top-producing journals, the H index, year in which publication started, and their impact factor. The impact factor is determined by how frequently an article is cited in other studies.

Table 4: Most Relevant Sources (Journals)

Journal	Pape rs	H Inde x	Year of first publicati on	Impa ct factor
‘International Journal of Human Resource Management’	18	12	2003	6.026
‘International Journal of Contemporary Hospitality Management’	14	8	2009	9.321
‘SA Journal of Human Resource Management’	13	5	2018	1.50
‘International Journal of Recent Technology and Engineering’	12	2	2019	1.0
‘Journal of Advanced Research in Dynamical and Control Systems	12	2	2018	1.27
‘International Journal of Advanced Science and Technology’	11	1	2019	0.251
‘International Journal of Hospitality Management’	11	10	1992	10.42
‘Personnel Review’	11	8	2009	3.228
‘Emerald Emerging Markets Case Studies’	9	1	2019	0.23
‘Journal of Human Resources in Hospitality and Tourism’	9	7	2002	2.65

The top journals based on number of publications are the International Journal of Human Resource Management (18), International Journal of Contemporary Hospitality Management (14), SA Journal of Human Resource Management (13), International Journal of Recent Technology and Engineering (12), Journal of Advanced Research in Dynamical and Control Systems (12).

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

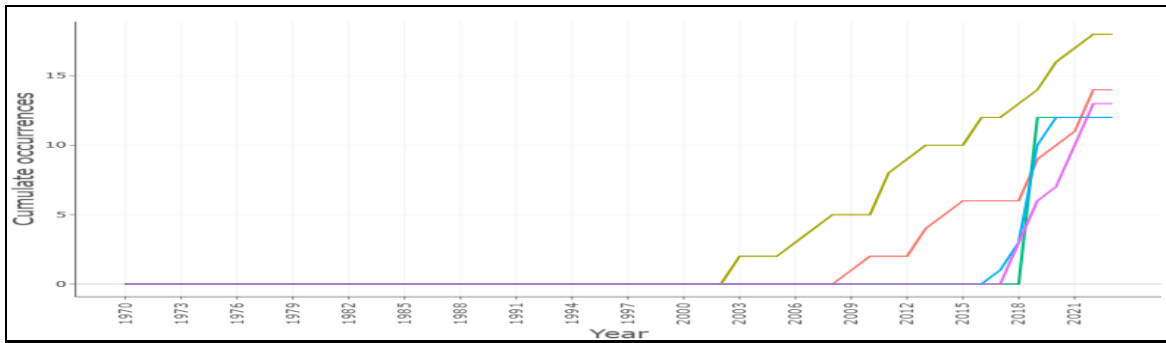


Figure 5: Source Dynamics

Figure 5 shows source dynamics from 1970 to 2021 by cumulative occurrences. The red colour line indicates growth in publications in the International Journal of Contemporary Hospitality Management; the blue colour is for the Journal of Advanced Research in Dynamical and Control System; the pink colour for the SA Journal of Human Resource Management, the green colour for the International Journal of Recent Technology and Engineering, and the olive colour for the International Journal of Human Resource Management.

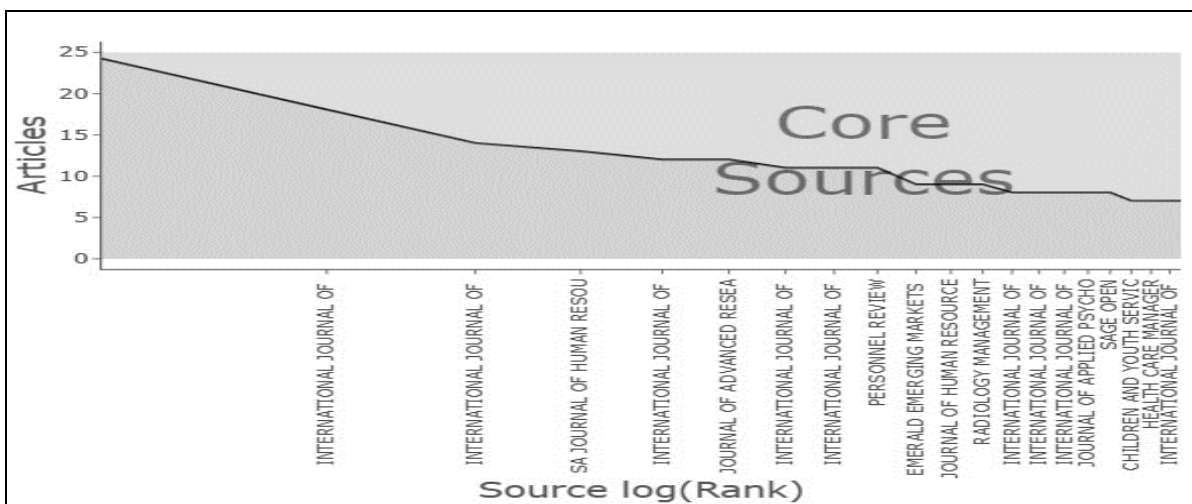


Figure 6: Core Sources of ER.

Bradford's law, coined by Samuel C. Bradford 1934, elucidates a recurring pattern that informs researchers about the dwindling resources and relevance within a dataset containing concluding results. This law employs a categorization approach known as "zones," dividing the entire dataset into three groups with proportions of 1: n: n², thereby highlighting the importance of specific sources. By applying this law, Bradford identifies crucial primary sources or journals from a literary perspective. These selected sources hold higher significance and adequately cover the subject matter, forming what is referred to as the 'Core Sources' area. While the outer zones may contain relevant studies, the core zone alone provides comprehensive information on the research area. Figure 6 displays an enlarged representation of the distribution graph. According to the results, 78 journals are categorized within the Core Journals zone and are crucial for researching ER. Collectively, these journals publish 448 documents out of 1372, accounting for over one-third of all the studies on the topic. Figure 6 shows that the International Journal of Human Resource Management, International Journal of Contemporary Hospitality Management, SA Journal of Human Resource Management, International Journal of Recent Technology and Engineering, and

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

Journal of Advanced Research in Dynamical and Control Systems stand out as the most rapidly advancing sources and the primary contributors in terms of their influence, rate of expansion, and publication count within the field.

Keyword Analysis

Keyword analysis identifies research topics and trends based on frequently used keywords. According to the size of the words in the figure below, continuously repeated keywords are job satisfaction, retention, employee turnover and human resource management (Figure 7).



Figure 7: Word Cloud

Citation Analysis

Citation analysis evaluates citations that directly relate to the primary sources. In contrast, co-citation and bibliographic coupling relationships are considered secondary indicators because they are indirectly connected to the publications (Klavans and Boyack, 2017). Therefore, these relationships are regarded as indirect indicators. To identify significant publications, network of citations in the existing literature needs to be examined. Citation analysis is a commonly used approach to assess the influence of a research publication (Ding and Cronin, 2011). The connotation of a research paper is gauged by the frequency with which it is referred to in other publications, a process known as citation analysis. When one publication cites another, the two publications form an intellectual connection, represented as nodes in a citation network. The utilization of software applications facilitated the examination of citations. Figure 8 shows the average citation per year. The citations peaked in years 1986, 2002, 2009 and 2013.

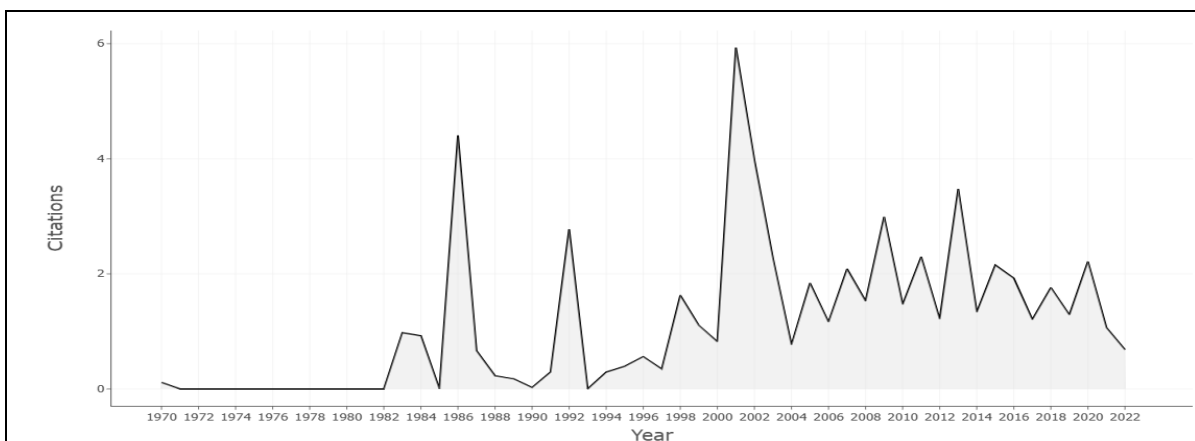


Figure 8: Average Citation per Year

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

Analysis of Publications by Citations

Table 5 provides a compilation of the most influential research publications worldwide, ranked based on their citations from across the globe. The table also includes the corresponding number of citations from local sources. Determining these rankings considers the frequency with which a particular paper is referenced by other publications in the database, encompassing diverse research fields. To assess the local importance of an article, its citation count within a network of 1434 publications is taken into account.

Table 5: Most Cited Papers Globally

Article	Author	Global citation	Local citation
‘Perceived supervisor support: contributions to perceived organizational Support and Employee Retention’	Etikan & Bala (2017)	1370	33
‘High-involvement work practices, turnover, and Productivity: evidence from New Zealand’	Harris & Mongiello (2001)	1035	21
‘Workplace empowerment, incivility, and burnout: impact on staff Nurse Recruitment and retention outcomes’	Laschinger & Leiter (2009)	372	1
‘Expressed humility in organizations: Implications for Performance, teams, and Leadership’	Owens et al. (2016)	360	0
‘Are diversity climate perceptions the key to racial differences in Employee Retention?’	McKay et al. (2006)	309	5
‘The structure and performance consequences of equity grants to employees of new economy firms’	Ittne et al. (2003)	294	0
‘Why do some firms give stock options to all Employees? An Empirical Examination of Alternative Theories’	Oyer & Schaefer (2005)	236	1
‘The unfolding model of Voluntary turnover and job Embeddedness: foundations for a comprehensive theory of attachment’	Mitchell et al. (2001)	232	1
‘Impact of people management practices on Organizational performance: analysis of a causal Model’	Paul & Anantharaman (2003)	213	6
‘Breaking them in or eliciting their best? Reframing Socialization around Newcomers’ Authentic Self-expression’	Cable & Staats (2013)	210	1

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

The ten most cited papers and their authors are shown in Figure 9 below.

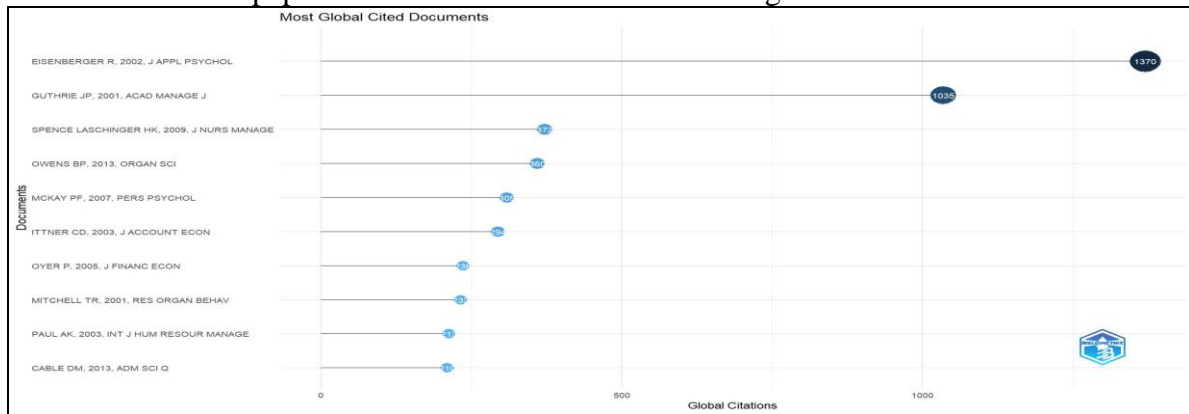


Figure 9: Most Globally Cited Documents

Trending Topics

As shown in Figure 10, the result shows that in 2022, trending topics were ‘Social Exchange Theory’ and ‘COVID-19’. In 2021, ‘Organizational Identification,’ ‘machine learning,’ and ‘data mining’ were trending.

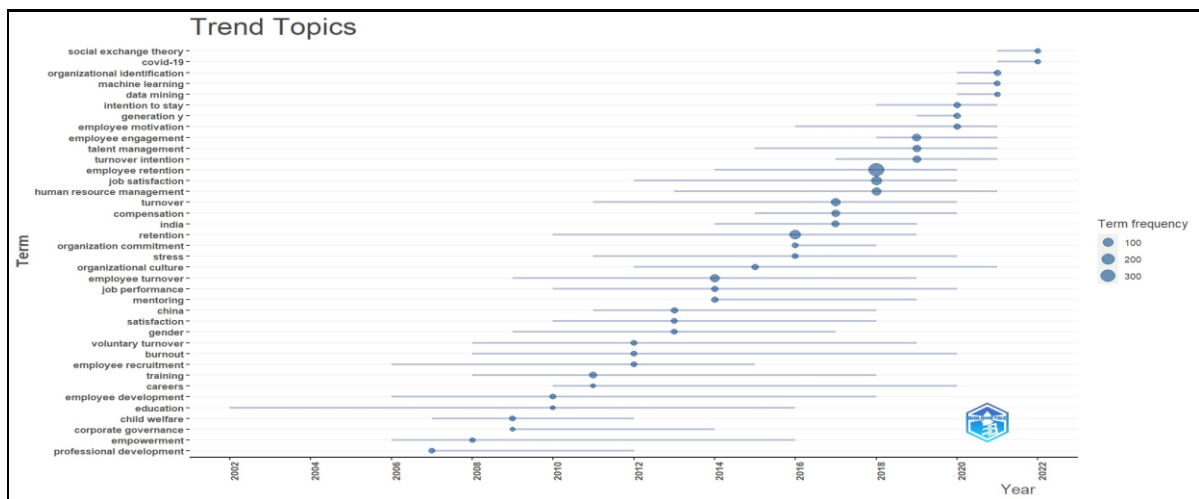


Figure 10: Trending Topics

Theoretical Analysis

Co-Occurrence Network of Keywords Analysis

Correlation among prominent keywords, with their co-occurrence, is the basis for representation in Figure 11. Three primary clusters are denoted by the colours red, green, and blue. The criterion of a minimum occurrence of 20 instances was applied to select keywords for the network to ensure sufficient keyword usage within the literature. A total of 26 keywords satisfy this criterion.

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

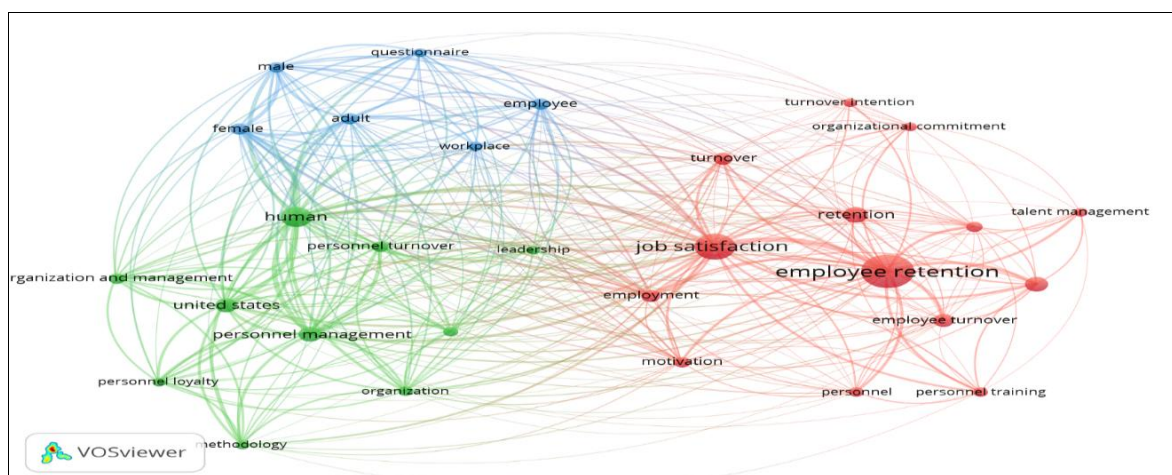


Figure 11: Co-occurrence Network Clusters

In Figure 11, there are three clusters, the red cluster (14 keywords), the green cluster (10 keywords), and the blue cluster (6 keywords). Table 5 shows the details of the keyword cluster.

Table 6: Cluster of Co-occurrence Network of Keywords

Cluster Red	Cluster Green	Cluster Blue
Employee Engagement	Human	Adult
Employee Retention	Leadership	Female
Employee Turnover	Methodology	Employee
Employment	Organization	Questionnaire
Job Satisfaction	Organization and management	Male
Motivation	Personnel loyalty	Workplace
Organizational Commitment	Personnel Management	
Personnel		
Turnover		
Personnel Training		
Turnover Intention		
Retention		

According to the co-occurrence analysis, the literature can be categorized as follows: ER can be achieved by augmenting the level of employee engagement and addressing non-monetary factors that contribute to employee engagement, such as effective communication, acknowledgment of accomplishments, support from managers, active involvement in work, fostering teamwork, and providing clear role expectations. Additionally, providing employee rewards and ensuring job satisfaction is crucial for ER. Furthermore, employees also consider their overall happiness when making retention-related decisions (Narayanan et al., 2019). Appropriate leadership styles boost employee motivation and morale. Through training, employees feel obligated and committed and are more likely to remain with the organization. When employees experience psychological empowerment, it contributes to job satisfaction, thereby aiding the organization in retaining its employees and enhancing their psychological capital through training and development (Shah et al., 2019). In a conducive and supportive environment, employees can effectively harness their potential and acknowledge their skills (Agbor, 2008). They demonstrate commitment towards becoming

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

integral members of such an organization, contributing as reliable personnel and generating innovative ideas for organizational growth. If employees are not duly acknowledged, they tend to disengage from the organization. Furthermore, employees' perception of a strong employer brand image positively correlates with increased ER rates and reduced turnover intentions (Tanwar & Prasad, 2016).

Bibliography Coupling Analysis

Citation analysis finds the similarity between documents by using bibliographic coupling. This is when two publications refer to a third in their respective bibliographies. Bibliographic coupling establishes the connection between two papers when many common citations are found (Weinberg, 1974).

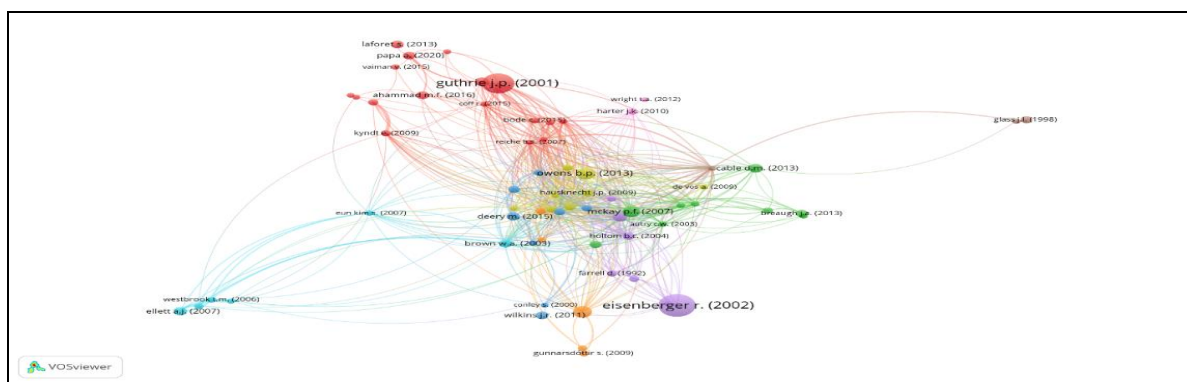


Figure 12: Bibliographic Coupling

The research reveals the formation of nine distinct clusters through bibliographic coupling, as shown in Figure 12. A comprehensive analysis of each cluster is presented in the subsequent discussion.

Table 7: Cluster 1 Based on Bibliographic Coupling

Author (Year)	Title
Guthrie (2001)	'High-Involvement Work Practices, Turnover, and Productivity: Evidence from New Zealand'
Paul & Anantharaman (2003)	'Impact of People Management Practices on Organizational Performance: Analysis of a Causal Model'
Papa et al. (2020)	'Improving Innovation Performance Through Knowledge Acquisition: The Moderating Role of Employee Retention and Human Resource Management Practices'
Laforet (2013)	'Organizational Innovation Outcomes in SMEs: Effects of Age, Size, and Sector'
Kyndt et al. (2009)	'Employee Retention: Organizational and Personal Perspectives'
Govaerts et al. (2011)	'Influence of Learning and Working Climate on the Retention of Talented Employees'
Bode et al. (2015)	'Corporate Social Initiatives and Employee Retention'
Moncarz et al. (2009)	'An Exploratory Paper of US Lodging Properties' Organizational Practices on Employee Turnover and Retention'
Vaiman et al. (2015)	'Recognizing The Important Role of Self-Initiated Expatriates in Effective Global Talent Management'
Patel & Conklin (2012)	'Perceived Labor Productivity in Small Firms-The Effects of

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

Author (Year)	Title
	High-Performance Work Systems and Group Culture Through Employee Retention'
Jiang et al. (2012)	'Hedge Funds'
Sebastian Reich, (2007)	'The Effect of International Staffing Practices on Subsidiary Staff Retention in Multinational Corporations'
Coff & Raffiee (2015)	'Toward a Theory of Perceived Firm-Specific Human Capital'
Pittino et al. (2016)	'Are High-Performance Work Practices Necessary in Family SMEs? An Analysis of the Impact on Employee Retention'
Wagner (2011)	'Environmental Management Activities and Sustainable HRM in German Manufacturing Firms – Incidence, Determinants, And Outcomes'
Campbell (2008)	'Nonfinancial Performance Measures and Promotion-Based Incentives'

Cluster one consists of sixteen papers as shown in table 7. These papers discuss factors influencing ER from organizational and personal perspectives. Training, job design, compensation, and incentives directly influence employee relations, efficiency, product quality, and operational costs (Paul & Anantharaman, 2003). The connection between knowledge acquisition, HRM practices, and innovation performance is crucial. Organizational innovation significantly impacts productivity, profit margins, market dominance, and working environments. However, it does not directly enhance operational efficiency or employee retention. Moreover, individual differences, such as leadership abilities and seniority, positively influence retention, while the level of preparedness and inclination for learning is inversely related to retention (Kyndt et al., 2009). To foster employee retention, organizations should emphasize employee learning and development. Age is a significant demographic factor that has a noteworthy association with retention (Govaerts et al., 2011). Non-management employee turnover is influenced by corporate culture, recruitment, promotions, and training methods, whereas management retention is predominantly impacted by recruitment and promotion practices. Additionally, organizational mission, goals, direction, employee recognition, rewards, and compensation are crucial in diminishing non-management employee turnover. These insights provide organizations with strategies to curtail turnover, ultimately enhancing workforce productivity (Moncarz et al., 2009). The impact of international staffing practices on staff retention within subsidiary branches of multinational corporations is another area of investigation (Sebastian Reiche, 2007). Firms can shape perceptions of firm specificity, enhancing the probability of sustaining a competitive advantage (Coff & Raffiee, 2015). Incentives tied to promotions motivate effort allocation and learning effects. Managers with a higher likelihood of potential rewards exhibit improvement in service quality (Campbell, 2008)

Table 8: Cluster II Based on Bibliographic Coupling

Author (Year)	Title
McKay et al. (2007)	'Racial Differences in ER: Are Diversity Climate Perceptions the Key?'
Cable et al. (2013)	'Breaking Them in Or Eliciting Their Best? Reframing Socialization Around Newcomers' Authentic Self-Expression'
Westerman & Yamamura (2007)	'Generational Preferences for Work Environment Fit: Effects on Employee Outcomes'

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

Author (Year)	Title
Breaugh (2013)	'Employee Recruitment'
McKay & Avery (2005)	'Warning! Diversity Recruitment Could Backfire'
Sturman et al. (2003)	'Is It Worth It To Win The Talent War? Evaluating The Utility of Performance-Based Pay'
Bretz & Judge (1998)	'Realistic Job Previews: A Test of The Adverse Self-Selection Hypothesis'
Carr et al. (2006)	'Prior Occupational Experience, Anticipatory Socialization, And Employee Retention'
Autry & Daugherty (2003)	'Warehouse Operations Employees: Linking Person-Organization Fit, Job Satisfaction, And Coping Responses'

Cluster II Based on Bibliographic Coupling

In the second cluster (as shown in Table 8), ten interconnected papers delve into how a diverse workplace environment enhances employee retention (McKay et al., 2007). Socialization influences the direction of employment relationships, emphasizing the mutual benefits organizations and employees reap when employees are encouraged to express themselves (Cable et al., 2013). Furthermore, employees' work environment preferences influence job satisfaction and retention rates. Additionally, it underscores the importance of comprehending generational disparities in values, objectives, and priorities, which are crucial for retaining employees and nurturing future leaders (Westerman & Yamamura, 2007). The realm of recruitment strategies illuminates how employers' approaches significantly affect the attraction of potential candidates to specific job opportunities. These strategies impact individuals' diverse capabilities, job performance, and retention rates (Breaugh, 2013). Addressing the nuanced issue of diversity in recruitment, the cluster discusses strategies to improve the recruitment and retention of minority employees (McKay & Avery, 2005). A person-organization fit is pivotal in retaining employees in high-turnover industries such as warehousing (Autry and Daugherty, 2003).

Table 9: Cluster III Based on Bibliographic Coupling

Author (Year)	Title
Deery & Jago (2015)	'Revisiting Talent Management, Work-Life Balance, and Retention Strategies'
Wilkins (2011)	'Construction Workers' Perceptions of Health and Safety Training Programs'
Karatepe (2013)	'The Effects of Work Overload and Work-Family Conflict on Job Embeddedness and Job Performance: The Mediation of Emotional Exhaustion'
Kim (2005)	'Factors Affecting State Government Information Technology Employee Turnover Intentions'
Monsen & Wayne (2009)	'The Impact of Strategic Entrepreneurship Inside The Organization: Examining Job Stress and ER'
Karatepe (2013)	'High-Performance Work Practices, Work Social Support, and Their Effects on Job Embeddedness and Turnover Intentions'
Deery & Shaw (1999)	'An Investigation of The Relationship Between Employee Turnover and Organizational Culture'
Conley & Woosley (2000)	'Teacher Role Stress, Higher-Order Needs, and Work Outcomes'

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

Cluster three has eight papers (as shown in Table 9) that uncover the relationship between employee turnover and job stress. Work-life balance plays a pivotal role in addressing employee management and retention challenges. Understanding the intricate connections between work-life balance, employee attitudes, and personal dimensions is crucial for developing targeted strategies to retain skilled employees (Deery and Jago, 2015). Moreover, effective health and safety training programs, significantly enhance employee relations and ensure compliance with regulations. Creating a supportive work environment is potent for mitigating emotional exhaustion and retaining high-performing employees. Participatory management and opportunities for advancement are pivotal elements in influencing employee turnover intentions (Kim, 2005). A tailored design philosophy is imperative to manage job stress effectively and enhance ER within organizations. The repercussions of high turnover rates on organizational culture offer valuable insights for management. In the context of role stresses, encompassing elements such as role ambiguity, role conflict, and role overload emphasize their relevance to individual and organizational values (Conley and Woosley, 2000).

Table 10: Cluster IV Based on Bibliographic Coupling

Author (Year)	Title
Owens et al. (2013)	'Expressed humility in organizations: implications for performance, teams, and leadership'
Hausknecht et al. (2009)	'Targeted ER: Performance-based and job-related differences in reported reasons for staying'
Tymon Jr et al. (2010)	'Exploring talent management in India: the neglected role of intrinsic rewards'
Ghapanchi & Aurum (2011)	'Antecedents to IT personnel's intentions to leave: A systematic literature review'
Tanova & Holtom (2008)	'Using job embeddedness factors to explain voluntary turnover in four European countries'
De Vos & Meganck (2008)	'What HR managers do versus what employees value: Exploring both parties' views on retention management from a psychological contract perspective'
Ghosh et al. (2013)	'Who stays with you? Factors Predicting employees' intention to stay'
Eby et al. (2010)	'How serious of a problem is staff turnover in substance abuse treatment? a longitudinal paper on actual turnover'

Cluster four has eight papers (as shown in Table 10) that discuss factors for predicting ER in organizations. Leadership humility is directly associated with key aspects such as employee retention, job satisfaction, active workforce engagement, and a team-oriented learning approach (Owens & Colleagues, 2013). Job satisfaction, external incentives, interpersonal connections, organizational commitment, and reputation, are commonly cited for retaining employees. Intrinsic rewards play a pivotal role in enhancing employee retention, job satisfaction, and overall career accomplishments. Non-monetary approaches have effectively promoted staff retention and bolstered employee contentment. Factors such as person-organization fit, alignment between organizational culture and individual traits, normative commitment, and turnover intentions are pivotal in employee retention. External labor market factors, including regulations and economic elements such as financial downturns, especially in high-tech fields like IT, are rapidly evolving. The challenges of an aging workforce and skills deficits underscore the strategic importance of attracting and retaining

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

skilled workers. Human resource managers predominantly focus on career prospects and financial incentives often neglecting the significance of social dynamics, job satisfaction, and work-life balance (De Vos & Meganck, 2008).

Table 10: Cluster V Based on Bibliographic Coupling

Author (Year)	Title
Eisenberger et al. (2002)	'Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention'
Mitchell & Lee (2001)	'The Unfolding Model of Voluntary Turnover and Job Embeddedness: Foundations for A Comprehensive Theory of Attachment'
Holtom & O'Neill (2004)	'Job Embeddedness: A Theoretical Foundation for Developing a Comprehensive Nurse Retention Plan'
Farrell & Rusbult (1992)	'Exploring The Exit, Voice, Loyalty, and Neglect Typology: The Influence of Job Satisfaction, Quality of Alternatives, and Investment Size'
Holtom et al. (2002)	'The Relationship Between Work Status Congruence and Work-Related Attitudes and Behaviors'
Mallol et al. (2007)	'Job Embeddedness in a Culturally Diverse Environment'
Newman et al. (2011)	'The Effects of Perceived Organizational Support, Perceived Supervisor Support and Intra-Organizational Network Resources on Turnover Intentions: A Paper of Chinese Employees in Multinational Enterprises'

Cluster five comprises seven papers as shown in table 11. They are about work status congruence and positive work outcomes. Employees' reaction to job dissatisfaction is contingent upon the quality of job alternatives available. Hence, there is a positive association between work status congruence and various employee performance and commitment indicators, including job satisfaction, organizational commitment, extra-role, in-role performance, and employee retention (Holtom et al., 2002). Enhancing perceived supervisor support and co-worker support systems in the workplace is essential to promote employee retention. Perceived organizational support is crucial in mediating the relationship between these factors and turnover intentions (Newman et al., 2011).

Table 11: Cluster VI Based on Bibliographic Coupling

Author (Year)	Title
Ellett et al. (2007)	'A Qualitative Paper of 369 Child Welfare Professionals' Perspectives about Factors Contributing to Employee Retention and Turnover'
Brown & Yoshioka (2003)	'Mission Attachment and Satisfaction as Factors in Employee Retention'
Ellett (2009)	'Intentions to Remain Employed in Child Welfare: The Role of Human Caring, Self-Efficacy Beliefs, And Professional Organizational Culture'
Westbrook et al. (2006)	'Improving Retention Among Public Child Welfare Workers: What Can We Learn from the Insights and Experiences of Committed Survivors?'
Kim & Lee (2007)	'Is Mission Attachment an Effective Management Tool for Employee Retention? An Empirical Analysis of a Non-Profit Human Services Agency'

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

Author (Year)	Title
Cahalane & Sites (2008)	'The Climate of Child Welfare Employee Retention'

Cluster six has six interconnected papers (as shown in Table 12) that advocate for robust mentorship and support initiatives for new employees, especially during the initial years of employment. The employees are generally favourable towards the social welfare initiatives of an organization. However, discontentment with salaries and limited opportunities for career advancement may outweigh attachment factors such as human caring, self-efficacy, beliefs, and organizational culture leading them to leave the organization.

Table 12: Cluster VII Based on Bibliographic Coupling

Author (Year)	Title
Spence et al. (2009)	'Workplace empowerment, incivility, and burnout: impact on staff nurse recruitment and retention outcomes'
Pitts et al. (2011)	'So hard to say goodbye? Turnover intention among US federal employees'
Gunnarsdóttir et al. (2009)	'Front-line management, staffing, and nurse-doctor relationships as predictors of nurse and patient outcomes. A survey of Icelandic hospital nurses'
Andrews & Dziegielewski (2005)	'The nurse manager: job satisfaction, the nursing shortage and retention'
Lee & Way (2010)	'Individual employment characteristics of hotel employees that play a role in employee satisfaction and work retention'

Cluster seven has a total of five papers that explore the perspectives of professionals (as shown in Table 13). They emphasize enhancing working conditions and minimizing workplace incivility to significantly improve job satisfaction and organizational commitment while reducing turnover. They delve into the reasons behind employees' intentions to leave their jobs, like demographics, workplace contentment, and organizational and relational elements. Support from unit-level managers, and adequate staffing, play a pivotal role in determining job satisfaction and reducing burnout rates. Improving these aspects emerges as a promising strategy for enhancing retention and, consequently, elevating the quality of customer care.

Table 13: Cluster VIII based on Bibliographic Coupling

Author (Year)	Title
Glass & Riley (1998)	'Family Responsive Policies and Employee Retention Following Childbirth'
Briscoe & Kellogg (2011)	'The Initial Assignment Effect: Local Employer Practices and Positive Career Outcomes for Work-Family Program Users'
Hom & Xiao (2011)	'Embedding Social Networks: How Guanxi Ties Reinforce Chinese Employees' Retention'

Cluster VIII is based on the impact of policies that uphold work-life balance. It has eight papers that emphasize the importance of social support from supervisors and colleagues in preventing turnover among women, especially during their childbearing years. Female employees may have to either leave or change jobs because of family responsibilities.

A Bibliometric Analysis and Literature Review of Employee Retention in an Organization

Supportive supervisors play a crucial role in shaping their careers by supporting female employees in maintaining work-life balance (Briscoe & Kellogg, 2011).

Table 14: Cluster IX based on Bibliographic Coupling

Author (Year)	Title
Harter et al. (2010)	'The Causal Impact of Employee Work Perceptions on The Bottom Line of Organizations'
Wright & Huang (2012)	'The Many Benefits of Employee Well-Being in Organizational Research'

Cluster IX (as shown in Table 14) based on Bibliographic Coupling relates to how employee well-being drives organizational success. The papers in this cluster discuss the influence of working conditions and employee perceptions on employee well-being, ultimately resulting in improved organizational outcomes.

CONCLUSION

This paper uses bibliometric data to extract valuable insights from the available literature on ER spanning 53 years. The analysis includes top authors, journals, major themes, and their interrelationships. Additionally, the paper employed conceptual frameworks, bibliographic coupling, and co-occurrence network analysis. G. Brindha is the most prolific author, The United States of America is the most productive nation, the 'International Journal of Human Resource Management' emerges as the most effective source and the most influential institution is the University of Utara Malaysia. The document "Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention" garners the highest number of citations at 1403, indicating its significant impact and influence. Significant trending topics in ER between 2021 and 2022 were the "social exchange theory", "COVID-19" and "organizational identification."

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Conflict of Interest

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